

WOODROW WILSON INTERNATIONAL  
CENTER FOR SCHOLARS  
BUDGET JUSTIFICATIONS FOR THE FISCAL YEAR 2024

Submitted to Congress

March 2023

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

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## Statement of the Director

Congress established the Woodrow Wilson International Center for Scholars (Wilson Center) some five decades ago for the purpose – in their words – of “strengthening the fruitful relation between the world of learning and the world of public affairs.” While many centers deal in data and information, they asked us to go further into scholarship and learning. Our currency is knowledge, our focus is independent analysis, and our purpose is developing options and recommendations that decision makers can believe in. And we are fiercely nonpartisan.

The Center takes enormous pride in its Congressional mandate and its links to the Smithsonian Institute. We view the Center’s role as a space for independent thought and thoughtful debate. We are extremely grateful for the Federal support we receive which makes that focus possible.

As the President and CEO of the Woodrow Wilson International Center for Scholars, I am proud to present the FY 2024 budget request of \$16.1 million to Congress. Federally appropriated funds make up a significant portion of our annual funding for the Wilson Center, with the remaining portion of our total budget coming from grants, contracts and other fundraising activities. This appropriation is essential to fulfilling the nonpartisan mission declared in the Woodrow Wilson Memorial Act of 1968 that created this institution as a dynamic living memorial to the 28<sup>th</sup> President.

The appropriation funding is essential to the public-private partnership by supporting Wilson Center’s security, administration, infrastructure, outreach, oversight of programs, and the Fellowship Program. The FY 2024 budget request includes three additional FTEs to support growing administrative requirements and oversight responsibilities. The FY 2024 budget continues to support five FTE for paid interns. In FY 2022 the Wilson Center eliminated unpaid internships activities and moved solely to a paid internship program that aligns with the Administration’s equity initiative. As we strive to achieve a more diverse workforce through recruitment efforts, it is important to have the ability to offer paid internships to qualified candidates. In the spirit of the Wilson Center’s public-private collaboration the paid internship program is a public-private shared activity. Non-appropriated funding (unrestricted and donor restricted) funds some of the Wilson Center’s paid internships.

The Center has made great strides to recruit diverse Fellows from underserved and underrepresented communities. We established a Threatened and Displaced Scholars initiative within the Public Policy Fellows Program to engage foreign scholars who face threats to their lives or their careers in their home countries. This initiative includes scholars from Afghanistan, Guatemala, Burma, Ethiopia, Venezuela, Belarus, and Ukraine, among others. The Fellowship Program remains a cornerstone in the mission of the Wilson Center and its mission has never been more important.

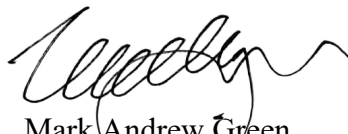
The COVID-19 pandemic necessitated a rapid transition to telework schedules for staff, fellows, and contractors. The Wilson Center’s transition of the workforce to enhanced telework was

facilitated by timely updates led by the Information Technology team. Some IT infrastructure and cybersecurity enhancements are complete and others are in process. Likewise, Wilson Center's Audio Visual team adapted quickly to online technology resulting in exceptional virtual programming success.

During this time, hundreds of virtual events at the Center yielded increases in YouTube views and website visitors. The Wilson Center believes the greater reach achieved during the pandemic will be sustained, as will the virtual platform. Given this vision of the future of work, the Wilson Center has state-of-the-art conference room upgrades in process for virtual technology that will make the in-person audience and virtual audience feel more like one audience with real-time engagement.

I look forward to working with Congress and the Administration in fulfillment of the mission of the Wilson Center. I hope you share my admiration of the Wilson Center as a leading national think tank.

Sincerely,

A handwritten signature in black ink, appearing to read 'Mark Andrew Green', with a stylized flourish at the end.

Mark Andrew Green  
President & CEO, Wilson Center  
Ambassador and Congressman (ret.)

March 13, 2023

## **ABOUT THE WILSON CENTER**

### **Vision**

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

### **Mission**

The Wilson Center, chartered by Congress as the official memorial to President Woodrow Wilson, is a 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 - Board of Trustees**

#### Private Members

Hon. Bill Haslam, Chair  
Hon. Drew Maloney, Vice Chair  
Nicholas Adams  
Thelma Duggin  
Brian Hook  
Hon. David C. Jacobson  
Tim Pataki  
Alan Rechtschaffen  
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#### Designated Appointee of the President from within the Federal Government

Vacant

#### Public Members

Hon. Xavier Becerra - Secretary, U.S. Department of Health and Human Services  
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Hon. Lonnie G. Bunch III - Secretary, Smithsonian Institution  
Hon. Miguel Cardona - Secretary, U.S. Department of Education  
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Carla D. Hayden - Librarian of Congress  
Shelley Lowe - Chair, National Endowment for the Humanities

#### Designated Alternates

Eugene Flanagan, Library of Congress General Counsel  
Susan Donius, National Archives

Craig Blackwell, Smithsonian Institution General Counsel  
State Department - alternate to be named

The Wilson Center relies on the strong and effective governance of its own independent Board of Trustees led by Chairman Bill Haslam. By statute, the Wilson Center Board of Trustees includes several ex officio members 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.

## **Objectives**

The Center seeks to be the leading nonpartisan institution for in depth research and dialogue that informs and develops 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 years, the Center has vastly enhanced its ability to reach key public audiences by investing in strategic communications and outreach. We continue to make private fundraising a priority. Both the direct Federal appropriation and non-appropriated funding remain essential for this public-private partnership.

## **Activities**

The Wilson Center undertakes two main activities:

- (1) Developing and operating programs that 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) Hosting 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 fellowship awardees are provided Library support and work space with a computer. About 18-20 of the residential fellowship awards are for Center Fellows who come for a full academic year, researching and writing in subject areas that are emphasized by the Wilson Center programs. These Fellows are offered research assistant support. The Center continues to ensure 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 50 percent of the visiting scholars are U.S. citizens.



### 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

## **Fellows at the Center**

Fellows at the Wilson Center work on projects that are relevant to contemporary policy issues and that align with the programmatic work of the Center; the work reaches a broad audience.

The Fellows regularly make presentations about their work at institutions in Washington, around the country, and abroad. Many will publish books, journal articles, and op-eds. The insights from their research shed light on current policy issues and provide a better context within which these policy issues can be discussed.

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

## **Funding**

The Wilson Center is a successful public-private partnership, whose support comprises both federal appropriations and private donations. The Federal appropriation is essential to continue to advance this living memorial and non-partisan mission while helping to leverage private donations for research and programming. In keeping with the Wilson Center's gift acceptance policy and to convey transparency as a public institution, contributions made to the Wilson Center in the amount of \$1,000 or more are disclosed on the Center's website. Furthermore, the Wilson Center's Congressional charter and federal appropriation serve as a safeguard in ensuring its mission of providing non-partisan and fact-based research.

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. The Wilson Center is judicious in soliciting private contributions and seeks approval from its Presidentially-appointed Board of Trustees when a prospective funding source is from a foreign government entity.

In addition to the federal appropriation, the Center raises donor-restricted support for specific programming. The majority of this funding comes from foundations, although increasingly individuals and corporations have contributed to these efforts.

The total of non-appropriated monies help to pay for salaries and benefits for 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, fellowship stipends, fellowship support, general administration, public service, multimedia 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.

## **FY 2024 FEDERAL BUDGET PRIORITIES**

### **Authorizing Legislation**

The Wilson Center's Board of Trustees has received the Center's federal funds through direct appropriations since 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.

### **FY 2024 Appropriation Request**

The President's Budget for FY 2024 includes \$16.1 million for the Woodrow Wilson International Center for Scholars. Consistent with prior years, the Center requests that this funding have a two-year period of availability (through September 30, 2025). The requested funding level will cover salaries and benefits for 57 full-time Federally-supported FTEs inclusive of approximately 10 paid intermittent part-time interns each trimester. Similar to previous budget submissions the FY 2024 budget request for operating expenditures includes contractors. Should the Center determine that these functions are more appropriately performed by federal civilian staff, the number of FTEs may increase or decrease during budget execution.

### **FY 2024 Budget Objectives**

The Wilson Center's FY 2024 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 and diverse academics, policy-makers, journalists, and business leaders to apply for fellowships.
- Maintain the fellowship awards programs for both Center Fellows for an academic year and 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 targeted focus to all forms of the Center's outreach: website; social media; databases; webcasting of scholarly events; radio and television programing; and print publications.
- 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 assistantships.
- Though not supported with Federally-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 2024 Budget Request Summary  
(Dollars in Thousands)

Activity	Expense Type	FTE	FY 2022 APPROPRIATION	FTE	FY 2023 APPROPRIATION	FTE	FY 2024 Budget Request	Difference between FY2023 and FY2024
SCHOLAR ADMINISTRATION & ACADEMIC RELATIONS	SALARIES & BENEFITS	7	\$ 1,031	7.5	\$ 1,058	7.5	\$ 1,152	\$ 94
	OPERATING EXPENSES	-	458	-	443	-	472	29
	<b>SUB-TOTAL</b>	<b>7</b>	<b>\$ 1,489</b>	<b>7.5</b>	<b>\$ 1,501</b>	<b>7.5</b>	<b>\$ 1,624</b>	<b>\$ 123</b>
PUBLIC SERVICE AND FELLOWSHIP PROGRAM	SALARIES & BENEFITS	18.5	\$ 3,472	23	\$ 4,029	24	\$ 4,379	\$ 350
	OPERATING EXPENSES	-	2,790	-	2,490	-	2,790	300
	<b>SUB-TOTAL</b>	<b>18.5</b>	<b>\$ 6,262</b>	<b>23</b>	<b>\$ 6,519</b>	<b>24</b>	<b>\$ 7,169</b>	<b>\$ 650</b>
GENERAL ADMINISTRATION	SALARIES & BENEFITS	19	\$ 3,258	18.5	\$ 3,175	21.5	\$ 3,737	\$ 562
	OPERATING EXPENSES	-	1,890	-	1,623	-	1,552	(72)
	<b>SUB-TOTAL</b>	<b>19</b>	<b>\$ 5,148</b>	<b>18.5</b>	<b>\$ 4,798</b>	<b>21.5</b>	<b>\$ 5,289</b>	<b>\$ 491</b>
SMITHSONIAN INSTITUTION SERVICES FEE	SALARIES & BENEFITS	-	-	-	-	-	-	\$ -
	OPERATING EXPENSES	-	\$ 381	-	\$ 436	-	\$ 395	(41)
	<b>SUB-TOTAL</b>	<b>-</b>	<b>\$ 381</b>	<b>-</b>	<b>\$ 436</b>	<b>-</b>	<b>\$ 395</b>	<b>\$ (41)</b>
OUTREACH/ COMMUNICATIONS/ EXTERNAL RELATIONS	SALARIES & BENEFITS	4	\$ 594	5	\$ 640	4	\$ 584	\$ (56)
	OPERATING EXPENSES	-	1,063	-	1,043	-	1,000	(43)
	<b>SUB-TOTAL</b>	<b>4</b>	<b>\$ 1,657</b>	<b>5</b>	<b>\$ 1,683</b>	<b>4</b>	<b>\$ 1,584</b>	<b>\$ (99)</b>
BUILDING REQUIREMENTS	SALARIES & BENEFITS	-	-	-	-	-	-	\$ -
	OPERATING EXPENSES	-	\$ 63	-	\$ 63	-	\$ 39	(24)
	<b>SUB-TOTAL</b>	<b>-</b>	<b>\$ 63</b>	<b>-</b>	<b>\$ 63</b>	<b>-</b>	<b>\$ 39</b>	<b>\$ (24)</b>
<b>Total</b>	<b>SALARIES &amp; BENEFITS</b>	<b>48.5</b>	<b>\$ 8,355</b>	<b>54</b>	<b>\$ 8,902</b>	<b>57</b>	<b>\$ 9,852</b>	<b>\$ 950</b>
	<b>OPERATING EXPENSES</b>	<b>-</b>	<b>6,645</b>	<b>-</b>	<b>6,098</b>	<b>-</b>	<b>6,248</b>	<b>150</b>
	<b>TOTAL</b>	<b>48.5</b>	<b>\$ 15,000</b>	<b>54</b>	<b>\$ 15,000</b>	<b>57</b>	<b>\$ 16,100</b>	<b>\$ 1,100</b>

The FY 2024 budget request for salaries and operating expenses for the Woodrow Wilson International Center for Scholars is \$16.1 million.

Salaries and Benefits

The overall increase of \$950 thousand for Salaries and Benefits funds a civil service pay increase of 5.2% and fully funds three additional FTEs necessary for leadership and oversight in the Public Service area and support in the General and Administrative area. These positions include the Vice President of Programs, a Human Resource Specialist, and an Accountant.

In addition to the full-time staff, the budget for salary and benefits includes funding for the Wilson Center's part-time paid internship program. In order to achieve the goal of helping train a new generation of foreign policy leaders, the Wilson Center has a world class internship program. This program is aligned with the President's Diversity, Equity, Inclusion, and Accessibility (DEIA) Executive Order and the initiative to promote internships and early career programs. The Wilson Center shifted to a 100% paid internship model in FY 2022 to help ensure that these vital opportunities are not limited to a population of undergraduates and graduates that can afford to serve without any financial support. Wilson Center has made great strides in recruiting a more diverse class of intern applicants, and this change will boost those efforts. Wilson Center will use both appropriated and non-appropriated funds to support its paid internship program.

The Wilson Center carries out its mission with both Federally-funded staff and staff supported by the Center's Trust Fund (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, also an engaged Board of Trustees and Wilson Cabinet and Council whose members are deeply committed to maintaining the Center's excellence.

### Operating Expenses

The Budget provides a net increase of \$150 thousand for Operating Expenses. This reflects the combination of new investments to fully fund staff requirements as well as mission operations totaling \$1.1 M and small reductions in outreach and administration. The Budget restores program operations funding in Public Service areas for emerging issues and the Fellowship Program including the *Threatened and displaced Scholars Initiative*.

The Emerging Issues program funding will allow the Wilson Center to continue addressing high-profile hot topic foreign policy issues as they arise (often unexpectedly) by rapidly convening subject-matter experts and initiating short research projects. Historically, this funding has also played a role in leveraging additional private support through cost-sharing.

The Fellowship Program is the Wilson Center's flagship program in fulfilling our mission. This budget investment would restore the level of funding for fellowships to the FY 2022 level and provide funding for the Center's Threatened and Displaced Scholars initiative. This initiative within the Public Policy Fellowship Program is increasingly important as the world rapidly changes and endures more unrest. The Wilson Center's new *Threatened and Displaced Scholars Initiative* offers residential fellowships to foreign scholars who face threats to their lives or their careers in their home countries. The initiative seeks to provide a temporary institutional base for scholars who face threats because their research and actions have challenged their countries' authoritarian regimes or because their countries face ongoing conflicts.

To fulfill its mission 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 Center events, multimedia publications, and various outreach media. The FY 2024 Budget provides the funding needed to meet the Center’s objectives to maximize effectiveness; produce quality work; promote greater focus, collaboration, and coherence among the Center’s programs and scholars; and strengthen our outreach.

Woodrow Wilson International Center for Scholars  
 Salaries and Expenses by Object Class  
 FY 2022, FY 2023, and FY 2024  
 (Dollars in Thousands)

OBJECT CLASS	FY 2022 APPROPRIATION	FY 2023 APPROPRIATION	FY 2024 Budget Request	<i>Difference between FY2023 and FY2024</i>
SALARIES	\$ 6,151	\$ 6,579	\$ 7,271	\$ 692
BENEFITS	2,204	2,323	2,581	258
TRAVEL AND TRANSPORTATION OF PERSONS	117	103	81	(22)
COMMUNICATION/UTILITIES/POSTAGE	225	259	17	(242)
RENTAL OF EQUIPMENT, SOFTWARE & FURNITURE	15	15	6	(9)
PRINTING AND REPRODUCTION (including electronic)	99	59	42	(17)
GRANTS/STIPENDS	2,450	2,325	2,450	125
TRAINING - AGENCY MISSION RELATED	160	88	62	(26)
IT SUPPORT SERVICES, MAINTENANCE, & REPAIR	681	668	522	(146)
NON-IT MAINTENANCE & REPAIR	27	25	24	(1)
INTER AGENCY AGREEMENTS	413	457	401	(56)
OPERATION & MAINTENANCE OF FACILITIES	63	63	39	(24)
OTHER CONTRACTUAL SERVICES (tech./prof., honoraria, temp., exhibit)	1,454	1,470	1,886	416
SUPPLIES AND MATERIALS	70	71	57	(15)
PUBLICATIONS & FORMS	263	264	302	38
RECRUITING/ADVERTISING/PUBLIC ANNOUNCEMENTS	13	16	11	(5)
EQUIPMENT/SOFTWARE/FURNITURE/FIXTURES	595	215	348	133
TOTAL	\$ 15,000	\$ 15,000	\$ 16,100	\$ 1,100

## SCHOLARS ADMINISTRATION AND ACADEMIC RELATIONS

(Dollars in Thousands)

SUMMARY	FY 2022 APPROPRIATION	FY 2023 APPROPRIATION	FY 2024 Budget Request	<i>Difference between FY2023 and FY2024</i>
PERSONNEL (compensation & benefits)	\$ 1,031	\$ 1,058	\$ 1,152	\$ 94
OPERATING (non-compensation)	458	443	472	29
TOTAL	\$ 1,489	\$ 1,501	\$ 1,624	\$ 123
FTE	7	7.5	7.5	

### Scholars and Academic Relations

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 funding for recruiting fellowship applicants, honoraria for external review panelists, staff training, processing of fellowships, and library costs.

In FY 2022 SAR targeted high quality applicants and increased the diversity of our applicant pool through direct online mail recruitment and participation in academic conferences. In FY 2022 SAR attended conferences for the American Political Science Association and the African Studies Association. In FY 2023 and FY 2024 SAR plans to attend conferences for the American Political Science Association, The *National Conference of Black Political Scientists* (NCOBPS), the Association for Asian Studies, and the Latin American Studies Association. SAR also plans on additional outreach initiatives to local universities, such as Howard University.

In FY 2021 the Center launched the Threatened and Displaced Scholars Initiative within the Fellowship Program to offer residential fellowships, with stipend, to foreign scholars who face threats to their lives or their careers in their home countries. In FY 2022 the Center welcomed its first two scholars, a former Foreign Minister from Afghanistan and a Professor of Economics from Ethiopia. The program will continue in FY 2023 and FY 2024. This initiative enhances the Public Policy Fellowship Program to provide a temporary institutional base for scholars who face threats because their research and actions have challenged their countries’ authoritarian regimes or because their countries face ongoing conflicts. These individuals will have the opportunity to continue their academic work and to share their stories with policymakers and thought leaders in Washington, D.C.

In FY 2022, SAR has continued to contract with a subject matter expert to develop a strategy and plan for the Wilson Center to recruit high-level candidates for the Hubert Humphrey Fellowship in Social and Political Thought in close coordination with the Senior Vice President (SVP). The contractor is also advising the SVP and SAR on recruitment and outreach strategies for Wilson Fellows, Public Policy Fellows, and Program Fellows, in particular with regard to inclusion of



applicants and Fellows from underrepresented groups. The Wilson Center plans to continue this initiative in FY 2023 and FY 2024.

### **Wilson Center Library**

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. Its e-resources include domestic and international newspapers, scholarly journals, government documents and reports, reference materials, websites, and e-books in addition to print books. These tools provide research support across a variety of disciplines and reflect the Center's wide-ranging activities.

In FY 2022, the Library moved from a fully remote to a hybrid environment. Since June 2022, it has been open daily in order to best meet the needs of the scholars and staff of the Wilson Center. Enabling additional remote access is a priority, and Library staff researched remote authentication options and will continue to consult with the IT Department on selection and implementation. A good part of the Library's e-resources are available for remote use by staff, scholars, and interns, but the Library seeks better solutions through other remote authentication. The Library acquired new resources dealing with topics such as authoritarianism, digital media, trade, migration, North Korea, China, Russia, regional history, international relations, and more.

In FY 2023 and FY 2024, the Library plans to increase its outreach activities, such as Center-wide virtual training on advanced search skills on both freely available and subscribed resources, e-books, and research databases. It will continue to work to identify research trends, and seek ways to improve its services to provide authoritative, relevant, and timely sources of information. It will work to implement remote authentication to library e-resources, and to identify a discovery service, which would allow for simultaneous use of multiple e-resources. It will explore additional e-resources such as newspapers and e-books in order to meet the needs of its hybrid audience. Work will resume on the archive of Wilson Center publications, both print and digital, which the Library maintains. Library staff plans to coordinate with Center staff on best means of collection, best ways of sharing, and best means of storing the files.

Scholar Administration and Academic Relations by Object Class  
 FY 2022, FY 2023, and FY 2024  
 (Dollars in Thousands)

OBJECT CLASS	FY 2022 APPROPRIATION	FY 2023 APPROPRIATION	FY 2024 Budget Request	<i>Difference between FY2023 and FY2024</i>
SALARIES	\$ 757	\$ 781	\$ 850	\$ 69
BENEFITS	274	277	302	25
TRAVEL AND TRANSPORTATION OF PERSONS	10	10	5	(5)
COMMUNICATION/UTILITIES/POSTAGE	3	3	3	-
PRINTING AND REPRODUCTION (including electronic)	3	3	6	3
TRAINING - AGENCY MISSION RELATED	8	8	10	2
IT SUPPORT SERVICES, MAINTENANCE, & REPAIR	35	5	3	(2)
OTHER CONTRACTUAL SERVICES	118	128	128	-
PUBLICATIONS (including library databases subscriptions)	263	264	300	36
RECRUITING/ADVERTISING/PUBLIC ANNOUNCEMENTS	10	13	10	(3)
EQUIPMENT/SOFTWARE/FURNITURE/FIXTURES	8	9	7	(2)
TOTAL	\$ 1,489	\$ 1,501	\$ 1,624	\$ 123

**PUBLIC SERVICE & FELLOWSHIP PROGRAM**  
(Dollars in Thousands)

OBJECT CLASS	FY 2022 APPROPRIATION	FY 2023 APPROPRIATION	FY 2024 Budget Request	<i>Difference between FY2023 and FY2024</i>
PERSONNEL (compensation & benefits)	\$ 3,472	\$ 4,029	\$ 4,379	\$ 350
OPERATING (non-compensation)	2,790	2,490	2,790	300
TOTAL	\$ 6,262	\$ 6,519	\$ 7,169	\$ 650
<i>FTE</i>	18.5	23	24	

The Public Service and Fellowship Program area includes personnel costs for directors/administrators for nearly all Center programs as well as a program staff assistant or associate. The program director positions are held by highly specialized experts in their field and are classified as renewable excepted service positions. This area also supports the Wilson Center’s flagship individual fellowship program (the basis for the living memorial to the 28<sup>th</sup> President) and provides support for conferences, research, and emerging foreign policy issues to serve policy makers and the public with increased reach and dissemination of knowledge.

The Wilson Center devotes a great deal of effort to maintaining a high level of research output, multimedia publications, and programming on relevant public policy issues and to making these activities accessible to the general public. The Center has organized meetings (many virtual) 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. These activities and the audiences reached continue to grow.

Funding targeted to emerging issues allows 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. This funding is also used to leverage private support. The Federal support for emerging issues includes a combination of short-term expert consultant costs, honoraria, travel, and publishing through multimedia. The Wilson Center is confident these efforts will continue to be of particular benefit to policy-makers who often need quick turn-around analysis from the Center.

**FELLOWSHIP PROGRAM**

The Wilson Center’s Fellows are the foundation of the living memorial to the 28<sup>th</sup> President, Woodrow Wilson.

## Center Fellows

The Fellowship Program is a central part of the Wilson Center's activities. The individual fellowships remain the core method the Center employs to accomplish the mission set forth in its organic statute.

Each year the Center receives about 250 fellowship applications, and an external panel completes its selection of primary and secondary awardees in March for the coming academic year. The Wilson Center offers Center fellowship awards of \$10,000 per month that aim to maintain the awardees' current income levels and make it possible to live and work in Washington, DC. The Wilson Center strives to execute 18 - 20 Center fellowship awards each fiscal year.

This funding is not available in the private sector and 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 prior to selection. In support of the Center's mission to strengthen the fruitful relation between the world of learning and the world of public affairs on the model of Woodrow Wilson, the fellowship competition allows the most qualified individuals 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 of these fellowship awards are often restrictive in nature. For example, the Center has received funding restricted for Public Policy Fellows from a specific country or region. Federal funding enables an annual fellowship competition that selects pre-eminent scholars without regard to area of study or national origin.

The individual fellowship awards offered through this mission-critical program aim to cover the estimated travel costs, private health insurance premiums, and cost of living for the individual awardees. The fellowship period of performance is usually the fiscal year subsequent to the award year.

The Wilson Center Fellowship Program provides 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 Fellows 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, 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, including Congress and Executive branch agencies.

The Wilson Center is continuing to look toward a post-COVID-19 world to continue its mission of non-partisan research, debate, and dissemination of knowledge to inform actionable idea with efficient hybrid approaches to fellowships, staff and conferences/presentation that engages Presidential Executive Order 13985 on Advancing Racial Equity and Support for Underserved Communities.

Wilson Center Fellows from the class of 2022-2023 (FY 2022 fellowship awards) come from the United States, Argentina, Brazil, Canada, India, Israel, and Mexico.

The following are the names and project titles of the 2022-2023 Fellows (FY 2022):

**Geneive Abdo**, Visiting Fellow, Arab Gulf States Institute in Washington. “Arab Shia Communities’ Drift Away from Iran’s Political and Theological Sphere of Influence: A Peacemaking Opportunity for the International Community.”

**Jonathan Abel**, Associate Professor of Asian Studies, The Pennsylvania State University. “Subtitling the World: Fake News, Fictional Truth, and Social Media.”

**Amit Ahuja**, Associate Professor, Department of Political Science, University of California at Santa Barbara. “Building National Armies in Multiethnic States.”

**Sarah Cameron**, Associate Professor of History, University of Maryland, College Park. “Aral Sea: Environment, Society and State Power in Central Asia.”

**Susanna Campbell**, Assistant Professor, School of International Service, American University. “Networks of Influence and Support between War and Peace.”

**Heather Exner-Pirot**, Fellow, Macdonald Laurier Institute, Canada. “Understanding Arctic Development: People, Resources, Environments and Economies.”

**Stephen King**, Professor of Political Science, Georgetown University. “Black Arabs: Between Slavery and Racism in the Middle East and North Africa.”

**Jeffrey Kucik**, Associate Professor of Political Science, University of Arizona. “Keeping Promises: Implementing Socially Inclusive Trade Law.”

**Guy Laron**, Senior Lecturer/Associate Professor, The Hebrew University of Jerusalem, Israel. “Empire of Oil: Russia’s Grand Strategy in the Middle East from Lenin to Putin.”

**Margaret Myers**, Director, Asia and Latin American Program, Inter-American Dialogue. “Twisted Roots: The Drivers of Change in Modern China-Latin American Relations.”

**Valerie Percival**, Associate Professor, Norman Patterson School of International Affairs, Carleton University, Canada. “Promoting Gender Equality and Health Equity through Foreign Policy: Panacea or Fool’s Game.”

**Raoni Rajão**, Associate Professor of Environmental Management and Social Studies of Science, Federal University of Minas Gerais (UFMG), Brazil. “The Military and the Environmental Science Policy Interface in the Brazilian Amazon: From the Military Regime to Bolsonaro.”

**Julio Rios-Figueroa**, Professor Titular (Associate Professor), Department of Law, Instituto Tecnológico Autónomo de México (ITAM), Mexico. “Why Does Patrimonialism Persist? Authoritarian Legacies and the Winding Road to the Rule of Law in Mexico.”

**Jennifer Sciubba**, Associate Professor of International Studies, Rhodes College. “We the People: Population Control and the Making of the American Nation.”

**Shobana Shankar**, Associate Professor of History, Stony Brook University-State University of New York. “A Nigeria-India Nexus: Negotiating Cultural Economic Power in the Global South.”

**Alexey Tsykarev**, Chairman, Center for Support of Indigenous Peoples and Civic Diplomacy ‘Young Karelia’, Russia. “The Role of Indigenous Peoples in Arctic Diplomacy and Governance.”

**Francisco Urdinez**, Associate Professor of Political Science, Pontificia Universidad Católica de Chile “Chinese Business and Structural Power: How Chinese Multinational Corporations Affect Domestic Politics in the Developing World.”

### **Public Policy Fellows & Threatened and Displaced Fellows**

The Wilson Center makes fellowship awards to outstanding scholars and practitioners to be Public Policy Fellows. These individuals receive short-term appointments, usually three to five months in duration, to work on important public policy issues that are highly relevant and intersect with the work of the Center. These individuals give presentations about their research and interact with policymakers while at the Center. The Center plans to continue offering these awards for the typical 8 to 10 Public Policy Fellows annually.

The Threatened and Displaced Scholars Initiative offers residential fellowships, with stipend, to foreign scholars who face threats to their lives or their careers in their home countries. The Wilson Center plans to award up to four Threatened and Displaced Scholars in the remainder of FY 2023 and in FY 2024.

## **Public Policy Fellows' Names and Project Titles 2022 – 2023:**

**Hind Al Anarasi**, Ph.D. Candidate, Faculty of Education, Cambridge University. “Educational and Social Reform in the GCC and Broader Islamic World.”

**Lindsay Benstead**, Associate Professor of Political Science in the Mark O Hatfield School of Government and Director of the Middle East Studies Center (MESOC) at Portland State University. “The Private Roots of Public Agency: Gender, Wasta and Political Participation in Authoritarian Regimes.”

**Mary Brooks**, former Resident Fellow, Cybersecurity and Emerging Threats, the R Street Institute, Washington, DC. “What’s Old is New – and Other Lessons about “Cyber War” from the Russo-Ukraine Conflict.”

**Raphael Cohen-Almagor**, Professor and Chair in Politics and Founding Director, Middle East Study Group (MESG), Department of Politics, University of Hull, UK. “Resolving Protracted Conflicts: A Critical Study of Peace Mediation, Facilitation and Negotiations between Israel and the Palestine Liberation Organization.”

**Christian Davenport**, Washington Post Newspaper Reporter; Colby College, B.A., American Studies. “The New Space Age.”

**Martin Grossheim**, Associate Professor in Vietnamese History, Seoul National University. “The Politics of History and Memory in Modern-day Vietnam.”

**Mark Kennedy**, President Emeritus, University of Colorado; Member of the United States House of Representatives (2001-2007). “Strategic Competition.”

**Ylber Marku**, Lecturer in History, Department of History, School of Humanities, Zhejiang University, China. “Sino-Albanian Relations during the Cold War.”

**Boris Munoz**, Senior Staff Opinion Editor at the *New York Times*. “The State of Opinion in Latin America.”

**Samah Norquist**, former Chief Advisor to the Administrator to Advance International Religious Freedom, U.S. Agency for International Development. “Advancing and Protecting International Religious Freedom as a Fundamental Human Right as well as a U.S. National Security Imperative.”

**Nirupama Rao**, former Foreign Secretary to the Government of India. “A Sequel to The Fractured Himalaya: ‘Eating Bitterness, The India-China Relationship.’”

**Fernando Reinares**, Professor of Political Science and Security Studies, Universidad Rey Juan Carlos, Madrid; and Director of the Program on Violent Radicalization and Global Terrorism, Elcano Royal Institute, Madrid. “Homegrown Jihadism in Southern Europe.”

**Nancy J. Walker**, Former Director of the Africa Center for Strategic Studies, National Defense University. “African Perspectives on the U.S.-Africa Leaders Summit.”

### **Threatened and Displaced Fellows’ Names and Project Titles 2022 – 2023:**

**Mirwais Balkhi**, Minister of Education (2017-2020), Afghanistan. “Theological Clashes and Spreading Islamic Radicalism in Afghanistan.” (Afghanistan)

**Ye Myo Hein**, former Executive Director, Tagaung, Institute of Political Studies, Yangon, Myanmar. “The Changing Security Landscape in Post-coup Myanmar.” (Myanmar)

**Alla Leukavets**, Independent Researcher. “The 2020 P Elections and Post-election Protests in Belarus: Internal Dynamics and Implications for Relations with Russia and the West.” (Belarus)

**Leopoldo Lopez**, Founder and National Coordinator of the Voluntad Popular political party, Venezuela. “Democratic Transition from Autocracy.” (Venezuela)

**Naser Yenus Nuru**, Assistant Professor, Adigrat University. “Government Spending, Credit Market Conditions, and Economic Activity in a Sub-Saharan African Economic Context.” (Ethiopia)

**Alena Popova**, Head of Analytical Center, Ethics and Technology. “Protecting Privacy and Autonomy of Voters in the Digital Era.” (Russia)

**Zarina Sautieva**, Project Assistant, Project “Justice Initiative.” “The Ingush Case: The Society and the Authority, Political, and Social mechanisms of persecution and support of civil activists using the example of events involving the organizers and participants of the peace Ingush protest of 2018-2019.” (Russia)

**Nataliya Shok**, Professor, Department of Socio-Humanitarian Sciences, Privolzhky Research Medical University. “From ‘Vaccine Race’ to ‘Vaccine Diplomacy’: Russia’s Global Health Policy During the COVID-19 Pandemic from the Bioethical Perspective.” (Russia)

### **Distinguished Fellows**

The federal appropriation has provides support for one or two Distinguished Fellows. 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. The Budget supports one Distinguished Fellows in FY 2024.

FY 2022 Distinguished Fellows:

**William Brownfield** is a former Career Ambassador who served as US Ambassador to Chile, Venezuela, and Colombia from 2001-2010 and former Assistant Secretary of State for Drugs and Law Enforcement. He has also served overseas in Venezuela, El Salvador, Argentina, Switzerland,



and Panama as temporary Political Adviser to the U.S. Southern Command. In Washington his jobs have included Deputy Assistant Secretary for Western Hemisphere Affairs, Deputy Assistant Secretary for International Narcotics and Law Enforcement, Director for Policy and Coordination in INL, Executive Assistant to the Bureau of Inter-American Affairs, Member of the Secretary's Policy Planning Staff, and Special Assistant to the Under Secretary for Political Affairs. Ambassador Brownfield holds the personal rank of Career Ambassador, the highest rank in the U.S. Foreign Service. He has received the Secretary of State's Distinguished Service Award and the Presidential Performance Award three times. Ambassador Brownfield is a graduate of Cornell University (1974) and the National War College (1993). He attended the University Of Texas School Of Law (1976-78).

**Robin Wright** is one of the country's foremost authorities on the Middle East, Islamic extremism, Iran, and political and military dynamics in the Muslim world. A highly decorated journalist, she is a longtime writer for *The New Yorker*, a former diplomatic correspondent for *The Washington Post*, and has reported from more than 140 countries. Wright has written or edited eight books, including the widely acclaimed "Rock the Casbah: Rage and Rebellion across the Islamic World." She is a prolific analyst, a fixture on prime-time news programs, and was the recipient of the U.N. Correspondents Gold Medal for international reporting and the National Magazine Award. She has been a television commentator on morning and evening news programs on ABC, NBC, CBS, PBS, CNN and MSNBC as well as "Meet the Press," "Face the Nation," "This Week," "Nightline," "PBS Newshour," "Frontline," "Washington Week in Review," and "The Situation Room".

### **Wilson Center Global Fellows**

The Wilson Center's Global Fellowship Program aims to help connect Washington, the United States, and the world through a global network of scholarship and policy ideas. This global network of preeminent thought-leaders actively affiliated with the Center and its programs produce research and timely analysis, and help develop new avenues to amplify the mission and goals of the Center and its programming lanes of excellence. Global Fellows do not receive fellowship grants, though they 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:

**Adesoji Adelaja**, John A Hannah Distinguished Professor in Land Policy, Michigan State University, Department of Agricultural, Food, and Resource Economics

**Alan Bersin**, Assistant Secretary for International Affairs and Chief Diplomatic Officer for the U.S. Department of Homeland Security (DHS) Office of Policy, and Vice President of INTERPOL for the Americas Region

**Ann-Marie Brady**, Associate Professor, Department of Political Science, University of Canterbury, Christchurch, New Zealand

**Jill Dougherty**, Former CNN Foreign Affairs Correspondent

**Malu Gatto**, Assistant Professor of Latin American Politics, the Institute of the Americas, University College London

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

**Farahnaz Ispahani**, Senior Fellow, Religious Freedom Institute

**Ma Jun**, Director, Institute for Public and Environmental Affairs, China

**Randy Kee**, Major General, USAF (Retired); Executive Director, Arctic Domain Awareness Center, University of Alaska Anchorage

**Katarina Kertysova**, Policy Fellow, European Leadership Network (ELN)

**Bessy Kong**, former Senior Policy Advisor/Special Assistant, Office of the Assistant Secretary, Public and Indian Housing (PIH), Housing and Urban Development (HUD)

**Jana Nelson**, Brazil policy and U.S.-Brazil relations analyst; former Foreign Affairs Officer, United States Department of State

**Lisa Raitt**, former member of Parliament, former deputy leader of the Conservative Party of Canada

**Edna Camelia Jaime Treino**, Founder & Director, México Evalúa

**Olufemi Vaughan**, Alfred Sargent Lee and Mary Ames Lee Professor of Black Studies, Amherst College

Public Service & Fellowship Program by Object Class  
 FY 2022, FY 2023, and FY 2024  
 (Dollars in Thousands)

OBJECT CLASS	FY2022 APPROPRIATION	FY2023 APPROPRIATION	FY 2024 Budget Request	<i>Difference between FY2023 and FY2024</i>
SALARIES	\$ 2,551	\$ 2,986	\$ 3,232	\$ 246
BENEFITS	921	1,043	1,147	104
TRAVEL AND TRANSPORTATION OF PERSONS	25	20	45	25
PRINTING AND REPRODUCTION (including electronic)	50	10	10	-
GRANTS/STIPENDS	2,450	2,325	2,450	125
TRAINING - AGENCY MISSION RELATED	30	20	15	(5)
OTHER CONTRACTURAL SERVICES (tech./prof., honoraria, temp., exhibit)	235	115	270	155
TOTAL	\$ 6,262	\$ 6,519	\$ 7,169	\$ 650

## GENERAL ADMINISTRATION

(Dollars in Thousands)

SUMMARY	FY2022 APPROPRIATION	FY 2023 APPROPRIATION	FY2024 Budget Request	Difference between FY2023 and FY2024
PERSONNEL (compensation & benefits)	\$ 3,258	\$ 3,175	\$ 3,737	\$ 562
OPERATING (non-compensation)	1,890	1,623	1,552	(72)
TOTAL	\$ 5,148	\$ 4,798	\$ 5,289	\$ 491
FTE	19	18.5	21.5	

The General Administration budget line includes personnel compensation and benefits for federal staff in the offices of the Executive, Financial Management (FMO), Human Resources (OHR), Information Technology (IT), and Support Operations (SO). It also funds nearly all of the Center's non-salary general and administrative expenses including cybersecurity, 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 an internet provider, advisory services, accounting and audit services, and federal staff travel and training.

The Center's Continuity of Operations Plans (COOP) developed by the office of the CIO prior to the pandemic were rapidly put into place allowing all Center staff to continue their functions while working remotely. Recent enhancements to the Center's IT resources and services in FY 2022 include strengthening of the Center's cybersecurity systems by implementing additional penetration testing, the development of a Security Incident Response Plan, assessment and upgrade of the Center's wireless system, upgrade of all IT policies, upgrade of the Center's Virtual Private Network (VPN) system to more secure appliances, upgrade of the Center Storage Access Network (SAN) environment, implementation of new Center firewalls, installation of new security camera servers and cameras, and the implementation of a separate AV network.

In FY 2023 and FY 2024 two major projects will be undertaken by the Center's IT department; upgrading the overall network platform to Microsoft 365 through the Azure Cloud environment and creation of a new wireless system for the Center that will streamline access for Center staff, allow for improved wireless services for visitors, and an isolated wireless network for Center AV services. New workstations procured in FY 2022 will replace approximately 50 % of Center workstations.

The Microsoft 365 solution is in progress and is estimated to be completed late FY 2024. The new wireless system has just started and is scheduled to be completed mid FY 2024. Additional projects starting in FY 2023 are incorporating Single Sign On and Identity Access Management for all Center cloud-based services.

The Center’s Office of Human Resources (OHR) continues to rebuild the Human Resources team following the departure of the entire OHR staff in FY 2021. The current OHR staff has begun implementing changes to the OHR recruitment, staffing and employee engagement policies and procedures. OHR has established program structure to address employee’s needs and has automated internal processes. OHR plans to adapt an Automated Performance Management System by end of FY 2023. The FY 2024 Budget provides funding to complete the OHR team with a human resources specialist.

The Financial Management Office (FMO) is also in the process of infrastructure improvements; working to complete the implementation of an ERP system for Trust accounting, automated procurement with user workflows, and real time reporting for all Wilson Center users. FMO quickly adapted to remote work by transforming on-going routine tasks to the telework environment and successfully completing fully remote external audits. The FY 2021 consolidated federal/trust audit as well as the A-136 Special Purpose Audit of Federal Appropriated Funds resulted in an unmodified opinion without any material weaknesses. The Wilson Center also received a clean audit opinion for the Federal Appropriated Funds FY 2022 audit. The FY 2022 consolidate federal/trust audit is not yet complete. FMO recently filled the senior accountant position and is in the process of recruiting for a second contract specialist to work toward a sustainable workforce model within FMO. The FY 2024 Budget provides funding for the Center to hire an accountant to improve revenue recognition.

General Administration by Object Class  
 FY 2022, FY 2023, and FY 2024  
 (Dollars in Thousands)

OBJECT CLASS	FY 2022 APPROPRIATION	FY 2023 APPROPRIATION	FY 2024 Budget Request	Difference between FY2023 and FY2024
SALARIES	\$ 2,401	\$ 2,337	\$ 2,758	\$ 421
BENEFITS	857	838	979	141
TRAVEL AND TRANSPORTATION OF PERSONS	80	71	29	(42)
COMMUNICATION/UTILITIES/POSTAGE	70	104	14	(90)
RENTAL OF EQUIPMENT, SOFTWARE & FURNITURE	15	15	6	(9)
TRAINING - AGENCY MISSION RELATED	114	50	31	(19)
IT SUPPORT SERVICES, MAINTENANCE, & REPAIR	607	624	519	(105)
NON-IT MAINTENANCE & REPAIR	10	10	4	(6)
INTER AGENCY AGREEMENTS	32	21	6	(15)
OTHER CONTRACTUAL SERVICES	376	517	584	67
SUPPLIES AND MATERIALS	44	45	31	(15)
PUBLICATIONS & FORMS	-	-	2	2
EQUIPMENT/SOFTWARE/FURNITURE/FIXTURES	542	166	326	160
TOTAL	\$ 5,148	\$ 4,798	\$ 5,289	\$ 491

**SMITHSONIAN INSTITUTION SERVICE FEE**  
(Dollars in Thousands)

SUMMARY	FY 2022 APPROPRIATION	FY 2023 APPROPRIATION	FY 2024 Budget Request	<i>Difference between FY2023 and FY2024</i>
PERSONNEL (compensation & benefits)	-	-	-	-
OPERATING (non-compensation)	\$ 381	\$ 436	\$ 395	\$ (41)
TOTAL	\$ 381	\$ 436	\$ 395	\$ (41)
FTE	N/A	N/A	N/A	

The enabling legislation created the Wilson Center within the Smithsonian Institution. The Wilson Center operates as a separate entity, though Smithsonian provides essential support to the Wilson Center through an annual services agreement. These services are funded from Wilson Center’s direct appropriation and privately raised Center Trust funds. Services include general counsel, Federal accounting, contracting, benefits administration, EEO services, labor relations, background investigations for new employees, badging services, some library assistance including placing and administering orders for serials, risk management, archive management, information management, training, influenza vaccines, and access to their Office of the Inspector General.

Smithsonian Fee by Object Class  
FY 2022, FY 2023, and FY 2024  
(Dollars in thousands)

OBJECT CLASS	FY 2022 APPROPRIATION	FY 2023 APPROPRIATION	FY 2024 Budget Request	<i>Difference between FY2023 and FY2024</i>
INTER AGENCY AGREEMENTS	\$ 381	\$ 436	\$ 395	(41)
	\$ 381	\$ 436	\$ 395	\$ (41)

**EXTERNAL RELATIONS, OUTREACH, & COMMUNICATIONS**  
(Dollars in Thousands)

SUMMARY	FY 2022 APPROPRIATION	FY 2023 APPROPRIATION	FY 2024 Budget Request	<i>Difference between FY2023 and FY2024</i>
PERSONNEL (compensation & benefits)	\$ 594	\$ 640	\$ 584	\$ (56)
OPERATING (non-compensation)	1,063	1,043	1,000	(43)
TOTAL	\$ 1,657	\$ 1,683	\$ 1,584	\$ (99)
FTE	4	5	4	

**External Relations**

External Relations provides critical strategic direction and infrastructure support to the Wilson Center’s programs and executive team, as well as for its research, outreach, and communications. As the primary conduit for the Center’s public-facing work, External Relations advises and curates all print, video and audio content and event programming to ensure presentation at the highest standards. As part of its work to shape the public face of the Wilson Center, External Relations also advises Wilson Center personnel on media strategy, op-ed placement and provides media training to help amplify the Center’s mission. Four FTEs are supported with Federal funds and 15 FTEs are support with private funding.

With its international and domestic outreach strategies, the Woodrow Wilson International Center for Scholars ranks as one of the top 10 think tanks in the U.S. and worldwide.

External Relations operations include:

- (1) Digital, including [www.wilsoncenter.org](http://www.wilsoncenter.org) website, the Center’s social media presence, targeted electronic messaging, and multimedia content development;
- (2) Public/Media relations;
- (3) Public education and outreach;
- (4) Event planning and management which supports extensive programmatic activity and Books@Wilson;
- (5) Audiovisual support and outreach, which includes remote, live, and hybrid audiovisual production and support, post-event video release, and Wilson Center short-form video production and broadcast;
- (6) The Wilson Center Press (co-publishing scholarly books with partners at Columbia and Stanford Universities) and in-house books;
- (7) The award winning Wilson Quarterly digital magazine ([wilsonquarterly.org](http://wilsonquarterly.org)); and
- (8) External Relations core infrastructure providing overall communications strategy, technology platforms, and training to Wilson Center staff and scholars

**The Public Education and Outreach unit** promotes the Center’s commitment to connect members of the general public with the deep resources of the Wilson Center staff and scholars through multiple outreach channels, events, and conferences.

In FY 2022, we significantly expanded our technology and our audience, reaching greater numbers of US-based and international participants using virtual and hybrid technologies.

In FY 2023, we host many of the Center’s public events virtually and in hybrid capacity – including public in-person events as well; ensuring that the Wilson Center audiences are able to hear directly from U.S. and international policymakers, academics, journalists, and scholars via whatever communication channel works best.

We continue the upgrade of our facilities to include permanent translation equipment to engage and enable more of the world to join in-person and remote presenters/audiences in a direct, connected event experience. Allowing our audience to participate fully from wherever they are.

In FY 2023 and FY 2024 we are incorporating new technology platforms such as a project management system to consolidate event projects, communications, logistics, and room reservation; and a digital asset management system to curate and migrate separate archives and key participant documentation into a concise, searchable database.

These new systems will streamline and improve communications for better efficiency and impact.

**The Audiovisual Support and Production unit** provided media and audiovisual services for approximately 1,000 meetings in the last year. Operations and staffing for event support continue for the Center’s audiovisual production requirements. Wilson Center hired a full time AV technician to expand bandwidth. We expanded use of trained, rotating contractors for extra event capacity and complex productions.

The audiovisual unit managed major work to upgrade and overhaul our equipment and room capabilities Center wide, including introducing translation equipment for language interpretation, room upgrades, equipment inventories, a technology audit, and a revamp of the TV and Audio Studio.

This work to update and maintain equipment for the AV production infrastructure will continue in FY 2023 and FY 2024 to create the best possible end-user experience.

**The Digital unit** provides Center-wide website services for programs, Congressional Relations, scholars, Fellows and the executive team. These include social media support, digital marketing,

website support and online publication of the insight and analysis mandated by our charter, as well as the award-winning Wilson Quarterly magazine.

In 2022, the digital team expanded the Center's impact through the website and social media with the hire of two social media specialists. The new social team has refreshed our LinkedIn, Instagram, Twitter, and YouTube presence, created new video and digital products and expanded our CEO's "Stubborn Things" blog, all of which enhanced our audience and reach.

The digital team also expanded our metrics collection to better track program performance and measure a rough, baseline of our audiences in Congress, the Administration, and foreign governments.

#### Website

- Users up 48.58% Year over Year (10,082,831 in 2022 v 6,786,162 in 2021)
- Page views up 39.03% (14,026,860 in 2022 v 10,088,850 in 2022)

#### YouTube

- Subscribers up 28.36 Year over Year (85,528 v 67,153)
- Views up 0.59% (3,962,906 in 2022 v 3,939,835 in 2021)

New digital event engagement tools allow our virtual audience to more fully participate in our hybrid events. Other improvements include increasing digital security of the Wilson Center websites via an upgrade in server size, web application firewall, and web https filtering.

Topics covered by The Wilson Quarterly (WQ) our digital, award-winning magazine of ideas and information, include: Ripples of War, which examined impacts of the Russia-Ukraine war and As Strong as Our Weakest Link: Strengthening Global Supply Chains.

Projects for FY 2023 and F 2024 include a website redesign, increased digital security, a revamped presence on LinkedIn and YouTube, investigating new social platforms, launching paid online advertising and a robust Center-wide digital marketing plan.

**The digital /video programming unit** produces a roster of broadcast-quality video features and audio podcasts. Programming includes: **Wilson Center NOW**, a weekly interview program featuring Wilson Center experts from around the world; **Need to Know**, a podcast focused on the information needs of Members of Congress and their staffs; **Americas 360**, which explores hemispheric issues with our Argentina Project, Brazil Institute, Canada Institute, Latin American Program, and Mexico Institute; **Smart Take**, a short-form vehicle for Wilson experts to join the global discussion when news is breaking; and **ICYMI** (In Case You Missed It), which provides highlights from high-profile Wilson events.



**The Media and Press** unit continues dynamic efforts to place Wilson Center’s work and research in the public sphere through media outreach. With a focused effort towards providing rapid response analysis in reaction to breaking news, we were able to maintain our place in a highly competitive market. The Wilson Center is on par among media impressions with other top U.S. think tanks, including the Heritage Foundation, Center for American Progress, the Carnegie Endowment, and the Council on Foreign Relations.

Wilson Center scholars have written more than 100 policy analysis articles for top media outlets including The Wall Street Journal, The Washington Post, New York Times, and Foreign Policy, The Hill and Politico. Wilson Center experts have also been interviewed on top media programs, including NPR's "Morning Edition" and "Here & Now," CNN's "This Morning," as well as multiple appearances on marquee news programs like "State of the Union" and "Andrea Mitchell Reports." We were also featured on Sunday public affairs programs such as CBS's "Face the Nation" and "Fox News Sunday." In 2022, Media Relations put a strong focus on pro-active relationship building with marquee Foreign Policy and White House reporters which was met with positive feedback and coverage of WWICS scholars and publications, most notably our report on Venezuela.

In 2023 Media Relations will enhance its promotion of Wilson Center internal products like "Wilson Center NOW" and the "Wilson Quarterly" and provide additional professional development for Wilson Center scholars and staff including press releases, Op-Ed writing and media pitching workshops to supplement the Broadcast media training given to our scholars and staff to feel confident when representing the Center publicly.

**Wilson Center Press books** are produced through co-publishing relationships with major university presses, principally those of Columbia and Stanford. These books are written by Wilson Center staff and scholars to bridge academic specialists with policy makers and readers throughout the world.

**Wilson Center in-house books** are also produced to reach critical audiences on a shorter timeline than traditional university press publishing allows. In-house books are primary e-books with small print runs for targeted distribution. Recent and upcoming books include:

- Essays on China and U.S. Policy
- Building Up Competitiveness and the G7’s Infrastructure Ambitions
- BRIDGING THE GULF: China's Navigation of the Saudi-Iranian Rivalry
- STRENGTHENING NORTH AMERICAN TIES - A Must For Competitiveness
- Closing the Loop ON PLASTIC WASTE IN THE U.S. AND CHINA
- Series on the Supply Chain: Why Trust Matters and Building Resilience in the Semiconductor Supply Chain

Federal funds are crucial to the Center’s mission and distributing the Center’s nonpartisan research, debates, and dialogue to decision-makers, academia, and other domestic and international audiences. As new event and communications platforms and technologies continue to develop and

evolve, it is important that the Center maintain the capabilities, equipment, technology upgrades, and trained personnel to ensure that it is able to produce and deliver the best programming possible across various multimedia channels.

External Relations, Outreach, & Communications by Object Class  
 FY 2022, FY 2023, and FY 2024  
 (Dollars in Thousands)

OBJECT CLASS	FY 2022 APPROPRIATION	FY 2023 APPROPRIATION	FY 2024 Budget Request	<i>Difference between FY2023 and FY2024</i>
SALARIES	\$ 442	\$ 475	\$ 431	\$ (44)
BENEFITS	152	165	153	(12)
TRAVEL AND TRANSPORTATION OF PERSONS	2	2	2	-
COMMUNICATION/UTILITIES/POSTAGE	152	152		(152)
PRINTING AND REPRODUCTION (including electronic)	46	46	26	(20)
TRAINING - AGENCY MISSION RELATED	8	10	6	(4)
IT SUPPORT SERVICES, MAINTENANCE, & REPAIR	39	39		(39)
NON-IT MAINTENANCE & REPAIR	17	15	20	5
OTHER CONTRACTUAL SERVICES	725	710	904	194
SUPPLIES AND MATERIALS	26	26	26	-
RECRUITING/ADVERTISING/PUBLIC ANNOUNCEMENTS	3	3	1	(2)
EQUIPMENT/SOFTWARE/FURNITURE/FIXTURES	45	40	15	(25)
TOTAL	\$ 1,657	\$ 1,683	\$ 1,584	\$ (99)

**BUILDING REQUIREMENTS**

(Dollars in Thousands)

SUMMARY	FY 2022 APPROPRIATION	FY 2023 APPROPRIATION	FY 2024 Budget Request	Difference between FY2023 and FY2024
PERSONNEL (compensation & benefits)	-	-	-	
OPERATING (non-compensation)	\$ 63	\$ 63	\$ 39	\$ (24)
TOTAL	\$ 63	\$ 63	\$ 39	\$ (24)
FTE	N/A	N/A	N/A	

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

Past uses of this funding by the Center in the area of facility maintenance include renovating interior functional space for additional offices, workrooms, carrel space, and auditorium seating. This funding has covered painting, carpeting, and infrastructure/wiring/equipment to install and/or relocate multimedia, IT, HVAC, and kitchen equipment.

The Center recently installed sanitary upgrades to bathrooms including touchless bathroom fixtures and placing touchless hand sanitizer stations throughout the Center. The Center is also making infrastructure improvements to meeting rooms for high-quality virtual and hybrid programming (i.e. meeting room design layout and technology for seamless combination of in-person and virtual participation).

**Building Requirements by Object Class**  
 FY 2022, FY 2023, and FY 2024  
 (Dollars in Thousands)

OBJECT CLASS	FY 2022 APPROPRIATION	FY 2023 APPROPRIATION	FY 2024 Budget Request	Difference between FY2023 and FY2024
OPERATION & MAINTENANCE OF FACILITIES	63	63	39	(24)
TOTAL	\$ 63	\$ 63	\$ 39	\$ (24)

APPENDICES

CONSOLIDATED STATEMENTS, FY 2022, FY 2023, AND FY 2024  
(Dollars in Thousands)

**Wilson Center Total Budget for Non-Appropriated Operating Funds Compared to Appropriated Funds**  
(Dollars in Thousands)

Total - All Activities	Non-Appropriated Funds				Appropriation/ Proposed
	Beginning Net Assets	Income	Expenses	Ending Net Assets	
FY 2022 (unaudited)	\$ 46,261	\$ 15,434	\$ 18,991	42,704	\$ 15,000
FY 2023 (estimate)	42,704	14,585	19,712	37,577	15,000
F 2024 (estimate)	\$ 37,577	\$ 9,886	\$ 17,679	29,784	\$ 16,100

The annual appropriation funding is essential support for this living memorial and continuation of the successful non-partisan public-private partnership. 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**

(Dollars in Thousands)

General Center & Outreach	Non-Appropriated Funds				Appropriation/ Proposed
	Beginning Net Assets	Income	Expenses	Ending Net Assets	
FY 2022 (unaudited)	\$ 31,051	\$ 3,788	\$ 7,675	27,164	7,249
FY 2023 (estimate)	27,164	6,604	10,225	23,543	6,980
F 2024 (estimate)	\$ 23,543	\$ 6,595	\$ 10,635	19,503	7,307

General Center non-appropriated operating funds are obtained from gifts, investment income, and overhead recovery on restricted program/project activity. Expenses consist of the personnel costs for a majority of administrative staff, reimbursement to the Smithsonian Institution for certain administrative services, 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 FY 2022 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. The Wilson Center also recognizes annually the current year increase in market value over the amortized amount resulting in an approximate addition of \$4.6 million of revenue and expense for FY 2022.

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**  
(Dollars in Thousands)

Program, projects, Fellowships	Non-Appropriated Funds				Appropriation/ Proposed
	Beginning Net Assets	Income	Expenses	Ending Net Assets	
FY 2022 (unaudited)	\$ 15,210	\$ 11,646	\$ 11,316	15,540	7,751
FY 2023 (estimate)	15,540	7,981	9,487	14,034	8,020
F 2024 (estimate)	\$ 14,034	\$ 3,291	\$ 7,044	10,281	8,793

The Woodrow Wilson International Center for Scholars currently has ten regional programs and three major thematic programs. The current priorities and prior year successes of these programmatic areas are highlighted in brief program narratives within the Regional and Relevant Issues Currently Being Studied at the Wilson Center (page 38 – 51) of this document.

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’ designated restrictions.

The appropriation column in this section includes the majority of staff and operating activities for the Scholars and Academic Relations area as well as the federal funded staff and operating activities for Public Service and Fellowships Program area.

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

### Africa Program (AFR)

The mission of the Africa Program is to address the most critical issues facing Africa and U.S.-Africa relations, build mutually beneficial U.S.-Africa relations, enhance knowledge and understanding about Africa in the United States, and offer practical options for tackling key challenges in Africa and in U.S.-Africa relations. The Program does this through research and analyses, public dialogue, working groups, and briefings across four key pillars: good governance and leadership; conflict prevention, peacebuilding, and security; trade, investment, and sustainable development; and Africa's evolving role in the global arena.

#### FY 2022 and FY 2023 Q1 Accomplishments

*Analysis and Policy Options:* The Africa Program published papers providing practical analysis and options for policymaker audiences policy issues, including on *Peacebuilding in the Eastern Nile Basin: Lessons from Street Protests as a Peacemaking Process*; *Refugee Women's Inclusion in Peace Agreement Implementation*; *Preventing and Countering Violent Extremism in Eastern Africa in the COVID-19 Era*; *Herder-Farmer Conflicts in South East Nigeria*; and *Food Security in Africa*. The Program produced a set of Young African Leaders Initiative (YALI) 10th Anniversary publications to memorialize the *YALI10* events hosted in 2021. *Africa: Year in Review 2021* (published January 2022) included analysis on U.S.-China competition, U.S.-Africa military partnerships through AFRICOM, developments in Ethiopia, climate and green transformation, economic development, Africa's digital future, and democracy and governance, among other topics.

*Key Dialogues:* The Program served as a key resource and platform for the U.S. government on some of the most pressing and rapidly evolving situations on the continent. The Program co-hosted with the Department of State and the African Union (AU) the event *Africa's Policy Priorities for Food Security and Nutrition* featuring AU Commissioners and senior U.S. officials. It hosted the new president of Tanzania and the Secretary-General of the African Continental Free Trade Area (AfCFTA) Secretariat. The Program featured analysis on the conflict and peace talks in Ethiopia, and hosted an event in conjunction with the U.S.-Africa Leaders' Summit focusing on strengthening the future of U.S.-Africa economic engagement.

#### Programmatic Priorities for the Next 2 Years FY 2023 and FY 2024

The Program will maintain focus on its four pillars. Given increasing fragility, conflict, and democratic backsliding, the Program will continue connecting the next generation of African peacebuilders with U.S. policymakers through the Southern Voices Network for Peacebuilding (SVNP). The Program will release *Africa: Year in Review 2022* and a series of papers on U.S.-Africa economic relations. The Program intends to continue to serve as a resource to Congressional staff and do work related to supply chains and critical minerals, youth, women, and technology in Africa; and the role of China, Russia, and other key players on the continent. The Program intends to build on discussions and outcomes from the U.S.-Africa Leaders' Summit to advance mutually beneficial U.S.-Africa relations.

## **Asia Program (AP)**

The mission of the Asia Program is to promote an informed policy debate regarding U.S. interests in the Indo-Pacific and to further understanding of the political, economic, security, and social realities in the world's most populous and dynamic region. This is achieved through providing extensive research and analysis on pressing issues and hosting public as well as private discussion bringing together key actors and stakeholders. The Program is also actively engaged in disseminating information through the media, lectures, panel discussions, and social media.

The regional implications of U.S. competition with China, North Korea's expanding nuclear and missile programs, South and Southeast Asian regional security dynamics, and seismic shifts in the technology landscape, including U.S.-India technology cooperation, are some of the key issues that drive the Asia Program's research and engagements. The Asia Program focuses on issues of U.S. interest in the Indo-Pacific from a political, economic, and social as well as security lens. The Program's objective remains to provide a trusted space for debate on two central questions of U.S. foreign policy: What are the key factors driving regional strategic dynamics, and how should U.S. policies be reoriented to reflect the evolving political and economic landscape in Asia?

The Asia Program has a sustained base of non-appropriated funds from several long-standing endowments and contributions from a diversified set of corporate, government, and foundation supporters.

Asia Program experts are regularly called upon by the National Security Council, State Department, Defense Department, Treasury Department, Commerce Department, and Capitol Hill to provide briefings and expertise on a range of issues in the Indo-Pacific—including trade relations, technology competition, economic security, China's power projection and relations with neighboring Asian nations. 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. The Program has been described as a go-to think tank for U.S. government leaders.

## **Canada Institute (CI)**

The Canada Institute's mission is to raise the baseline level of knowledge of Canada in the United States, with a particular focus on the Washington, DC policy community. Our research activity includes four areas: Canada, U.S. relations with Canada, North American political economy, and Canada in the global arena.

Five major projects are currently on the Canada Institute's research agenda:

- The Washington Forum on the Canadian Economy: A targeted effort by the Canada Institute to build a network of economic analysts in the U.S. government and in D.C.-based international financial institutions linked to counterparts in Canada and to the latest economic data and research on the distinctive economic prospects for Canada.
- The Wilson Task Force on Net Zero and Infrastructure in the United States and Canada: The Canada Institute will support a task force to examine and develop recommendations on the infrastructure necessary in each country to reach current Net Zero carbon emissions targets,



and how governments in both countries could collaborate to accelerate the process of design, permitting, and construction.

- **North American Confidence Survey and USMCA Working Group:** The Canada Institute's ongoing collaboration with the Wilson Center's Mexico Institute has two current projects. The USMCA Working Group brings together public and private sector representatives from all three countries to discuss the implementation of the United States Mexico Canada Agreement (USMCA) including disputes and related issues. The North American Confidence Survey is planned as an elite panel survey of business and government officials to help track shifts in confidence over time and allow time for policy responses as needed.
- **Rethinking Middle Powers and American Leadership:** This project is led by the Canada Institute and implemented in collaboration with Wilson regional programs to allow a global examination of the role of Tier One states in Great Power competition. The intended outcome is an informed American leadership cognizant of the force multiplier effects of states such as Canada that may align with the United States and advance shared goals through norm entrepreneurship, diplomacy, and coalition building.
- **The Canada-U.S. Commission on China:** A joint endeavor between the Canada Institute and the Wilson Kissinger Institute on China and the United States that convenes leading Sinologists in Canada and the United States for a candid exchange of analytic perspectives on China's international engagement and domestic developments. The Commission consists of a series of five virtual dialogues held throughout the calendar year in addition to one in-person annual retreat.

### **Global Europe Program (GEP)**

The Wilson Center – ranked the #1 think tank in the world for regional studies – leverages preeminent scholarship, analytical prowess, and exceptional convening power to help Washington understand Europe in a fast-changing global context.

The Global Europe Program (GEP) uniquely analyzes Europe's interactions with other countries and powers beyond its borders. It addresses global challenges affecting the European continent, U.S.-European relations, and Europe's ties with the rest of the world. It does this through scholars-in-residence, seminars, working groups, policy simulations, media commentary, international conferences, and publications. Activities cover a wide range of topics, from the role of NATO, U.S.-EU relations, and the Balkans to European energy security, trade disputes, climate policies, challenges to democracy, counter-terrorism, digital and financial statecraft, and transatlantic approaches to Russia and China. We aim to position the Wilson Center as the go-to address for nonpartisan, policy-relevant insights on Europe's global engagement and transatlantic relations for American and European audiences.

Putting the Wilson Center's regional expertise and transdisciplinary approach into practice, the Global Europe Program regularly partners with the Kennan Institute, the Kissinger Institute, and others in its activities. The Global Europe team also collaborates with a range of European think tanks and organizations, including numerous embassies in Washington and Europe.

## **Kennan Institute for Advanced Russian Studies (KI)**

The Kennan Institute is the premier national center for advanced research on Russia and Eurasia. For nearly 50 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 improve American understanding of Russia, Ukraine, and the region through research and exchange.

The Institute offers multiple fellowship opportunities and hosts over a dozen scholars each year. The Kennan Institute's American alumni constitute a major pillar of Russia and Eurasia expertise in the Washington, DC area and across the United States. The Kennan Institute is dedicated to disseminating the expertise of its current scholars and alumni. The Institute works closely with the Center's Congressional Relations program by providing speakers for its Foreign Policy Fellowship Program for congressional staff and by participating in the annual Foreign Policy Masterclasses that briefs staffers on the various policy issues involving Russia and the region. We also work with the Department of State through the Title VIII program to arrange for policy briefings with our scholars.

In 2023, the Kennan Institute will continue its important work covering Russia's war in Ukraine, understanding domestic developments inside Russia, and supporting our scholars and contributors from Ukraine and Russia displaced by the war. We will work with other programs at the Wilson Center, including understanding Russia's relationship with China and issues surrounding Ukraine's post war integration with Europe.

Our priorities in the coming years include: governance and law in Russia; the struggle for political freedoms and free speech inside an increasingly repressive Russia; migration across Eurasia; Ukrainian society and culture in wartime, and the geopolitical and strategic consequences of Russia's long military campaign in Ukraine.

Initiatives from the Kennan Institute will include our Kennan Conversations: a series in which the Kennan Institute works with local partners to bring top scholars and experts on Russia and Ukraine to deliver lectures and engage with local media in cities across the United States. We will continue our new Russian language blog, "In Other Words," which facilitates a conversation of Russian journalists and thought leaders forced abroad with their fellow Russians back home. The blog has reached over 300,000 readers inside Russia in under a month. Finally, as part of the Wilson Center's Hindsight Upfront Initiative, the Kennan Institute will continue to develop hard-hitting analysis and expertise on pressing issues in the news, most notably the war in Ukraine.

## **Kissinger Institute on China and the United States (KICUS)**

The U.S. and China are engaged in a cold war, through which each competes to shape security architectures, economic regimes, the development and regulation of technology, and the evolution of global norms. Kissinger Institute programs aim to ensure that China policy remains founded in American interests, in understanding of historical and cultural factors in bilateral relations, and in accurate assessments of the aspirations of China's government and people.

## Programmatic Focus

### Keep Cool: China and the United States Adjust to a New Cold War

The United States and China are both struggling to frame their deteriorating relationship as something other than what it is: a cold war. Beijing's and Washington's failure to manage their relations within a realistic framework matters not only to national leaders, but to the corporations, communities, colleges and universities, and other institutions that have played major roles in Sino-U.S. interaction over the past 40 years. In 2023, events are likely to compel both countries to recognize the dire state of the relationship and to manage it differently. The Kissinger Institute will track and analyze both nations' strategies and will work with policymakers, elites, localities, educators, and industry to understand and adjust to this epochal shift.

### The Global Order Lens

If the new cold war will be contested primarily on the grounds of technology and geo-economics, the prize for which Washington and Beijing are competing is relative influence of a shifting global order. This competition comprises established multilateral organizations like the UN, WTO, IMF, and World Bank; minilateral organizations like the Quad, Aukus, Shanghai and Cooperation Organization; as well as Beijing's and Washington's development, aid, trade, and military strategies. The Kissinger Institute will track, score, and contextualize the U.S.-China competition to re-shape global order, with particular attention paid to the way the way that third countries respond to Chinese and U.S. initiatives.

### The Case for Chinese Leadership

Beijing has begun making a more sophisticated case for an increased Chinese role in global rule making and in discussions of common values and good governance.

By tracking China's global governance discourse, and by founding its analysis of China's foreign policy in an understanding of China's domestic challenges, history, and culture, the Kissinger Institute will help U.S. policymakers respond to China's global discourse and form more effective American public diplomacy.

**Global Dialogues:** As a member of the U.S. National China Policy Task Force, KICUS leads a U.S.-ROK dialogue on Chinese and Asian Affairs. It also co-hosts the Canada-U.S. China Commission and co-leads a new dialogue on Sustaining U.S.-China scholarly exchange.

**Scholarship:** In early 2023, KICUS wrote the introduction for the National Academies' study of Confucius Institute and U.S.-China academic exchange, co-authored a chapter for a Hoover Institute book on the role of semiconductors in U.S.-China-Taiwan relations, and penned an analytical essay for a new Defense Department Office of Net Assessment Study on U.S.-China competition titled *Theories of Victory*.

### **Latin American Program (LAP) and Brazil Institute (BI)**

Non-appropriated funds are derived from U.S. government and foundation grants, individual donations, and support from private corporations. These funds support staff salaries and research and activities related to critical public policy issues in Latin America and U.S. policy in the Western Hemisphere. These topics include U.S.-Latin America relations; democratic governance

in the hemisphere; economic recovery from the COVID-19 pandemic; technology; and environmental protection, including resilience to climate change, marine protection, natural resource governance, renewable energy production, and critical minerals mining, particularly for lithium and copper.

To address these urgent challenges, the Latin American Program and Brazil Institute produce scholarly, non-partisan reports and multimedia products and organize high-level meetings involving diverse stakeholders, including senior officials in the U.S. and Latin American governments, lawmakers from across the region, and private sector and civil society leaders. The Program's research and events are designed to inform policymakers in the United States and throughout the hemisphere and generate new policy ideas. Non-appropriated funds also enable the Latin American Program and Brazil Institute to disseminate widely the conclusions and recommendations of the Program's research and events through influential publications, podcast interviews, video explainers, and on social media.

Future events and publications of the Latin American Program in FY 2023 and FY 2024 will focus on a range of issues, including deforestation in the Amazon; Chile's constitutional reform; overfishing in the region's coastal waters; democratic backsliding; the opportunities and challenges of the region's digital transformation; public health systems; climate change and migration from Central America; humanitarian assistance in Venezuela and to neighbors hosting large Venezuelan refugees; China's role in Latin America, including in the critical minerals sector; South America's role in the global energy transition; renewable energy production; and economic growth and inequality and their political implications.

In this fiscal year, the program plans to host a major public event, in partnership with the State Department and other U.S. government agencies, on the margins of the Our Oceans conference in Panama. The program will also launch a series of publications on Latin America's lithium sector and its importance to the U.S. energy transition and the U.S. battery and electric vehicle industries.

### **Mexico Institute (MI)**

The Mexico Institute seeks to improve understanding, communication, and cooperation between Mexico and the United States by promoting original research, encouraging public discussion, and proposing policy options for enhancing the bilateral relationship.

For FY 2023-2024, the Mexico Institute will continue to focus on six themes: economic competitiveness, security and the rule of law, migration and migrants, border issues, energy and natural resources, and public health. The Institute will prepare major policy studies and/or events in each area. Public meetings, congressional and administration briefings, and targeted outreach through the media, a web portal, infographics and explainer videos, and partnerships with other organizations will help ensure that findings reach key audiences.

The Mexico Institute will continue to develop focused discussions and policy recommendations on a wide range of critical issues during the FY 2023-2024 period. A major focus of this fiscal year will be the development of policy recommendations, to be delivered in early FY 2024, on a

range of key issues, including migration, security, energy, and health, for the new Mexican president who will take office in October 2024.

In FY 2023, the Mexico Institute will launch a new cross-border water initiative. The femicide initiative, which began in July 2022, has produced a full-day hearing in the Mexican Senate and a session on cyber bullying will be held in mid-FY 2023. A study of agricultural employment conditions in the United States and in Mexico's export agriculture sector, with the regular presentation and reports, will continue. The Mexico Institute will continue to convene its annual security and border conferences. Finally, the Mexico Institute will reinvigorate its innovation forum, which invites Mexican legislators to the United States to learn about innovation policy formulation and impact on a variety of technologies. The Mexico Institute will also work with the Canada Institute to bring together stakeholders for discussions on the implementation of the USMCA and the future of North America.

In FY 2023 and FY 2024, we will hold online, hybrid, and in person events as conditions permit.

### **Middle East Program (MEP)**

MEP's work presents a holistic discussion about the region by also addressing the known issues of regional economic development and women's empowerment through its key pillars and other projects. The program's flagship initiatives are the *MENA Workforce Development Initiative (MENA-WDI)* and the *Middle East Women's Initiative (MEWI)* comprise a unique core of analysis among Washington think tanks. Parallel to these, MEP has an ongoing focus on regional geopolitics, social movements and political change, through which we rely on a deep pool of intellectual capital dedicated to these subjects.

As we move ahead into FY 2023, we have secured funding to carry out a variety of new activities. These include the *Lebanon Ideas Forum (LIF)*, the *Agents of Change Youth Fellowship (ACYF)*, and the *Abraham Accords Initiative (AAI)*. The Middle East Program continues to both expand and deepen its existing programming focused on the aforementioned pillars.

In FY 2023 MEP will seek additional, diversified funding to support projects like *Riyada* and the *Enheduanna* blog, in addition to potential projects on education, and digital transformation. Geopolitics and security will continue to be a central theme for our audience through events and publications. The special projects mentioned below will all provide additional opportunities to explore topics related to our key pillars.

### **Polar Institute (PI)**

The Polar Institute (PI) continues to build on successful programming in FY 2022. Dr. Rebecca Pincus joined the team in September 2022 as Director, and launched a comprehensive development effort as well as formulating strategic programming approaches for initiatives in both Arctic and Antarctic topic areas. Highlights of FY 2022 include hosting the Icelandic foreign minister, the Greenlandic premier, US Senator Lisa Murkowski, and publishing the winter 2022 *Wilson Quarterly* on "The New North." PI also held events with the Deputy Secretary of Homeland Security and the rollout event for the new US National Strategy for the Arctic region.

To summarize programming in FY 2022 and FY 2023 Q1, PI hosted 17 events, 1 workshop, 5 reports, 8 blog posts, and an edition of the Wilson Quarterly.

#### Plans for Remainder of FY 2023

This momentum will continue through FY 2023, as PI will see ongoing work to place polar issues in the context of urgent U.S. policy priorities, including critical minerals, innovation and technology, and national security. Programming will include subsequent events on critical minerals in Alaska; deterring Russia; and innovation to address Arctic infrastructure challenges.

Solidifying and diversifying PI's funding streams will be critical for the success of these plans. PI has prospected entities in the defense, telecommunications, and investment industries, NGOs, embassies, national laboratories, and science organizations—and will continue to develop relationships elsewhere that may yield financial support.

#### FY 2024

Looking out to FY 2024, PI intends to increase Antarctica and Southern Ocean-related programming, to solidify PI's place as the leading U.S. think tank analyzing Antarctic issues, and to continue to produce curated, thoughtful analysis of policy-relevant Arctic topics. PI will also continue to focus on fundraising activities through FY 2024.

### **History and Public Policy Program (HAPP)**

The History and Public Policy Program (HAPP) strives to make public the primary source record of 20th and 21st century international history from repositories around the world, to facilitate scholarship based on those records, and to use these materials to provide context for classroom, public, and policy debates on global affairs. As a leader in uncovering and publishing policy-relevant documentation, HAPP works with a global network to build next-generation research capacity, foster dialogue and debate on history, and push for greater archival access.

The Program builds on the nearly three-decades long. The investment by 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.

The Program's research focuses include Cold War history, Chinese foreign policy history, the history of Taiwan's international status, the global history of nuclear weapons proliferation, the history of regional security in the Middle East, and great power relations in the post-Cold War era.

In first quarter FY 2023, the Program relaunched its award-winning website, DigitalArchive.org, a research and teaching tool with over 15,000 primary source documents organized into 150 curated collections. The enhanced Digital Archive now features a more inviting interface, improved search capabilities, a new data visualization tool, and a revamped content manager, improvements that make the Digital Archive's historical documents all the more accessible to students, scholars, journalists, policymakers, and members of the general public. The new Wilson

Center Digital Archive is built to grow, and in the coming fiscal year hundreds of new policy-relevant, recently declassified documents on Cold War and post-Cold War history from repositories in Russia, China, Germany, Taiwan, and other countries will be uploaded to and published on the website.

Ongoing and upcoming programs during the remainder of FY 2023 and FY 2024 include further visual, technological, and content upgrades to the Wilson Center Digital Archive; the Cold War Archives Research Institute, a training program for graduate students; workshops on nonproliferation co-organized with the Los Alamos Nuclear Laboratory; the weekly Washington History Seminar series, co-organized with the American Historical Association; and a research project and public programming on Germany's role in Europe and the world in the years immediately following the fall of the Berlin Wall.

### **Science and Technology Innovation Program (STIP)**

The Science and Technology Innovation Program (STIP) analyzes how emerging technologies impact international relations, covering topics from artificial intelligence to space to open science. We equip policymakers and the public with the experiential tools to understand advancements in science and technology.

For FY 2023-2024, STIP will focus on eight core issue areas: artificial intelligence/machine learning; national security and cybersecurity in the commercial space age; open science; public health; digital assets; the global semiconductor industry; disinformation; and diversity in science and technology. We will produce policy papers and events in each area to reach key audiences of policymakers and implementers around the world, as well as create highly accessible and digestible publications and digital media to reach a wider audience with these difficult and complex topics. The Wilson Center is also uniquely positioned to reach broad audiences through our long-standing Serious Games Initiative, which has engaged over four million people worldwide in learning about leading policy issues through educational games. This year, we craft games to provide hands-on learning experiences on disinformation, single-use plastics, and more.

STIP will continue to advise Members of Congress and Supervisors on emerging digital technologies. The Wilson Center's Technology Labs (<https://www.wilsoncenter.org/tech-labs>) provide the knowledge foundation for core science and technology policy topics through a six-week seminar themes series, led by top technologists and scholars, with flagship programming focusing on artificial intelligence (AI). We engage with our 800+ Labs alumni to take part in exclusive events and programs, including focused, deep-dive sessions with experts, private briefings, workshops, study trips, and high-level roundtables, focusing on topics ranging from quantum information science and technologies (QIST) to semiconductors. We also provide insight directly for Members of Congress through flash briefings and a new monthly "AI Primer" series offered in conjunction with the House AI Caucus.

Through discussions, events, and publications, we will bring expert voices to bear on a range of critical issues. First, a quarterly series will look at challenges and opportunities ahead on diversity in technology, focusing on investing in a diverse workforce in a time of historic federal investment, supporting the tech economy in Africa, and combatting technology-enabled violence against

women. Second, we will launch new interactives to help our audiences better understand artificial intelligence, essential as tools like ChatGPT shake up every aspect of work and learning. Third, in the wake of OSTP's declaration of 2023 as "the year of open science," we will convene federal agencies in a series of roundtables to share efforts and strategize on open science to address complementary policy priorities, and a publication on flagship programs in open science will be an access point for how to integrate low-cost and open source hardware into agency work. Fourth, in the waning days of the pandemic, we will host a major convening of international experts to identify critical issues that must be addressed before another major public health crisis and analyze opportunities to use global health initiatives and science as diplomacy. Finally, STIP will convene thought leaders and stakeholders from the public, private, and military sectors for discussions on the future of international cooperation and conflict in space.

### **Environmental Change and Security Program (ECSP)**

ECSP examines issues at the nexus of environment, climate change, population dynamics, health, development, security, and foreign policy.

Programming and Budget Accomplishments (FY 2022): ECSP organized virtual panel discussions, workshops, and briefings on a range of topics, including the United States' efforts to address climate security in U.S. policy and with global partners; the risks and opportunities posed by the renewable energy transition and increasing demand for critical minerals; tools for anticipating and responding to climate-related security risks; and the impact of Russia's war on global food, energy, and mineral supply. Notably:

- (FY 2022) ECSP continued its work regarding security risks posed by extreme weather events and a changing climate in collaboration with NOAA and the University Corporation for Atmospheric Research (UCAR). ECSP hosted private workshops that examined climate, violence, and migration connections for El Salvador, Guatemala, and Honduras.
- (FY 2022) ECSP greatly expanded its network engagement through its award-winning blog, *New Security Beat*, which to date has featured over 175 expert articles on pressing issues, attracting ~50,000 unique viewers a month.
- (FY 2022-23) Recognizing the significance of state-level leadership from U.S. states towards addressing environmental and climatic changes, ECSP hosted a series of public and private discussions focused on, "Accelerating Lessons Learned from State-Level Climate and Environmental Policies for U.S. Climate Action."
- (FY 2022-23) ECSP produced a series of on the ground reporting focused on climate-related migration in Senegal, Moldova, and Bangladesh to inform more effective policies and decision-making related to climate-related migration.

Program Outlook (FY 2023& FY 2024): ECSP's programming and analysis will continue look at the intersection of climate change, environment, health, and security topics. ECSP will continue to feature expert content on its blog, *New Security Beat*, and foster new dialogues and conversations through continued engagement with its audiences on a variety of communication platforms. Notably:

- (FY 2023-24) Featured programming will include continuing to examine the role of population trends in shaping prosperity, health, and security, and more effective deployment of resilience-building investments and interventions by the U.S. government



and international partners; the role of the development sector in the green energy transition; ongoing efforts towards improving predictive capabilities for the security risks posed by extreme weather events; and high-level water-related dialogues.

- (FY 2023-24) ECSP will serve as a member and host private and public convenings as part of the Transatlantic Climate Bridge, a consortium of climate and energy think tanks, consultancies, and NGOs working to improve and coordinate climate policymaking between Germany, the United States, and Canada.

### Maternal Health Initiative (MHI) within ECSP

MHI focuses on ending preventable maternal and newborn deaths and navigates gender-based health issues. MHI explores a wide range of policy related topics, including gender, family planning, health systems and healthcare workers, equity, workforce participation, global health and disease, caregiving, gender-based violence, and sexual and reproductive health and rights.

Programming and Budget Accomplishments (FY 2022): FY 2022 programming themes centered on the effects of COVID-19, primarily on women and girls. MHI has looked at access to maternal, sexual, and reproductive health services, increased gender-based violence, women's paid and unpaid work, migrant care work, declining fertility rates, and population trends. MHI works across all regions with particular focus on sub-Saharan Africa and humanitarian and conflict settings. In FY 2022, MHI paid particular attention to displaced and refugee populations, their access to health services, their experiences with gender-based violence, and their mental health toll during FY 2022.

In the first quarter of FY 2023, MHI further explored topics related to the impacts of climate change on maternal and newborn health outcomes, and attended the International Conference on Family Planning in Pattaya, Thailand. Additionally, we published a white paper highlighting the experiences of migrant care workers and their families. We continued developing a measurement framework to aid research on the manifestations of reproductive violence through policy and law.

MHI also continues to increase our networks and readership through our weekly contribution to the Wilson Center's Environmental Change and Security Program's (ECSP) blog, *New Security Beat*, where we produce and publish articles under the Dot-Mom column. Monthly views have drastically increased this year, which is tribute to the incredible range of topic and expertise represented on this platform. MHI has also created a quarterly newsletter and regularly published policy briefs on current policy progress in Washington, D.C.

Program Outlook (FY 2023 & FY 2024): In FY 2023 and FY 2024, MHI will continue to navigate gender-based health issues, maternal and newborn mortality rates, effects of climate change on maternal health, fertility and population dynamics, as well as gender equity. We will focus on the world's most vulnerable populations, including those in humanitarian and conflict settings and, as always, the successes and challenges countries and populations face, as well as the policies created and implemented to support them.

## Urban Sustainability Laboratory (USL) within ECSP

The Urban Sustainability Laboratory identifies innovation in urban policy both in the United States and abroad and provides government leaders and practitioners with solutions to the challenges facing cities in an increasingly urbanized world. Through research, publications and dialogue, USL engages a network of global urban experts to identify comprehensive policies that harness the energy of urban growth and diversity to create more sustainable, inclusive and prosperous cities. Over the past three decades, USL's work has maintained an underlying focus on three programmatic themes: Strengthening Urban Governance, Building Urban Resilience, and Advancing the Urban Agenda. Recognizing rapid urbanization as a defining trend shaping the future of all regions of the world, USL provides a structure that brings together the Wilson Center's regional and interdisciplinary expertise to identify local solutions to global challenges.

ENDOWMENT PRINCIPAL FY 2022, FY 2023, FY 2024

(Dollars in Thousands)

Ending FY 2022 Balance are Based on Market Value

FY 2023 and FY 2024 are presented as estimated - no change

GENERAL CENTER

Ending FY 2022 Balance (unaudited) .....	\$20,734
Estimated Ending of FY 2023 Balance .....	\$20,734
Estimated Ending of FY 2024 Balance .....	\$20,734

KENNAN INSTITUTE

Ending FY 2022 Balance (unaudited) .....	\$6,613
Estimated Ending of FY 2023 Balance .....	\$6,613
Estimated Ending of FY 2024 Balance .....	\$6,613

LATIN AMERICAN PROGRAM

Ending FY 2022 Balance (unaudited) .....	\$1,086
Estimated Ending of FY 2023 Balance .....	\$1,086
Estimated Ending of FY 2024 Balance .....	\$1,086

ASIA PROGRAM

Ending FY 2022 Balance (unaudited) .....	\$5,806
Estimated Ending of FY 2023 Balance .....	\$5,806
Estimated Ending of FY 2024 Balance .....	\$5,806

GLOBAL EUROPEAN STUDIES

Ending FY 2022 Balance (unaudited) .....	\$81
Estimated Ending of FY 2023 Balance .....	\$81
Estimated Ending of FY 2024 Balance .....	\$81

CANADA INSTITUTE

Ending FY 2022 Balance (unaudited) .....	\$333
Estimated Ending of FY 2023 Balance .....	\$333
Estimated Ending of FY 2024 Balance .....	\$333