

WOODROW WILSON INTERNATIONAL
CENTER FOR SCHOLARS
BUDGET JUSTIFICATIONS FOR THE FISCAL YEAR 2023

Submitted to the United States Congress

March 2022

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 “safe place” 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 2023 budget request of \$14.9 million to the Congress of the United States. 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 fund-raising 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 28th President. As a living memorial, we must continually evolve to tackle the tough domestic and foreign policy issues as they emerge and when they linger.

In recent years, increased appropriations have funded vital support for the Wilson Center to enhance capacity in the Fellowship Program, bolster Federal staffing, and to make upgrades to infrastructure and cybersecurity. The FY 2023 budget request continues these investments, including by providing funding for 49 full-time positions.

The Center has made great strides to recruit diverse fellows from underserved and underrepresented communities. We established a Threatened and Displaced Scholars initiative that includes scholars from Afghanistan, Guatemala, and Burma, among others. The fellowship program remains a cornerstone in the mission of the Wilson Center and its mission has never been more important.

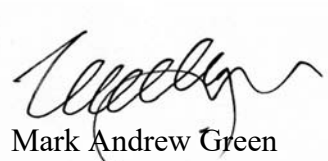
For too long, the Wilson Center has had an unpaid internship program. As we strive to achieve a more diverse workforce through recruitment efforts, it is important to have the ability to offer internships to qualified candidates, regardless of their ability to take an unpaid internship. Interns at the Wilson Center gain immeasurable experience through working with our various program teams, as well as our operational infrastructure. The budget request will help fund paid internships as temporary part-time staff positions to obtain a more equitable and diverse internship program.

The COVID-19 pandemic necessitated a quick transition to enhanced telework for staff, fellows, and contractors. The Wilson Center's rapid transition of the workforce to maximum enhanced telework was facilitated by quick updates led by the Information Technology team. In FY 2020, the Wilson Center hired a Chief Information Officer who designed an IT strategic plan shortly after coming on-board. Some IT infrastructure and cybersecurity enhancements are complete and others are in process (see General Administration). Likewise, Wilson Center's Audio Visual team adapted quickly to online technology resulting in exceptional virtual programming success.

In FY 2021, the Center hosted hundreds of virtual events that 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. The Center continues to review and make informed decisions regarding its Workplace Safety Plan for when it is safe to return to work. In an effort to create a safer work environment, touchless bathroom fixtures have been installed and hand sanitizing/cleaning stations have been placed near common use items (see Building).

It was an honor to join the team of diverse experts at the Wilson Center one year ago and I look forward to working with the Administration and Congress in fulfillment of its mission. I hope you share my admiration of the Wilson Center as a leading national think tank.

Sincerely,



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

March 28, 2022

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

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

Goals

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

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

The Center's fellowship awards, provided to over 150 fellows per year, provide Library support and include 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 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 American, while the rest are from other countries.

Sampling of Notable Fellows and Scholars of the Center

<i>Diplomats</i>	<i>Historians</i>	<i>Public Policy Scholars</i>	<i>Journalists</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 Home	Murray Feshbach	Aleksa Djilas
Nicholas Burns	James Horton	Kathryn Fuller	E.J. Dionne
Simcha Dinitz	Saad al-Din Ibrahim	Evelyn Higginbotham	Michael Dobbs
Anatoly Dobrynin	Konrad Jarausch	Mark Heller	Thomas Friedman
Freimut Duve	A. Ross Johnson	Bruce Hoffman	Zahid Hussain
Bronislaw Geremek	Melvyn Leffler	Matthew Holden	Robert Kaiser
Alan Goulty	David Levering Lewis	Kathleen Hall Jamieson	Mark Mazzetti
James Goodby	Charles Maier	Seymour Martin Lipset	Andrew Meier
Ivan Grdesic	Edmund Morris	Phebe Marr	Kevin Merida
Robert Hutchings	James Patterson	Anatoli Mikhailov	Jim Michaels
Tedo Japaridze	James Reston, Jr.	Lesek Miller	Caryle Murphy
George F. Kennan	Daniel Rodgers	Festus Mogae	David Ottaway
Moushira Khattab	Martin Sherwin	Daniel Patrick Moynihan	David Sanger
Dennis Kux	Jong-Dae Shin	Joseph Nye, Jr.	Nicholas Schmidle
Maleeha Lodhi	Thomas Skidmore	Rod Paige	Elaine Sciolino
William Milam	Jamie Stiehm	Roger Porter	Anthony Shadid
Aaron David Miller	William Taubman	Michael Quinlan	Allister Sparks
William Green Miller	Vladmir Tismaneanu	Ralph Regula	Martin Walker
Jorge Quiroga	Samuel Wells	Sir Adam Roberts	David Wessel
Richard Smith	Sean Wilentz	Pedro Rossello	Juan Williams
Jenonne Walker	Gordon Wood	Elyakim Rubinstein	Robin Wright

Work of Fellows at the Center

Fellows 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 and around the country. 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 modest 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 is comprised of both federal appropriations and private donations. Federal appropriation is a unique funding attribute of the Wilson Center that allows for private donations to directly impact its research and programming. 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 in FY 2021 the Center raised approximately \$14 million in donor-restricted support for specific programming. The majority of this funding comes from foundations, although increasingly individuals and corporations have contributed to these efforts.

Many individual and corporate donors contribute through the Wilson Center membership programs as well as the annual Woodrow Wilson Awards Gala. The Woodrow Wilson Awards recognize leaders from the worlds of business and public service who represent President Wilson's commitment to the free and open discourse of public policy. In FY 2021 the Wilson Center raised nearly \$3 million in unrestricted contributions and we plan to exceed this level of fundraising in FY 2022 and FY 2023.

The total of non-appropriated monies help to pay for salaries and benefits of over 100 staff (including certain administrative, programmatic, outreach, and development staff), fundraising efforts, and research assistance stipends. A combination of appropriated and non-appropriated monies support public meetings, scholars' stipends, scholar support, general administration, public service, publishing, and other outreach activities. It is essential to emphasize that this blended

funding of public and private monies represents a public-private partnership in the fullest sense. The annual appropriation to the Center enables it to compete successfully in its quest for limited available private funds.

FY 2023 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.

Fiscal Year 2023 Appropriation Request

The President's Budget for FY 2023 includes \$14.9 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, 2024). The requested funding level will cover salaries and benefits for 49 full-time Federally-supported FTEs, approximately 10 paid intermittent part-time interns each trimester, as well as operating/infrastructure expenses. The FY 2023 budget request for operating expenditures includes a few contractors. Should the Center determine that these functions are more appropriately performed by Federally-supported FTEs, the number of FTEs may increase or decrease during budget execution.

Fiscal Year 2023 Budget Objectives

The Wilson Center's FY 2023 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 priority focus to all forms of the Center's outreach: website; social media; databases; webcasting of scholarly events; radio and television programing; and print publications.

- Continue to increase visibility including underserved communities through enhanced communication and multimedia.
- Ensure that the Center's work is coordinated, focused, and relevant to the key public policy issues of the day.
- Work to bring diverse audiences to the Wilson Center and to have a broad spectrum of individuals participating in its work, meetings and conferences.
- Target youth with marketing and outreach of the Center's Public Education Activities through its learning center and serious games initiative.
- Attract standout undergraduate and graduate public policy majors to assist Center fellows with high level research through research assistant grants.
- Though not supported with 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 2023 Budget Request Summary
(Dollars in Thousands)

		FTE	FY 2021 APPROPRIATION	FTE	FY 2022 President's PROPOSED	FTE	FY 2023 President's PROPOSED	<i>Difference between FY2022 and FY2023</i>
SCHOLAR ADMINISTRATION & ACADEMIC RELATIONS	SALARIES & BENEFITS	7	\$ 975	7	\$ 999	7.5	\$ 1,058	\$ 59
	OPERATING EXPENSES	-	428	-	458	-	443	(15)
	SUB-TOTAL	7	\$ 1,403	7	\$ 1,457	7.5	\$ 1,501	\$ 44
PUBLIC SERVICE AND FELLOWSHIP PROGRAM	SALARIES & BENEFITS	15	\$ 2,848	17	\$ 3,182	23	\$ 4,029	\$ 847
	OPERATING EXPENSES	-	3,090	-	2,590	-	2,350	(240)
	SUB-TOTAL	15	\$ 5,938	17	\$ 5,772	23	\$ 6,379	\$ 607
GENERAL ADMINISTRATION	SALARIES & BENEFITS	17	\$ 2,780	19	\$ 3,326	18.5	\$ 3,175	\$ (151)
	OPERATING EXPENSES	-	1,758	-	1,409	-	1,623	214
	SUB-TOTAL	17	\$ 4,538	19	\$ 4,735	18.5	\$ 4,798	\$ 63
SMITHSONIAN INSTITUTION SERVICES FEE	SALARIES & BENEFITS	-	-	-	-	-	-	\$ -
	OPERATING EXPENSES	-	\$ 371	-	\$ 381	-	\$ 436	55
	SUB-TOTAL	-	\$ 371	-	\$ 381	-	\$ 436	\$ 55
OUTREACH/ COMMUNICATIONS/ EXTERNAL RELATIONS	SALARIES & BENEFITS	4	\$ 610	4	\$ 624	5	\$ 640	\$ 16
	OPERATING EXPENSES	-	1,070	-	1,063	-	1,043	(20)
	SUB-TOTAL	4	\$ 1,680	4	\$ 1,687	5	\$ 1,683	\$ (4)
BUILDING REQUIREMENTS	SALARIES & BENEFITS	-	-	-	-	-	-	\$ -
	OPERATING EXPENSES	-	\$ 70	-	\$ 63	-	\$ 63	-
	SUB-TOTAL	-	\$ 70	-	\$ 63	-	\$ 63	\$ -
TOTAL WOODROW WILSON INTERNATIONAL CENTER FOR SCHOLARS	SALARIES & BENEFITS	43	\$ 7,213	47	\$ 8,131	54	\$ 8,902	\$ 771
	OPERATING EXPENSES	-	6,787	-	5,964	-	5,958	(6)
	TOTAL	43	\$ 14,000	47	\$ 14,095	54	\$ 14,860	\$ 765

The FY 2023 President's budget request for salaries and operating expenses for the Woodrow Wilson International Center for Scholars is \$14.9 million. The operating expense budget remains flat with the FY 2022 Budget. The modest increase in salary and benefit funding and corresponding increase in FTE primarily represents funding for the Wilson Center's paid internship program. In order to achieve its goals of helping train a new generation of foreign policy leaders, Wilson Center has a world class internship program. To upgrade this program and the scholars and leaders it produces, Wilson Center is sunsetting its unpaid internship program. By shifting to a paid

internship model, Wilson Center can 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.

To prioritize the funding of FTEs, the Wilson Center has chosen to reduce funding by \$240,000 in the Public Service and Fellowship Program. Specifically, this offset will result in reducing funding for fellowships, conferences and emerging issues. The Wilson Center hopes to make up this shortfall through fund-raising efforts. The Fellowship Program continues to be a cornerstone for the Wilson Center in achieving its mission. Fellows come from all over the world to carry out research and writing at the Center and to interact with people in Washington, both within and outside of the government. These fellows are selected on the basis of distinction in the fields they represent and on the potential of their research proposals to have an impact on public ideas and policy decisions. The public policy fellowship program at the Wilson Center has evolved to reach threatened and displaced fellows in many areas of the world.

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

As a non-partisan institution, public outreach remains a high priority of the Center as it continues to strive for greater visibility, demonstrated through increased conference attendance through hybrid virtual engagement and increased visits to the Center's website and increase to other followings on Center's social media platforms. The prolific level of activity at the Center is continuous and did not slow down during the COVID-19 pandemic.

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

Woodrow Wilson International Center for Scholars
Salaries and Expenses by Object Class
FY 2021, FY 2022, and FY 2023
(Dollars in Thousands)

OBJECT CLASS	FY 2021 APPROPRIATION	FY 2022 President's PROPOSED	FY 2023 President's PROPOSED	<i>Difference between FY2022 and FY2023</i>
SALARIES	\$ 5,382	\$ 6,051	\$ 6,579	\$ 528
BENEFITS	1,831	2,080	2,323	243
TRAVEL AND TRANSPORTATION OF PERSONS	106	117	98	(19)
COMMUNICATION/UTILITIES/POSTAGE	223	225	259	34
RENTAL OF EQUIPMENT, SOFTWARE & FURNITURE	15	15	15	-
PRINTING AND REPRODUCTION (including electronic)	94	99	59	(40)
GRANTS/STIPENDS	2,540	2,250	2,210	(40)
TRAINING - AGENCY MISSION RELATED	195	160	83	(77)
IT SUPPORT SERVICES, MAINTENANCE, & REPAIR	750	681	668	(13)
NON-IT MAINTENANCE & REPAIR	24	27	25	(2)
INTER AGENCY AGREEMENTS	403	413	457	44
OPERATION & MAINTENANCE OF FACILITIES	70	63	63	-
OTHER CONTRACTUAL SERVICES (tech./prof., honoraria, temp., exhibit)	1,836	1,454	1,455	1
SUPPLIES AND MATERIALS	58	70	71	1
PUBLICATIONS & FORMS	250	263	264	1
RECRUITING/ADVERTISING/PUBLIC ANNOUNCEMENTS	12	13	16	3
EQUIPMENT/SOFTWARE/FURNITURE/FIXTURES	211	114	215	101
TOTAL	14,000	14,095	14,860	\$ 765

SCHOLARS ADMINISTRATION AND ACADEMIC RELATIONS
(Dollars in Thousands)

SUMMARY	FY 2021 APPROPRIATION	FY 2022 President's PROPOSED	FY 2023 President's PROPOSED	<i>Difference between FY2022 and FY2023</i>
PERSONNEL (compensation & benefits)	\$ 975	\$ 999	\$ 1,058	\$ 59
OPERATING (non-compensation)	428	458	443	(15)
TOTAL	\$ 1,403	\$ 1,457	\$ 1,501	\$ 44
FTE	7	7	7.5	

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

Scholars and Academic Relations

The Scholars and Academic Relations Office’s (SAR) budget supports all scholar recruitment initiatives, fellowship peer review, and other scholar services including visa recertification, online/database services, survey membership fees, staff training, and federal express services.

In 2021 SAR targeted high quality applicants and increased diversity of our applicant pool through direct online mail recruitment and participation in academic conferences. The COVID-19 pandemic made it necessary to adjust our plans from attending academic and professional conferences in person. The conferences, including the International Studies Association and the American Political Science Association, were held online in 2021 and SAR participated with a virtual exhibit booth and direct marketing to members. SAR will work with conference representatives for Wilson Center representation in 2022 conferences through virtual, hybrid, and in-person engagement. In FY 2022 and 2023 SAR hopes to attend conferences in person again, continue these initiatives, and also include additional outreach initiatives to local universities, such as Howard University, when safe to do so.

In FY 2021 the Center launched the Threatened and Displaced Scholars Initiative within the Fellowship Program that will continue in FY 2022 and FY 2023 to offer residential fellowships, with stipend, to foreign scholars who face threats to their lives or their careers in their home countries. The new program 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. These individuals will have the opportunity to continue their academic work and to share their stories with policymakers and thought leaders in Washington.

In FY 2021 and FY 2022, SAR has contracted 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.

Priorities for SAR are to continue attaining high quality applicants and applicant diversity through effective and inclusive recruitment activities as well as the overall effectiveness of the office. The SAR staff and select contractors are crucial to fulfilling these goals and the mission of the Wilson Center. Professional development is also a critical part of the overall efficiency and effectiveness of the SAR office.

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 2021 the Library continued to adapt to the challenges of a virtual research environment, in which video conferencing replaced the person-to-person contact Library staff had enjoyed with its users. Access to the Library's physical collections was limited to those scholars and staff who continued to come into the Center. Library patrons were no longer able to borrow books directly from the Library of Congress, a program treasured by scholars and staff alike. A new librarian position added in FY 2021 brought the number of staff to three and allowed the Library to increase and improve the new remote strategies adopted the previous year. The Library added other research databases to those accessible to persons working off the network. It increased its outreach to all remote researchers by providing training sessions via video conferencing on its new e-book collection and on its digital news sources, and sponsored two sessions where the publisher provided training on a directory database, and on Congressional and political news. Library staff supported the Center's Diversity and Inclusion Initiative by providing a presentation for the Center's Black Diaspora Employee Resource Group on its digital and print resources about the Black experience in the United States, Latin America and the Caribbean as well as materials about African history, society, and more. Virtual research orientations provided to new scholars, interns, and staff were also a critical part of the library's outreach. The number of orientations provided to interns doubled compared to FY 2020. The fact that these orientations remained 'live' even if remote meant that they could be focused on the research needs of the individuals attending and encouraged additional requests for assistance. Library staff answered reference questions using email, telephone, and Zoom. The number of complex reference questions increased relative to last year and questions were answered using the Library's e-resources and open access materials. The Wilson Center Library encouraged scholars to reach out to the Library of Congress with reference questions and requests for assistance

through the digital Ask-a-Librarian services set up by the reading rooms and explained procedures for visiting the reading rooms when the Library of Congress began reopening in the summer of 2021. The Library also continued to offer limited interlibrary loan services, providing journal articles and book chapters.

In FY 2022 and FY 2023, the Library will continue to provide research collections in support of Center goals, with a foundation in area and country studies, international affairs, policy studies, and programmatic topical issues. It will work to identify research trends, and seek ways to improve its services to provide authoritative, relevant, and timely sources of information. In FY 2022 the Library reviewed its direct journal subscriptions to ensure relevance to Center research goals, old and new, and continued to reduce the number of print journals. The Library will also review other news resources with the goal of increasing the depth of coverage. The Library plans to continue its virtual training sessions, covering topics such as advanced search skills on both freely available and subscribed resources, e-books, and specific databases. Members of the Wilson Center community are encouraged to reach out with questions or requests for assistance from library staff members as they navigate resources.

Library staff plan to implement soon its new interlibrary loan system that will improve efficiencies when requesting, filling, and tracking loans. The Library further increased its offerings to scholars and research assistants working remotely by identifying those e-resources compatible with the SSL platform provided by the IT Department. The Library is also working with IT on how to identify and choose the best library tools, such as federated authentication or proxy solutions, to mesh with IT's plans for a single sign-on solution to enable remote access. This is an important tool as we adapt procedures and resources to accommodate the diverse and changing needs of a likely hybrid model for reopening the Center. We would then build upon these tools to enable more sophisticated linking and discovery solutions, facilitating efficient and relevant searching across multiple resources.

The Library's operating budget is used to fund journal and database subscriptions, book acquisitions, interlibrary loan, and the technical services needed to support library operations. *Library Journal* and EBSCO predicted journal prices increases of 3-5% in 2022. The Library's other e-resources increased in price by over 5% in 2021, and in FY 2022 price increases thus far have been in the range of 0-5%.

Scholar Administration and Academic Relations by Object Class
 FY 2021, FY 2022, and FY 2023
 (Dollars in Thousands)

OBJECT CLASS	FY 2021 APPROPRIATION	FY 2022 President's PROPOSED	FY 2023 President's PROPOSED	<i>Difference between FY2022 and FY2023</i>
SALARIES	\$ 739	\$ 757	\$ 781	\$ 24
BENEFITS	236	242	277	35
TRAVEL AND TRANSPORTATION OF PERSONS	5	10	10	-
COMMUNICATION/UTILITIES/POSTAGE	3	3	3	-
PRINTING AND REPRODUCTION (including electronic)	3	3	3	-
TRAINING - AGENCY MISSION RELATED	8	8	8	-
IT SUPPORT SERVICES, MAINTENANCE, & REPAIR	42	35	5	(30)
OTHER CONTRACTUAL SERVICES	101	118	128	10
PUBLICATIONS (including library databases subscriptions)	250	263	264	1
RECRUITING/ADVERTISING/PUBLIC ANNOUNCEMENTS	9	10	13	3
EQUIPMENT/SOFTWARE/FURNITURE/FIXTURES	7	8	9	1
TOTAL	\$ 1,403	\$ 1,457	\$ 1,501	\$ 44

PUBLIC SERVICE & FELLOWSHIP PROGRAM
(Dollars in Thousands)

SUMMARY	FY 2021 APPROPRIATION	FY 2022 President's PROPOSED	FY 2023 President's PROPOSED	<i>Difference between FY2022 and FY2032</i>
PERSONNEL (compensation & benefits)	\$ 2,848	\$ 3,182	\$ 4,029	\$ 847
CONFERENCE & RESEARCH SUPPORT	295	185	25	(160)
EMERGING FOREIGN POLICY ISSUES	255	155	115	(40)
FELLOWSHIP PROGRAM	2,000	1,900	1,900	-
PUBLIC POLICY FELLOWS	240	200	160	(40)
DISTINGUISHED FELLOWS	300	150	150	-
TOTAL	\$ 5,938	\$ 5,772	\$ 6,379	607
FTE	15	17	23	

The Public Service and Fellowship Program area includes personnel costs for an archivist, several program assistants/coordinators, and the majority of the Center’s program directors/administrators. 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 28th 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.

Similar to many organizations the Wilson Center felt the impact of the COVID-19 pandemic starting with a lockdown in mid-March 2020. As a result of the restrictions on in person gatherings and meetings, the Wilson Center quickly pivoted and adapted to online technology that allowed the Center to execute numerous meetings virtually with exceptional success. While the physical doors to the Center remained closed to the public and the vast majority of staff implemented an enhanced telework operating status, its virtual program offerings and outreach actually surged. The Center hosted over 200 virtual events that yielded a 660% increase in YouTube views, 207% increase in website visitors, and 560% increase in podcast downloads. The Center believes the greater reach achieved during COVID-19 will be sustained using available on line medium and virtual technologies to reach its vast international audience. The Wilson Center also believes the vast virtual reach will enhance equity globally with regard to Wilson Center programming.

The support for 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.

Cross-Regional Initiatives

Great Powers Game On: Competition and Cooperation: The United States and China, often with Russia at its side, are competing to shape security architectures. The Center will assist American policymakers and citizens to understand and reassess these strategic relationships as they unfold across Eurasia and around the globe;

Brave New Digital World: Governance, Commerce, and Security: Technological tools are today a vital component of modern statecraft. This initiative will evaluate the risk of miscalculation in the digital age, identify possible solutions and investigate policy options for addressing future challenges;

Emerging Polar Landscapes: Security and Commerce in a Changing Environment: The Arctic is a critical component of the global political, economic, social, physical, and national security landscape. Navigating the Arctic's 7 C's requires regional expertise as well as purposeful interdisciplinary approaches; and

World Disorder: Challenges to Democratic Values and the Rule of Law: This initiative assesses a wide array of current global rule-of-law challenges—in particular governance, public accountability, human rights, judicial independence, and anti-corruption efforts. We believe these initiatives are of particular benefit to policy-makers who often need quick turn-around on analysis from the Center for it to be timely.

FELLOWSHIP PROGRAM

The Wilson Center's Fellows are the basis for the living memorial to the 28th 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. It can be difficult for out of town awardees to maintain two households during their residential fellowship for a full academic year. The Wilson Center is confident it will

continue to be able to award on average 18 Center fellowship grants at the requested level of funding.

Fellowships Awarded in Recent Years and Projections Based on President's Budget:

FY 2017 - 16 Fellowship awards for the 2017/2018 academic year

FY 2018 - 15 Fellowship awards for the 2018/2019 academic year

FY 2019 - 17 Fellowship awards for the 2019/2020 academic year

FY 2020 - 20 Fellowship awards for the 2020/2021 academic year

FY 2021 - 18 Fellowship awards for the 2021/2022 academic year

FY 2022 - 18 Fellowship awards projected for the 2022/2023 academic year

FY 2023 - 18 Fellowship awards projected for the 2023/2024 academic year

This funding is not available in the private sector. The fellowships are not tailored to targeted research that would typically interest private sector contributors, but rather, the competition is designed to seek the top intellectuals without regard to a narrow area of study. Because research is not narrowly targeted, the Center cannot predict the topics researched by resident fellows each year 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 women and men 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 grants are often restrictive in nature. The Center has received funding for public policy fellows from a specific country or region, such as Africa, Japan, Mexico, and Pakistan. Only the Federal funding provided in this budget for the annual fellowship competition allows evaluation of applications for pre-eminent scholars without regard to area of study or national origin.

It remains a goal of the Center to continue offering a competitive stipend, thereby continuing to attract the most pre-eminent scholars. 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 aim of the Wilson Center Fellowship Program is to connect with and amplify the objective of providing an essential link between the worlds of ideas and public policy. The Center accepts non-advocacy, policy-relevant, fellowship proposals that address key challenges confronting the United States and the world. Most successful fellowship candidates carry out research projects that have current public policy implications, although some successful candidates propose projects that provide an essential historical context for key public policy debates. Integral to the review process is an effort to screen the applications for relevance to the programmatic work of the Center.

The Center is confident that a comprehensive review process that includes the external review panel enables each candidate to receive thorough consideration and produces a diverse class of

fellows well-suited to the mission and interests of the Woodrow Wilson International Center for Scholars.

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

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 2021-2022 (FY 2021 fellowship awards) come from the United States, Australia, Brazil, Canada, Germany, India, Moldova, and Nigeria.

The following are the names and project titles of the 2021-2022 fellows:

Daniel E. Agbiboa, Assistant Professor of African and African American Studies, Harvard University. "Civilian Defense Groups and Counterinsurgency in Northeastern Nigeria."

Daniela Campello, Professor of Political Science and International Affairs, Getulio Vargas Foundation, Brazil. "The Politics of the Anti-China Sentiment in Brazil."

Niambi Carter, Associate Professor of Political Science, Howard University. "Special Procedures: Race, Place, and U.S. Haitian Refugee Policy (1973-2017)."

Colin Chapman, Professor of Anthropology, George Washington University. "The Science-Policy-Action Interplay: What is the Role of Communication in Action?"

Chantal de Jonge Oudraat, Member, Board of Directors of Women in International Security (WIIS) and its President from 2013-June 2021. "Men, Masculinities and International Security."

Alexis Dudden, Professor of History, University of Connecticut. "The Opening and Closing of Japan, 1850-2020."

Diana Dumitru, Associate Professor of History, Ion Creanga State University of Moldova. “Indispensable Yet Suspect: Soviet Jews under Late Stalinism.”

Daniel Fitzpatrick, Professor of Law, Monash University, Australia. “Tipping Points: Land Tenure, Climate Change and Human Mobility in Situations of Fragility, Conflict and Violence.”

Robert Frieden, Emeritus Professor of Telecommunications and Law, The Pennsylvania State University. “Digital Sovereignty and Weaponizing Radio Spectrum Management: The Risks and Rewards.”

Roger Hart, Professor of History, Texas Southern University. “Quantum States, Quantum Entanglements: China, the U.S., and the Global Race for Quantum Supremacy.”

Sanjay Kathuria, Adjunct Professor/Visiting Faculty, Georgetown University/Ashoka University; Senior Visiting Fellow/Non-Resident Senior Fellow, Center for Policy Research, New Delhi/Institute of South Asian Studies, Singapore. “Trade, Trust and Peace: Nudging the Future of Two Billion South Asians.”

Stephan Kieninger, Independent Researcher. “Strobe Talbott: Bill Clinton's Russia Man.”

Lucian Kim, Moscow Bureau Chief, National Public Radio. “Convergence: How Globalization Destroyed the Soviet Empire and Turned on the West.”

Nadia Oweidat, Assistant Professor of History and Security Studies, Kansas State University. “A Million Clicks to Freedom: The Virtual Battlefield of Ideas in the Arab World.”

Donna A. Patterson, Professor, Department of History, Political Science, and Philosophy, Delaware State University. “Ebola, West Africa, and the World.”

Laura Robson, Oliver-McCourtney Professor of History, The Pennsylvania State University. “The M-Project: The Middle East and the Origins of Modern Refugee Policy.”

Joshua Shifrinson, Associate Professor of International Relations, Pardee School of Global Studies, Boston University. “Shaping the Future: Great Powers and the Management of Future Peer Competitors.”

Cesar Zucco, Associate Professor of Political Science and Public Policy, Getulio Vargas Foundation, Brazil. “Mitigating the Volatility Curse: Political Challenges of Commodity Dependency.”

Public Policy 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 women and men give presentations about their research and interact with policymakers while at the Center. The Center hopes to continue offering awards for the typical 7 to 9 Public Policy Fellows each year at the requested level of funding for FY 2022 and 2023. The Wilson Center will continue its practice of appointing fellows who are working on important issues of public policy.

The following are the names and project titles of the 2021-2022 Public Policy Fellows to date:

Hallam Ferguson, former Senior Deputy Assistant Administrator, USAID. “Development Reimagined: the Private Sector as Driver of Foreign Aid.”

Jon Hilsenrath, Senior Economics Writer, the *Wall Street Journal*. “Averting Economic Crisis in 2008: The Role of Janet Yellen and George Akerlof.”

James F. Hollifield, Professor of Political Science, Arnold Chair in International Political Economy, and Director, Tower Center, Southern Methodist University. “Migration, Displacement, and Development.”

Amy Austin Holmes, Associate Professor of Sociology, American University in Cairo, “Mass Displacement in Syria and the Role of Turkey: Part of the Problem or Part of the Solution?”

Farahnaz Ispahani, Senior Fellow, Religious Freedom Institute; former Member, Pakistan Parliament. “Fire and Brimstone: South Asian Politics and Religious Extremism.”

Ariel Levite, former Principal Deputy Director General of the Israeli Atomic Energy Commission and Professor of Political Science at Tel Aviv University. “Rethinking Nuclear Threshold.”

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

Gloria Porras, Magistrate of Guatemala’s Constitutional Court. “International Cooperation in the Fight against Corruption in the Northern Triangle.”

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”

William Steiger, former Chief of Staff of USAID. “U.S. Development Assistance: The “Journey to Self-Reliance” 2021.”

Admiral R. Timothy Ziemer, former Acting Assistant Administrator for USAID’s Bureau for Democracy, Conflict and Humanitarian Assistance. “Aligning U.S. Foreign Assistance to the National Security Strategy.”

Distinguished Fellows

The FY 2022 and FY 2023 Budget includes funding to continue individual grants for 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.

FY 2021

Distinguished Fellows include:

Bruce Jentleson is the William Preston Few Distinguished Professor of Public Policy at Duke University's Sanford School of Public Policy and a Faculty Network Member of The Energy Initiative. He is a leading scholar of American foreign policy and has served in a number of U.S. policy and political positions. He has written numerous books and articles in journals, academic and policy, and for leading online sites such as ForeignPolicy.com, Huffington Post, and Washington Post Monkey Cage. His policy positions include Senior Advisor to the U.S. State Department Policy Planning Director (2009-11), a senior foreign policy advisor to Vice President Al Gore in his 2000 presidential campaign, and the Clinton administration State Department (1993-94). Other research appointments include the Brookings Institution, U.S. Institute of Peace, Oxford University, International Institute for Strategic Studies (London), Australia National University, and Fulbright Senior Research Scholar in Spain. He is often quoted in the press and has appeared on such shows as the Lehrer News Hour, BBC, Al Jazeera, al Hurra, China Radio International, and NPR. He holds a Ph.D. from Cornell University. Dr. Jentleson's project at the Wilson Center is "American Alliances amidst Geopolitical Pluralism."

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

The Wilson Center expects to continue awarding one to two Distinguished Fellows in FY 2022 and FY 2023.

Threatened and Displaced Scholars

Ye Myo Hein, former Executive Director, Tagaung, Institute of Political Studies, Yangon, Myanmar. "The Changing Security Landscape in Post-coup 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."

The Wilson Center hopes to award up to six Threatened and Displaced Scholars in FY 2022 and FY 2023.

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

Margot Badran, Senior Fellow, Prince Alwaleed bin Talal Center for Muslim Christian Understanding, Georgetown University

Carlos Basombrío, Minister of the Interior, Peru; Columnist, *Perú21*

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

Anne-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

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

Nirupama Rao, Former Indian Foreign Secretary; Former Indian Ambassador to Washington and Beijing

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

Pamela Starr, Fellow, Center on Public Diplomacy and Professor, University of Southern California

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

Igor Zevelev, former Professor at George Marshall European Center for Security Studies; Former Director, MacArthur Foundation, Moscow Office

Conferences and Research Support

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

Conferences at the Wilson Center span a wide variety of subject matter and touch upon virtually all regions of the world. The following listing is a sampling of conference/meeting produced by the Wilson Center.

FY 2020 Conferences/Meetings:

“Closing the Gap: Improving Early Warning for Climate Security Risks in the Pacific” (in person)

“Ground Truth Briefing: Unpacking COVID-19 and the Connections between Ecosystem, Animal, and Human Health and Security” (virtual)

“Bilateral Cooperation during the H1N1 Pandemic: Lessons from the U.S.–Mexico Border” (virtual)

“USMCA: Launching a New Phase of Prosperity in North America” (virtual)

“Report Launch and Conservation on U.S.–Mexico Relations with Current and Former Ambassadors” (virtual)

“2019: A Critical Year of Protest in Latin America” (virtual)

“Confronting COVID-19 in Brazil: Safeguarding Public Health, Social Welfare, and Economic Policy amid a Political Crisis” (virtual)

“The United States-Colombia Growth Initiative: A New Phase in Bilateral Relations?” (virtual)

“Managing Nigeria’s Diversity Amidst Rising Ethno-religious Tensions: A Conversation with H.E. Olusegun Obasanjo, former President of the Federal Republic of Nigeria”

“COVID-19 Impacts in the Arctic” (virtual)

“Canada’s Arctic and Northern Policy Framework” (virtual)

“Arctic Security Dialogues II / United States Air Force Arctic Strategy: Perspectives and Insights” (virtual)

“Brown Capital Management Africa Forum Signature Event: U.S.-Africa Economic Relations at the State Level”

“A Conversation with Ambassador Tibor Nagy, Assistant Secretary of State for African Affairs: The Trump Administration and U.S. Africa Policy: What has been accomplished and what lies ahead?”

“Arms Control Negotiation Academy” (virtual)

“The Age of Hiroshima: The Nuclear Revolution on the 75th Anniversary of the Atomic Bombings” (virtual)

“The Status of Women in Russian Society Conference” (virtual)

“First Global Perspectives event on Russia-Afghanistan” virtual)

FY 2021 Conference/Meetings:

“Foreign Policy is Climate Policy: New Modes of Multilateralism & the Call for a More Equitable and Just World” (virtual)

“50 Years and Billions Spent: New Reporting Shows Universal Access to Water, Sanitation, and Hygiene Draws Closer to Epic Goal Despite Global Pandemic” (virtual)

“Ending Wildlife Crime to Protect Animals, Human Health, and the Planet” (virtual)

“Ninth Annual US-Mexico Security Conference” (virtual)

“The Future of U.S. –Mexico Relations: A Conversation with Chargé d’Affairs for the Office of the Deputy Secretary for North America, Robert Velasco” (virtual)

“Mexico’s Mid-Term Elections: What’s at Stake and What to Expect” (virtual)

“Global Middle East Seminar Series” (virtual)

“Woodrow Wilson - Then and Now Seminar Series” (virtual)

“Chiu Family Foundation Seminar Series on Taiwan Security and History” (virtual)

“Broadening the Conversation for Brazil-U.S. Collaboration on Sustainable Development in the Amazon” (virtual)

“Asian Interests and the Path Forward in the New Arctic” (virtual)

“Environmental protection in Antarctica: What should the priorities for the new Biden Administration?” (virtual)

“Together Towards a Sustainable Arctic”: An Earth Day Dialogue with Iceland’s Minister of Foreign Affairs, and Chair of the Arctic Council, H.E. Gudlaugur Thór Thórdarson;” (virtual)

“U.S. Foreign Aid to the Northern Triangle 2014-2019: Promoting Success by Learning from the Past” (virtual)

“Latin America’s Digital Divide: Overcoming Persistent Gaps” (virtual)

“Young African Leaders Initiative (YALI) Summit: Ten Plus Ten: YALI and the United States Look Back, and Ahead, Together” (virtual)

“Africa Union and Department of State Partnership Event: Africa’s Policy Priorities for Food Security and Agricultural Development in a Climate-Impacted World” (virtual)

“Southern Voices Network for Peacebuilding (SVNP) Annual Conference: Democracy and Peacebuilding in Africa in the COVID-19 Era” (virtual)

“Brown Capital Management Africa Forum Biennial Lecture on US-Africa Economic Relations”

“Bipartisan Congressional event on Combatting Kleptocracy”

“Anniversary events (Ex. 30th anniversary of the collapse of the Soviet Union)”

Conference/Meeting Topics to be explored in FY 2022 & FY 2023 (many will be a hybrid in-person and virtual event):

“Climate Change and Violence-Migration Connections in Latin America’s Northern Triangle”

“US-Mexico Collaboration on Root Causes of Central America Migration”

“Mexican Energy Policy and the Impact on Climate Change Mitigation”

“US-Mexico Collaboration to Address Common Health Challenges”

“NPIHP Nuclear History Boot Camp”

“Arms Control Negotiation Academy”

“2020 NPT Review Conference Follow-Up Meeting”

“The Summit of the Americas: New Directions in US-Latin American Cooperation”

“Cleaning Up from COVID-19 in Latin America: Prospects for Recovery and Social Inclusion”

“Presidential Elections: Brazil, Colombia”

“Countering Violent Extremism in Northern Mozambique: Sharing Lessons Learned and Best Practices from Other African Regions in Maputo, Mozambique”

“Global Perspectives – Examining Russia’s relations with other countries”

“Implications of US-Russia Relations – Ex. Bipartisan Senate Panel on Russia-China relations and the Implications for the US & US-Ukraine relations”

“*The Greenland Dialogues*: The Continuation and Expansion of Our co-branded series with the Government of Greenland, Kingdom of Denmark, and other partners”

“*Reducing Risk in the Arctic*: A Report and Subsequent Series in Partnership with the Kingdom of Denmark, Munich Security Conference, and Norwegian Institute for International Affairs”

“Sovereign Wealth Funds High-Level Meeting: Africa”

“Southern Voices Network for Peacebuilding (SVNP) Annual Conference: Peacebuilding in Africa”

“Southern Voices Network for Peacebuilding (SVNP) Regional Workshop: Central Africa”

“Southern Voices Network for Peacebuilding (SVNP) Regional Workshop: North Africa”

“The Global Magnitude of Maternal Mental Health Disorders”

“The Lasting Effects of COVID-19 on Healthy Women and Healthy Economies”

“No Progress Without Quality: Country-led Strategies to Improve Maternal and Newborn Health Outcomes”

“Emerging Trends in the Sahel: Environment, Health, and Security”

“All Systems Go: Integrating Climate Security Across the U.S. Government”

“10th Annual US-Mexico Security Conference”

“8th Annual Building a Competitive Border Conference”

“USMCA at Two (with Canada Institute)”

Other topics will be determined as plans evolve.

Public Service & Fellowship Program by Object Class
 FY 2021, FY 2022, and FY 2023
 (Dollars in Thousands)

OBJECT CLASS	FY 2021 APPROPRIATION	FY 2022 President's PROPOSED	FY 2023 President's PROPOSED	<i>Difference between FY2022 and FY2023</i>
SALARIES	\$ 2,159	\$ 2,383	\$ 2,986	\$ 603
BENEFITS	689	799	1,043	244
TRAVEL AND TRANSPORTATION OF PERSONS	15	25	15	(10)
PRINTING AND REPRODUCTION (including electronic)	50	50	10	(40)
GRANTS/STIPENDS	2,540	2,250	2,210	(40)
TRAINING - AGENCY MISSION RELATED	40	30	15	(15)
OTHER CONTRACTUAL SERVICES	445	235	100	(135)
TOTAL	\$ 5,938	\$ 5,772	\$ 6,379	\$ 607

GENERAL ADMINISTRATION
(Dollars in Thousands)

SUMMARY	FY 2021 APPROPRIATION	FY 2022 President's PROPOSED	FY 2023 President's PROPOSED	Difference between FY2022 and FY2023
PERSONNEL (compensation & benefits)	\$ 2,780	\$ 3,326	\$ 3,175	\$ (151)
OPERATING (non-compensation)	1,758	1,409	1,623	214
TOTAL	\$ 4,538	\$ 4,735	\$ 4,798	\$ 63
FTE	17	19	18.5	

The General Administration budget line includes federal personnel compensation and benefits for some staff in the offices of the Executive, Financial Management (FMO), Human Resources (OHR), Information Technology (IT), and Support Operations (SO). It also presents in centralized fashion nearly all of the Center’s non-salary support 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 internet provider, advisory services, accounting and audit services, and federal staff travel and training.

The Center’s Continuity of Operations Plans (COOP) developed by IT 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 have included strengthening of 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 addition to implementing these infrastructure enhancements, the IT department quickly adapted to remote protocols given the enhanced telework guidance resulting from COVID-19 and seamlessly continued to provision and de-provision the significant number of fellows and interns that join the Center each year.

In FY 2020, the newly hired Chief Information Officer developed an IT Strategic Plan. The upgrade of the overall network platform by integrating Microsoft 365 through the Azure Cloud environment is in process. The Microsoft 365 solution will incorporate Single Sign On, Identity Management, and the use of Token and Pin and two-factor authentication.

FY 2022 activity will include the incorporation of an Enterprise Document Management System and an Enterprise Zoom video function.

In March of 2020 the Center’s OHR department actively assisted all Center staff in obtaining telework training to including training for supervisors and enrolled all eligible staff for enhanced telework. OHR quickly transformed the on-boarding process for new employees from a fully in-person process to fully virtual/remote process.

The Financial Management Office (FMO) is also in the process of infrastructure improvements; working to implement an ERP system to include Trust accounting, automated procurement, and real time reporting for all Center users. FMO was quick to adapt to the remote work by transforming on-going routine tasks to the telework environment and successfully completing fully remote external audits. The FY 2020 consolidated federal and trust audit as well as the A-136 Special Purpose Audit of Federal Appropriated Funds resulted in clean unqualified opinions again for FY 2020.

The Wilson Center administrative departments are actively collaborating and engaging in planning and implementing the future of work post COVID-19.

General Administration by Object Class
FY 2021, FY 2022, and FY 2023
(Dollars in Thousands)

OBJECT CLASS	FY 2021 APPROPRIATION	FY 2022 President's PROPOSED	FY 2023 President's PROPOSED	Difference between FY2022 and FY2023
SALARIES	\$ 2,054	\$ 2,469	\$ 2,337	\$ (132)
BENEFITS	726	857	838	(19)
TRAVEL AND TRANSPORTATION OF PERSONS	84	80	71	(9)
COMMUNICATION/UTILITIES/POSTAGE	70	70	104	34
RENTAL OF EQUIPMENT, SOFTWARE & FURNITURE	15	15	15	-
PRINTING AND REPRODUCTION (including electronic)	1	-	-	-
TRAINING - AGENCY MISSION RELATED	139	114	50	(64)
IT SUPPORT SERVICES, MAINTENANCE, & REPAIR	669	607	624	17
NON-IT MAINTENANCE & REPAIR	4	10	10	-
INTER AGENCY AGREEMENTS	32	32	21	(11)
OTHER CONTRACTUAL SERVICES	558	376	517	141
SUPPLIES AND MATERIALS	32	44	45	1
PUBLICATIONS & FORMS	-	-	-	-
EQUIPMENT/SOFTWARE/FURNITURE/FIXTURES	154	61	166	271
TOTAL	\$ 4,538	\$ 4,735	\$ 4,798	\$ 63

SMITHSONIAN INSTITUTION SERVICE FEE
(Dollars in Thousands)

SUMMARY	FY 2021 APPROPRIATION	FY 2022 President's PROPOSED	FY 2022 President's PROPOSED	<i>Difference between FY2022 and FY2023</i>
PERSONNEL (compensation & benefits)	-	-	-	-
OPERATING (non-compensation)	\$ 371	\$ 381	\$ 436	\$ 55
TOTAL	\$ 371	\$ 381	\$ 436	\$ 55
FTE	N/A	N/A	N/A	

The Smithsonian Institution 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, new employee background investigations, badging services, some library assistance including placing and administering orders for serials, risk management, archive management, information management, training, influenza vaccines, and access to an inspector general’s office.

Smithsonian Fee by Object Class
FY 2021, FY 2022, and FY 2023
(Dollars in thousands)

OBJECT CLASS	FY 2021 APPROPRIATION	FY 2022 President's PROPOSED	FY 2023 President's PROPOSED	<i>Difference between FY2022 and FY2023</i>
Purchases – Goods & Services from Government Agencies	\$ 371	\$ 381	\$ 436	\$ 55
TOTAL	\$ 371	\$ 381	\$ 436	\$ 55

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

SUMMARY	FY 2021 APPROPRIATION	FY 2022 President's PROPOSED	FY 2023 President's PROPOSED	Difference between FY2022 and FY2023
PERSONNEL (compensation & benefits)	\$ 610	\$ 624	\$ 640	\$ 16
OPERATING (non-compensation)	1,070	1,063	1,043	(20)
TOTAL	\$ 1,680	\$ 1,687	\$ 1,683	\$ (4)
FTE	4	4	5	

External Relations

External Relations provides critical strategic direction and infrastructure in support of the Wilson Center’s programs, research, brand, and communications.

Through remote events, a high-quality and relevant website, growing multimedia capability, expanding social media footprint and publications, including the Wilson Quarterly digital magazine; and books/ebooks from Woodrow Wilson Center Press, the Center is able to expand its informative and educational offerings in multiple engaging formats.

The Wilson Center reaches the full range of our stakeholders and target audiences, including Congress and policymakers, media, the private sector, nongovernmental organizations, academia, student organizations, donors/prospective donors and knowledge seeking individuals from all over the globe.

With its international and domestic outreach strategies the Woodrow Wilson International Center for Scholars is currently ranked one of the top 10 think tanks in the U.S. and worldwide; and is designated as a Center of Excellence in Regional Studies in the 2020 University of Pennsylvania Global Go To Think Tank Index Report.

The Center is also recognized in the latest report for its outstanding work in: International Development Policy, Foreign Policy and International Affairs, AI Policy and Strategy, and Impact on Public Policy.

External Relations operations include:

- (1) Digital, including www.wilsoncenter.org website (hosting, maintenance, portals, live streaming), the Center’s social media presence (e.g., Facebook, Twitter, You Tube, Instagram), and targeted electronic messaging (e.g., strategic event marketing emails, audience development, communication strategy, the Wilson Weekly e-newsletter), and multimedia content development;
- (2) Public/Media relations, including traditional and digital media relations, media engagement, and news flow;

- (3) Public education and outreach, which includes the Woodrow Wilson Presidential Memorial exhibit, student group outreach, programmatic partnering (Library of Congress, Smithsonian), public exhibits;
- (4) Event planning and management which supports extensive programmatic activity and Books@Wilson (capturing the overall publishing impact of Wilson Center staff, scholars, and alumni);
- (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 selected in-house books;
- (7) The award winning Wilson Quarterly digital magazine (wilsonquarterly.org).
- (8) General External Relations infrastructure, information, and training to Wilson Center staff so that they may better engage and produce content (Media database, design tools, video media training, writing press releases, event planning strategy).

The Wilson Center website continues to be the window into the insight and analysis mandated by our charter. The following improvements were made in 2021:

- The Upcoming Events Newsletter was launched in April, to provide timely reminders of the Center's events for the week ahead and increase engagement. With a median open rate of 45.8% since implementation and a 36% growth in event attendance for the first quarter, this low-lift communication initiative is working.
- Recognizing that the virtual event is here to stay, we wanted to make our live events more interactive--adding a live chat function and poll feature. Audience members can ask questions of speakers and the moderator can pose questions of the audience, all in real time-- increasing engagement opportunities globally.
- Wilson Center has begun producing video excerpts to highlight the most insightful remarks from our experts and guest speakers. We are also create short, shareable event compilation videos that allow for better engagement and distribution on social media.

Year over year (comparing calendar year 2020 to 2021) website users are up by **17.39%** (6,786,162 in 2021 vs 5,781,072 in 2020) and page views are up by **30.06%** (10,088,850 in 2021 vs 7,757,051 in 2020).

At the end of 2021, we launched a new microsite Called Hindsight Up Front: Afghanistan, which draws on history to keep policymakers on target about the future of Afghanistan, its people, the region, and why it matters.

Engaging on social media, the Wilson Center's online audience is increasingly young, diverse, and global. We have grown our Instagram following this year to nearly 5000 followers.

We are converting two key positions, the Writer-Editor and Social Media Specialist from contractor to staff positions to enable greater collaboration and Center wide engagement of these skills and staff resources.

The Center continues dynamic efforts to place its 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 sources such as 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," Marketplace Radio's "Morning Report," as well as multiple appearances on marquee news programs like "State of the Union" and "Andrea Mitchell Reports." We are also featured on Sunday public affairs programs such as CBS's "Face the Nation" and "Fox News Sunday."

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.

We host students, teachers, civic groups, and professional organizations, both virtually and in person, and provide an opportunity for our regional and topical experts to connect with national and international audiences on a wide range of topics.

Recent educational partnerships include the World Affairs Council, The Citadel, the American Committees on Foreign Relations Young Leaders Initiative, the International Air Force Program at Maxwell Air Force Base, and high school and college students from across the United States and the globe.

The Wilson Center's Public Education and Outreach unit has continued to respond to COVID-19 changes by working to promote the Center's commitment to connect members of the general public, educational institutions, policy makers, and government with the deep resources of the Wilson Center staff and scholars.

Hosting high-level events remotely and in person, Wilson Center has created policies to enable our mission to inform while keeping both staff/guests safe and adhering to changes in legal requirements and restrictions.

Currently, we continue to host the majority of the Center's public events in a fully virtual capacity, ensuring that the Wilson Center audiences were still able to hear from U.S. and international policymakers, academics, journalists, and scholars. We continue to upgrade our hybrid audio visual facilities to come into line with the growing technologies to connect in-person and remote presenters and audiences in connected event experience, allowing people to participate fully from

wherever they are and whatever their comfort level is with the current public health environments wherever they live.

Recent high profile guests:

- Prime Minister Justin Trudeau of Canada
- President Iván Duque of Colombia
- President Francisco Sagasti of Peru
- President Laurentino Cortizo of Panama
- Former Prime Minister Tony Blair of the United Kingdom
- Former Prime Minister Tony Abbott of Australia
- Permanent State Secretary Matti Anttonen of Finland
- Senator Lisa Murkowski of Alaska
- Senator Tim Kaine of Virginia
- Senator John Cornyn of Texas
- Representative Betty McCollum of Minnesota
- Representative Ted Lieu of California
- Secretary General Wamkele Mene of the African Continental Free Trade Area Secretariat

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.

Improving hybrid conference services have been high priority, including system upgrades and equipment maintenance for the AV LAN based infrastructure, including: the Wilson TV studio, radio and video editing suite, streaming web platform services, video production equipment, production media SAN, auditorium, and conference rooms.

Our digital programming includes an internet-friendly roster of broadcast-quality video features and audio podcasts. In addition to providing video of most Wilson Center events, our slate of programs includes:

Wilson Center NOW, our weekly interview program featuring discussions with the Wilson Center experts from around the world;

Need to Know, a podcast produced with the information needs of Members of Congress and their staffs front and center;

Americas 360, which provides an ongoing exploration of hemispheric issues powered by insights from our Argentina Project, Brazil Institute, Canada Institute, Latin American Program, and Mexico Institute;

A new initiative, Hindsight Up Front, a collection of features that focuses on issues of significant global importance. The series has explored the implications of the US withdrawal from Afghanistan and the ongoing tensions between Russia and Ukraine.

To engage and inform on breaking news, External Relations launched the Wilson Smart Take in November 2021. These short video segments feature Wilson Center experts providing insights and analysis to the latest issues dominating media headlines.

Wilson Center Press books are produced through co-publishing relationships with major university presses, principally those of Columbia and Stanford. These books are written and edited by Wilson Press and the co-publishing allows the Press to reach specialist readers throughout the world.

- Russian Energy Chains: The Remaking of Technopolitics from Siberia to Ukraine to the European Union by Margarita M. Balmaceda
- U.S. Strategy in the Asian Century: Empowering Allies and Partners by Abraham M. Denmark
- No Place for Russia: European Security Institutions Since 1989 by William H. Hill
- Changing Cultures in Congress From Fair Play to Power Plays by Donald R. Wolfensberger
- Fearing the Worst: How Korea Transformed the Cold War by Samuel F. Wells Jr.
- Between Containment and Rollback: The United States and the Cold War in Germany by Christian F. Ostermann

Wilson Center books are also produced in-house to reach critical audiences on a shorter timeline than traditional university press publishing allows.

- Navigating the Arctic's 7 Cs
- Transatlantic Blue Economy Initiative: Policy Recommendations
- Report of the Wilson Center Task Force on Public Health and the U.S.-Canadian Border
- The Mosaic Approach: a Multidimensional Strategy for Strengthening America's Critical Minerals Supply Chain
- From Crisis to Convergence: A Strategy to Tackle Balkans Instability at its Source
- Venezuela's Authoritarian Allies: The Ties That Bind?
- 21st Century Diplomacy: Foreign Policy is Climate Policy
- A Winning Bet: The USMCA at One Year
- Ukraine: 30 Years of Scholarship and Exchange
- Managing Nuclear Risks
- Lobbying Undercover: Corruption, Democracy and Public Policy in Brazil
- North America 2.0 A Workforce Development Agenda
- From "the Ukraine" to Ukraine
- How to Reconstruct Venezuela: Political Conflict, Weak State Capacities, and Social Violence
- The Status of Women in Russian Society

The Wilson Center also publishes Wilson Briefs (the Briefs), short-form topical analyses that focus on critical policy issues. These 1,000 – 1,500 word analyses are published principally on the Center's website, shared electronically, and as needed, in print.

Recent Briefs include:

- Pathways to Justice: Gender-Based Violence and the Rule of Law

- Broadening the Conversation around Facial Recognition: Lessons from the Consumer Perspective
- Malign Creativity: How Gender, Sex, and Lies are Weaponized Against Women Online
- Landslide Victory for Reformists in Moldova
- How the Urals Might Answer Russia's 21st Century Economic Crisis: A Pivot to the East?
- Central Asia's Multi-vector Defense Diplomacy
- Asian Interests and the Path Forward in the New Arctic
- Arctic Overlaps: The Surprising Story of Continental Shelf Diplomacy
- Polar Perspectives No. 6 | The Last Frontier From Space
- The Potential Role of Open Source Hardware in 5G Networks: Capturing an Emerging Debate
- Climate-Fragility Risk Brief: The Arctic
- Polar Perspectives No. 5 | Climate Change and Southern Ocean Resilience
- North America 2.0 Forging a Continental Future
- First Resort: An Agenda for the United States and the European Union
- Professionalism and Politics in the Russian Military

The Wilson Quarterly (WQ) is our digital, award-winning magazine of ideas and information. One of the nation's premier journals since 1976, the WQ offers fresh takes on current events, on-the-ground reporting, and thought-provoking perspectives through its carefully curated essays and multimedia pieces.

Recently covered topics include: (a) **Displaced Persons**, to help Americans understand what displacement looks like at this point in our history; (b) **Conflict Resolution**, do treaties and agreements still work in an era of increasing polarization, hyper nationalism and political violence? (c) **Public Health at a time of Pandemic**, what has COVID-19 taught us about our ability to battle global outbreaks?

Upcoming topics include: (a) **The New North**, to help Americans and policymakers better understand the growing geopolitical, economic, and environmental importance of the Arctic; (b) **Neither Allies, Nor Enemies** will explore America's strategic, yet tricky relationships with powers who are neither friend nor foe, but whose partnerships are vital; (c) **Strengthening the Supply Chain**, to further understanding of the challenges that were brought into light during the COVID-19 pandemic, and find solutions to brace America against future shocks.

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 2021, FY 2022, and FY 2023
(Dollars in Thousands)

OBJECT CLASS	FY 2021 APPROPRIATION	FY 2022 President's PROPOSED	FY 2023 President's PROPOSED	Difference between FY2022 and FY2023
SALARIES	\$ 430	\$ 442	\$ 475	\$ 33
BENEFITS	180	182	165	(17)
TRAVEL AND TRANSPORTATION OF PERSONS	2	2	2	-
COMMUNICATION/UTILITIES/POSTAGE	150	152	152	-
PRINTING AND REPRODUCTION (including electronic)	40	46	46	-
TRAINING - AGENCY MISSION RELATED	8	8	10	2
IT SUPPORT SERVICES, MAINTENANCE, & REPAIR	39	39	39	-
NON-IT MAINTENANCE & REPAIR	20	17	15	(2)
OTHER CONTRACTUAL SERVICES	732	725	710	(15)
SUPPLIES AND MATERIALS	26	26	26	-
RECRUITING/ADVERTISING/PUBLIC ANNOUNCEMENTS	3	3	3	-
EQUIPMENT/SOFTWARE/FURNITURE/FIXTURES	50	45	40	(5)
TOTAL	\$ 1,680	\$ 1,687	\$ 1,683	\$ (4)

BUILDING REQUIREMENTS
(Dollars in Thousands)

SUMMARY	FY 2021 APPROPRIATION	FY 2022 President's PROPOSED	FY 2023 President's PROPOSED	Difference between FY2022 and FY2023
PERSONNEL (compensation & benefits)	-	-	-	
OPERATING (non-compensation)	70	63	63	\$ -
TOTAL	70	63	63	\$ -
<i>FTE</i>	N/A	N/A	N/A	

The costs related to facility maintenance, renovation and operations are included in Building Requirements. Since 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. These modifications are preemptive measures in response to lessons learned from COVID-19. 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 2021, FY 2022, and FY 2023
(Dollars in Thousands)

OBJECT CLASS	FY 2021 APPROPRIATION	FY 2022 President's PROPOSED	FY 2023 President's PROPOSED	Difference between FY2022 and FY2023
OPERATION & MAINTENANCE OF FACILITIES	70	63	63	\$ -
TOTAL	70	63	63	\$ -

APPENDICES

CONSOLIDATED STATEMENTS, FY 2021, FY 2022, AND FY 2023
(Dollars in Thousands)

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

<u>Total - All Activities</u>	Non-Appropriated Funds				Appropriation/ Proposed
	Beginning Net Assets	Income	Expense	Ending Net Assets	
FY 2021 (estimate)	\$ 49,180	\$ 19,212	\$ 23,052	\$ 45,340	\$ 14,000
FY 2022 (estimate)	\$ 45,340	\$ 16,625	\$ 17,795	\$ 44,170	\$ 14,095
FY 2023 (estimate)	\$ 44,170	\$ 12,305	\$ 15,570	\$ 40,905	\$ 14,860

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

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)

<u>General Center & Outreach</u>	Non-Appropriated Funds				Appropriation/ Proposed
	Beginning Net Assets	Income	Expense	Ending Net Assets	
FY 2021 (estimate)	\$ 35,271	\$ 9,044	\$ 12,867	\$ 31,448	\$ 6,659
FY 2022 (estimate)	\$ 31,448	\$ 7,094	\$ 7,156	\$ 31,386	\$ 6,866
FY 2023 (estimate)	\$ 31,386	\$ 7,596	\$ 6,830	\$ 32,152	\$ 6,980

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 2021 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 2021.

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)

<u>Programs, Projects, Fellowships</u>	Non-Appropriated Funds				Appropriation/ Proposed
	Beginning Net Assets	Income	Expense	Ending Net Assets	
FY 2021 (estimate)	\$ 13,909	\$ 10,168	\$ 10,185	\$ 13,892	\$ 7,341
FY 2022 (estimate)	\$ 13,892	\$ 9,531	\$ 10,639	\$ 12,784	\$ 7,229
FY 2023 (estimate)	\$ 12,784	\$ 4,709	\$ 8,740	\$ 8,753	\$ 7,880

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 43 – 61) 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’ desires designated by the restricted uses.

The appropriation column in this section includes the majority of staff and operating activities for the Scholars and Academic Relations area as well as a portion of the 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, and enhance knowledge and understanding about Africa in the United States. 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. The Africa Program also works to build the next generation of leaders in U.S. Africa policy.

FY 2021 and FY 2022 Q1 Accomplishments

In 2021, the Africa Program focused on key issues that are critical to U.S.-Africa relations. The Program offered policy options for addressing some of Africa's most intractable challenges, including publishing *The State of Peacebuilding in Africa: Lessons Learned for Policymakers and Practitioners*, which analyzes the last 30 years and current state of peacebuilding in Africa, and features key lessons learned, best practices, and creative solutions for policymakers working on peacebuilding. The Program continued to serve as a key resource and platform for the U.S. Government on Africa issues. The Africa Program co-hosted with the Department of State the 10th anniversary celebration of the Young African Leader's Initiative (YALI), the U.S. Government's flagship program for engaging with Africa's youth and future: the YALI 10 Summit, *Ten Plus Ten: YALI and the United States Look Back, and Ahead, Together*, which engaged over 5,000 participants and included high-level U.S. and African officials among its speakers; and the #YALI4Ag: *Youth Innovating for Resilient Agriculture International Youth Day Event*, which engaged over 890 participants and was moderated by two U.S. Government officials. Through these events, the Wilson Center was able to establish a vision for the next 10 years of YALI. In addition, the Africa Program collaborated with Congressional Relations to host the 2021 *Africa Masterclass* for senior Congressional staff and hosted two private policymaker roundtables on the *Global Fragility Act (GFA) and Peacebuilding in Africa and Time for a Rethink? U.S.-Africa Relations in the COVID-19 Era – Conversation with SVNP Directors, Congressional Staff*, which facilitated direct engagement between U.S. policymakers and experts from African peacebuilding organizations. Readouts with specific policy recommendations from both sessions were provided to U.S. government agencies including the Department of State, USAID, and the Department of Defense.

The Africa Program continued to contribute to key Africa fora in the United States and abroad. Dr. Monde Muyangwa, Africa Program Director, participated in a Wilton Park meeting on Conflict and Peacebuilding in Mozambique, gave a lecture at the Army War College on The Africa of Tomorrow, and delivered a presentation on Gender Mainstreaming in African Armed Forces at the *AFRICOM symposium*. Monde also served as the Wilson Center representative for two meetings organized by the U.S. Department of State Bureau of Conflict & Stabilization Operations on the Global Fragility Act, and briefed Congressional staffers on Options for

Enhancing Primary and Secondary Education in Africa; on Strengthening Global Health Systems; on the 2021 Uganda Elections; and on options for enhancing security on the continent.

The Program also addressed some of the most pressing and rapidly evolving situations on the continent. The Africa Program's Sudans Working Group, which includes senior U.S. and international policymakers, met in November for a private, off-the-record discussion with Mr. Bryant Hunt, Director of the Office of South Sudan and Sudan at the U.S. Department of State's Bureau of African Affairs, regarding the October 25, 2021 military coup, its implications, and options for addressing the situation.

Finally, the Program continued to bring Africa issues to U.S. and international policymakers, and to the American public. The Program hosted the *Biennial Lecture and Dialogue of the Brown Capital Management Africa Forum*, which featured a lecture by and dialogue with His Excellency Wamkele Mene, Secretary-General of the African Continental Free Trade Area (AfCFTA) Secretariat. Participants included high-level U.S. Government and African Union officials, and members of the public. Playing a critical convening role, the Africa Program gathered together 8 U.S. Government agencies with a role in U.S.-Africa trade and investment together with staff of the AfCFTA Secretariat and members of the private sector for discussions on the significance and current state of play of the AfCFTA's implementation, key challenges and opportunities presented by the AfCFTA, and the way forward on U.S.-African economic engagement and growth. The Program also collaborated on public events on topics including the global digital divide, the Biden Administration's foreign policy outlook, Ethiopia-Russia and Africa-U.K. relations, resilience building in the Sahel, China's soft power in Africa, and global defense of democracy.

Programmatic Priorities for the Next 2 Years

Over the next two years, the Africa Program will focus on the most pressing U.S.-Africa issues related to governance and leadership; conflict prevention, peacebuilding, and security; trade, investment, and sustainable development; and Africa's evolving role in the global arena.

Given increasing fragility, conflict, and democratic backsliding, the Program will continue its work connecting the next generation of African peacebuilders with U.S. policymakers through the Southern Voices Network for Peacebuilding (SVNP), including by bringing African scholars for fellowships at the Wilson Center. The SVNP project is entering its 13th year and its network of 22 Africa-based peacebuilding organizations will continue to produce research and analysis on topics related to peace and conflict in Africa, including women in peacebuilding, climate and conflict, competing powers in Africa, and sustainable peacebuilding. The Program will draft a grant renewal in FY 2022 to continue the work of the Network into FY 2023 and beyond.

On U.S.-Africa economic relations, the Africa Program plans to deepen and expand its engagement on trade, investment, and development under the Brown Capital Management Africa Forum. This will include events (including a high-level meeting on the role of African sovereign wealth funds), research, a new developmental internship, and a new publication series on key issues in U.S.-Africa economic, trade, and investment relations as well as sustainable development.

The Program also intends to do more work on youth, women, and technology in Africa, continuing to explore opportunities and challenges related to Africa's COVID-19 recovery in the governance, security, and development realms; the role of China and other key players on the continent; and challenges, developments, and opportunities for U.S.-Africa policy and relations.

Finally, the Program will continue to build new, and consolidate existing, relationships with U.S. Government agencies and the Congress.

Asia Program (AP)

The mission of the Asia Program is to promote the policy debate of 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 in the region, 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 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.

Sustained non-appropriated funds are derived from four Program endowments, two long-standing established by the Japan Foundation in 1980 and two established by the Korea Foundation and Hyundai Motors in 2015 to create the Korea Center. The program also receive annual support from the Taipei Economic and Cultural Representative Office in the United States (TECRO), the Sasakawa Peace Foundation, the Korea Foundation, the Japanese Ministry of Foreign Affairs, several U.S. corporations, the Carnegie Corporation of New York (CCNY), the State Department, as well as in-kind donations from Korean Air. These funds cover salary and benefits for Trust staff, and they also fund seminars, workshops, conferences, and Capitol Hill briefings on U.S. interests in Asia and its relations with Indo-Pacific nations. In-depth analyses and other reports resulting from these programs are disseminated, without charge, to Congressional offices, executive branch officials, business and NGO representatives, academics, policy analysts, and the media.

The regional implications of U.S. competition with China, North Korea's continued military aggressions, and seismic shifts in the technology landscape are some of the key issues that drive the Asia Program's research and engagements. The Program has also been at the forefront of assessing the implications of U.S. withdrawal from Afghanistan on the regional and U.S. relations with governments across the Indo-Pacific. In addition, the Program has been instrumental in bringing together senior officials and scholars from Taiwan virtually to public forums as well as private discussions to focus on the risks facing Taipei and U.S. interests in the

island. Throughout the pandemic, we have continued to organize events with Asia policy leaders from the U.S. Senate as well as the executive branch, as well as senior officials from across the Indo-Pacific. The Korea Center hosts an annual fellowship for junior scholars from South Korea, organizes multiple seminars on both North and South Korea, and publishes cutting-edge research on security, economic, and political issues across the Korean peninsula.

Looking ahead, the Asia Program will focus on issues of U.S. interest in the Indo-Pacific from a political, economic, and social as well as security lens. How continued tensions between Washington and Beijing are impacting the geopolitics and geoeconomics within the Indo-Pacific will also be addressed through public events and publications. The Asia Program's objective remains to provide a trusted space for debate on three central questions of U.S. foreign policy: What are the key dynamics driving regional strategic dynamics, how should Washington be engaged in a changing the Indo-Pacific, and how should U.S. policies be reoriented to reflect the evolving political and economic landscape in Asia?

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, and has been described as a go-to think tank for leaders from the U.S. government and foreign governments.

Canada Institute (CI)

The Canada Institute's mission is to contribute to the improvement of U.S. policies related to Canada, and thereby enhancing bilateral relations. We do this by providing reliable baseline knowledge about Canada, and showcasing the best thinking on Canada, Canada-U.S. relations, and North American political economy available, and generating innovative solutions to shared problems. The goal of all our activity is to foster deeper cooperation between governments, businesses, civil society, and the general public in both countries.

Since FY 2021, the Canada Institute has collaborated with the Mexico Institute through a working group on the United States Mexico Canada Agreement (USMCA) which tracks implementation and provides a forum for business, government, and civil society groups to discuss problems and opportunities arising from the USMCA. The USMCA Working Group in FY 2023 will continue to hold four public-facing major events annually, in addition to following the continued implementation of the USMCA in consultation with the three governments.

In FY 2020, the Canada Institute established a Wilson Task Force on Public Health and the U.S.-Canadian Border and recruited four distinguished leaders as Task Force members: former federal Conservative Party leader and Premier of Quebec the Hon. Jean Charest; former Governor of

Vermont the Hon. James H. Douglas; former Governor of Washington the Hon. Christine Gregoire; and former Deputy Prime Minister and Canada's first Minister of Public Safety and Emergency Preparedness Anne McLellan. Throughout FY 2021, the Canada Institute supported the Task Force through an investment of revenue from our Advisory Board members. In October 2021, The Task Force issued its report on the impact of the border restrictions, reflecting on the lessons learnt from the experience and proposing recommendations for better employment of border security resources in future pandemics. Through FY 2022 and into FY 2023, the Canada Institute will recall the Task Force to reflect on the recovery of the border, hopefully in the wake of the pandemic.

The Canada Institute received federal funds (\$45,000) in FY 2021 to launch the Rethinking Middle Powers initiative, a Wilson-wide effort to look at countries like Canada whose role in international relations is not as decisive as that of Great Powers, yet more potent than many small states and developing countries. It is being used to establish a microsite, sort through extant material generated by Wilson Center programming that can relate to greater understanding of Middle Powers, and the commissioning of three scholarly studies: (1) a review and collection of existing Wilson web site content relevant to Middle Powers; (2) a paper of Middle Powers in the 20th Century / Cold War period from Duke University historian Dr. Susan Colbourne; and (3) a paper on the Middle Power role in current Great Power competition from University of Toronto international relations scholar Taylor Jackson. Throughout FY 2022, the Canada Institute will launch the microsite and host panels on the themes of two of the three papers. In FY 2023, the Canada Institute hopes to use further funding to continue adding commentaries, in addition to conducting video interviews with diplomats from Middle Power countries (a series that will be titled *Middle Power Diplomacy*) and commissioning papers from contracted authors to expand the microsite.

In April 2022, the Canada Institute will launch the Washington Forum on the Canadian Economy, a series of monthly dialogues with the aim of raising the baseline level of knowledge on Canada amongst US policymakers. The initiative will be chaired by Canada Institute Advisory Board member and former Canadian Finance Minister, Bill Morneau. The dialogue series will work to improve bilateral relations by bridging the gap between Canadian banks/financial services and US firms as well as congressional offices through presentations and conversation.

Environmental Change and Security Program (ECSP)

ECSP examines issues at the nexus of environment, climate change, population dynamics, health, development, security, and foreign policy. Through expert analysis, ECSP explores the conceptual and policy linkages between these fields; informs decision-makers in the United States and internationally on how to better understand and address, through a systems-based approach, their complex linkages; and shares insights on how governments, non-governmental organizations, and the private sector are responding to the causes and effects of environmental, health, and demographic changes. ECSP brings together scholars, policymakers, media, and practitioners through events, research, publications, multimedia content, and the award-winning blog, *New Security Beat*.

Programming and Budget Accomplishments (FY 2021 & FY 2022): In FY 2021, ECSP organized virtual panel discussions, workshops, and briefings on a range of topics, including climate change’s impact on security; what COVID-19 tells us about the connections between ecosystems, health, and security, and how to avoid future pandemics; water security, including the global status of water, sanitation, and hygiene (WASH) and need to better integrate WASH into development priorities; geoengineering governance; and water, women, and diplomacy in the Middle East.

ECSP continued its work on improving predictive capabilities for the security risks posed by extreme weather events and a changing climate in collaboration with the National Oceanic and Atmospheric Administration (NOAA) and the University Corporation for Atmospheric Research (UCAR). Through workshops with key analysts and decision-makers from across relevant U.S. government agencies and related organizations, the project team explored country and regional case studies to better understand the compound risks posed by extreme weather and water-related events, identified entry points for action, and developed a framework to improve predictive capabilities.

Recognizing the links between climate change, stability, and foreign policy, ECSP launched an expert series, “21st Century Diplomacy: Foreign Policy is Climate Policy,” comprised of op-eds, interviews, in-depth articles, and public dialogues to highlight the connections between climate change and foreign policy broadly, specifically around the following topics: great power competition; equity and governance; new modes of multilateralism; financial stability; the implications of decarbonization; migration and displacement; and geoengineering.

Additionally, ECSP greatly expanded its network engagement through its blog, *New Security Beat*, which featured over 250 expert articles on pressing issues in 2021, attracting ~50,000 unique viewers a month, and its social media outreach—both fostering new dialogues and comparative insights in its dual capacity as a neutral forum and an information clearinghouse.

In the first quarter of FY 2022, ECSP continued to organize virtual panel discussions and private workshops on topics including the United States’ efforts to address climate security in U.S. policy and with partners around the world; incorporating Indigenous traditional knowledge in climate change strategies; democratic innovation with mayors from the U.S. and around the world as part of President Biden’s Summit for Democracy; converging demographic, gender, and security risks in the Sahel region; and continued its work on improving predictive capabilities for the security risks posed by extreme weather events with a focus on the climate, violence, and migration connections for Central American countries El Salvador, Guatemala, and Honduras.

Program Outlook (FY 2022 & FY 2023): For the remainder of FY 2022 and into FY 2023, ECSP will continue work at the intersection of climate change, environment, health, and security topics. Featured programming in FY 2022 and 2023 includes continuing to examine environmental change, migration, and population dynamics in sub-Saharan Africa and the Sahel region; lessons learned from state-level climate and environmental policies for U.S. climate action; connections between gender, climate change, conflict, and peace; resilient urban development and housing policies; ongoing efforts towards improving predictive capabilities for the security risks posed by extreme weather events focused on the climate, migration, and

violence linkages in Central America; and the linkages between climate change and security, including implications for the U.S. Global Fragility Strategy and other U.S. climate policies and strategies that emerge from the current administration. 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.

Global Europe (GE)

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) addresses vital issues 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, policy strategy groups, policy simulations and role-play exercises, media commentary, international conferences and publications. Activities cover a wide range of topics, from the role of NATO, U.S.-EU relations and the OSCE 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 and U.S.-European relations.

President Biden has called Europe America’s partner of “first resort” and the “cornerstone” of U.S. engagement in the world. The transatlantic partnership has had a bumpy ride in recent years; 2021 will test whether the U.S. and its European allies are able to address lingering irritants and recast and reposition their relationship for future challenges. Major reports addressing key themes of the transatlantic relationship published in 2021 include:

- *Consolidating Kosovo's Sovereignty: Why it Matters, and What Must Be Done*: There is now a unique opportunity to resolve one of the major sources of inter-state tension in the Western Balkans: the dispute between Kosovo and Serbia over Kosovo’s sovereignty. The people of Kosovo have elected a government with a strong parliamentary majority on an anti-corruption and progressive platform. The new government under Prime Minister Albin Kurti requires firm international support from Kosovo’s allies—especially the United States and member states of the European Union (EU)—to realize its domestic agenda and to consolidate Kosovo’s sovereignty.
- *Uncommon Cause: The Future of the OSCE*: Thirty years ago, the leaders of the United States, Canada, the Soviet Union and 31 other European and Eurasian countries buried the Cold War with a remarkable document. In the Charter of Paris for a New Europe, they announced that the “era of confrontation and division of Europe has ended,” and vowed to “build, consolidate and strengthen democracy as the only system of government of our nations.” As time marched on, however, this vision became more slogan than project. Achievement failed aspiration. Revisionists grew their influence. Borders were changed by force. Democratic governments have been toppled or weakened from within. Independent media have been suppressed. Shooting wars have erupted. Foreign troops are in countries without invitation. The dangers of military accidents and miscalculations

have risen as confidence building measures and arms control arrangements have fallen. Racial, religious and ethnic hatred are alive and well. As a consequence, the Europe of our hopes again risks becoming the Europe of our fears: less whole and free, more fractious and anxious; less settled and stable, more fluid and turbulent.

- *First Resort: An Agenda for the United States and the European Union*: Joe Biden and EU leaders have underscored that the United States and Europe are indispensable partners of first resort. The United States and the EU have a rare and potentially fleeting opportunity to reinvigorate and recast their partnership to rebuild a sense of common cause and forge a resilient Atlantic partnership that is more effective at leading our societies and economies from sickness to health, enhancing our prosperity, protecting our interests and advancing our values, and working with others to forge global responses to global challenges.
- *Fixing Dayton: A New Deal for Bosnia and Herzegovina*: The Dayton Peace Agreement stopped Europe's worst conflict and genocide since World War II. More Europeans died in the Bosnia war than during the entire Cold War. The inability of the United States and its European partners to agree on ways to stop the killing was the biggest transatlantic failure in seventy years. This record of tragedy and disaster is why the peace achieved at Dayton in 1995 was such a striking and surprising success. Today, however, the Dayton arrangements are associated less with peace than with dysfunction. In part that is because Dayton was more a truce than a settlement. The elaborate governing architecture created at Dayton froze in place the warring parties (Republika Srpska and the Federation) and rewarded their commitment to ethnically-based control of territory. Since then, kleptocratic ethno-nationalists have manipulated Dayton's provisions to entrench their power at the expense of the country's viability.

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

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

The Program's research focuses include Cold War history, Chinese foreign policy history, 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.

The Program manages DigitalArchive.org, an award-winning research and teaching tool with over 15,000 primary source documents organized into 150 curated collections. Major collections cover subjects such as the Korean War, the Cuban Missile Crisis, the Chernobyl Nuclear Disaster, Sino-Soviet Relations, Cold War Origins, the Berlin Wall, the Soviet Invasion of Afghanistan, and the 1956 Polish and Hungarian Crises. DigitalArchive.org is accessed by tens of thousands of students, scholars, journalists, policymakers, and members of the general public each year, is cited in numerous scholarly works and journalistic pieces, and is featured in hundreds of syllabi and library research guides around the world. DigitalArchive.org is built to grow, and each year hundreds of new policy-relevant historical documents from repositories in Russia, China, and other countries are uploaded to and published on the website.

HAPP offers several highly sought after platforms for historians to present their research to the public, including the weekly Washington History Seminar event series, the *Sources & Methods* blog, and the *International History Declassified* podcast.

Ongoing and upcoming programs in FY 2022 and FY 2023 include major visual and technological upgrades to Digital Archive; the publication of new archival documents on post-Cold War international relations; the Arms Control and Negotiations Academy, a capacity building exercise for mid-career arms control professionals; the Nuclear History Boot Camp, an intensive training program for graduate students; workshops on nonproliferation co-organized with the Los Alamos Nuclear Laboratory; a seminar series on Middle Eastern history; a seminar series on Taiwan; the Cold War Archives Research Institute, a training program for graduate students; and the weekly Washington History Seminar, a collaboration with the National History Center of the American Historical Association.

Kennan Institute for Advanced Russian Studies (KI)

The Kennan Institute is the premier U.S. national center for advanced research on Russia and Eurasia. For over 45 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 Kennan Institute's investment in people, including scholars, policymakers, and students, has helped shape the fabric of the professional communities throughout America, Russia, and Eurasia that engage in issues of mutual concern.

The Institute offers six types of fellowship opportunities and hosts dozens of scholars each year. The Kennan Institute's American alumni constitute the backbone of Russia and Eurasia expertise in the Washington, DC area and across the United States. They and their colleagues are the professors who will inspire and instill in students a deep appreciation for Russian history, literature, and culture for years to come. Our extensive alumni networks in Russia and Ukraine represent another critical asset for international dialogue and expertise across a broad range of the social sciences.

The Kennan Institute is also dedicated to disseminating the expertise of its scholars and invited experts on Russia widely. The Institute has worked closely with the Center's Congressional Relations program by providing speakers for its Foreign Policy Fellowship Program for congressional staff. Kennan scholars have also participated in the annual Foreign Policy Masterclasses focusing on briefing members and staffers on understanding the various facets of Russia and Russian policy. The Kennan Institute further collaborated with the German Marshall Fund to plan a series of topical lectures for USAID and other government agencies and NGO partners dealing with the Russian Federation. The goal of this innovative series is to facilitate a conversation on Russia with a small group of Russia-focused policymakers, providing them an opportunity to hear from leading experts. Finally, the Kennan Institute expanded its Kennan Conversation series to partner with Historically Black Colleges and Universities. The Kennan Institute hosts more than 50 public events every year that are free and open to the public, and has made video and audio recordings of these events publicly available online for educational and research purposes. In addition, the Kennan Institute will organize a series of high profile events for 2022 that will include: (1) extensive coverage on the escalating situation between Russia and Ukraine; (2) an event on the anniversary and continued implications of George Kennan's policy on the Soviet Union in the context of U.S.-Russia relations; and (3) a collaborative event with other programs at the Wilson Center on Russia's relationship with China.

In recent years, the Kennan Institute has greatly increased its digital outreach, both on email and social media, including via blogs "The Russia File" and "Focus Ukraine" that features weekly posts by Kennan Institute staff, alumni, and guest writers offering analyses of Russian foreign and domestic policy and political trends. Additionally, Kennan staff and scholars are committed to sharing their research with the public, frequently appearing to offer comment and analysis of current events in print, television, and radio media. The Kennan Institute has worked to integrate the writings and expertise of its large alumni network in Russia and Ukraine with its programming and publications in Washington, DC. By taking better advantage of this community of experts, the Institute will better inform its American audience and build stronger

avenues of dialogue between the social science and policy communities of the United States and the Eurasian region.

In years past, the Kennan Institute focused on issues of thematic concern, often well before those issues emerged as areas of policy concern. The tradition endures. The Kennan Institute is planning a cohesive series of high-level public events and professional publications, taking advantage of this valuable opportunity to draw meaningful lessons from history to inform current U.S.-Russia relations and the Eurasia region. Recent monographs include:

- Margarita Balmaceda's book *Russian Energy Chains: The Remaking of Technopolitics from Siberia to Ukraine to the European Union* which follows Russia's three largest fossil-fuel exports from production in Siberia through transportation via Ukraine to final use in Germany in order to understand the tension between energy as a threat and as an opportunity. Published by Columbia University Press as part of the Woodrow Wilson Book Series (2021).
- "The Persistent Question of Legal Aid in the Professional Development of Russian Lawyers," *Histories of Legal Aid: A Comparative and International Perspective*: London: Palgrave Macmillan, 2021.
- "Russia's Perennial Search for the Rule of Law: Origins, Detours, Revival, Impasse," *Ideology and Politics Journal*, 2021.
- "Russia's Retreat from Human Rights," *Routledge Handbook of Russian Politics and Society*, forthcoming 2022.
- Senior Program Associate Izabella Tabarovsky is completing a book manuscript highlighting the recreation of Soviet antisemitic propaganda tropes in contemporary American political discourse.

Priorities for Kennan Institute Programs in the coming years include:

- Citizenship and Law in Russia
- Freedom of the Press and Freedom of Speech in Russia
- Cybersecurity
- Lessons for U.S. Diplomacy from the Cold War
- Great Power Competition
- Historical memory in the post-Soviet space
- Collaboration with other Wilson Center programs (China, Asia, Latin America) to discuss Russia's growing influence around the world.
- Russian cultural programming, including commemorating anniversaries of significant literary figures.
- The Status of Women in Russia and Eurasia

Initiatives from the Kennan Institute include:

- Kennan Conversations – The Kennan Institute is working 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.

- Global Perspectives – The Kennan Institute's Global Perspectives series highlights Russia's relations with other nations by partnering with other Wilson Center programs on public events featuring regional voices. To date, the Global Perspectives series has attracted tens of thousands of digital audience members to our site.
- The Kennan Long View Series – This series hosts long-form discussions on pressing issues, to explore the underpinnings of the debate about Russia and its neighbors in Washington. It features the books and articles of leading scholars and experts in the field and considers the patterns of analysis, prediction and recommendation that lie behind all serious policy making. The series is hosted by Michael Kimmage, a professor at the Catholic University of America and Chair of the Kennan Advisory Council.
- U.S.-Russia Arctic Collaboration – This upcoming initiative will convene a bilateral panel of experts to consider areas of cooperation that still exist in the Arctic, including as it relates to security and defense and climate change. The Kennan Institute is also developing its own expertise on the Arctic with the cooperation of the Wilson Center's Environmental Change and Security Program.
- Hindsight Upfront – As a Wilson Center initiative, the Kennan Institute will continue to work with this program to develop hard-hitting analysis and expertise on pressing issues in the news, most notably the impending crisis on Ukraine's border with Russia. The initiative includes a series of multimedia components, podcasts, and written publications.
- Black History Month – The Institute maintains a robust calendar of programming around Black History Month in February, including panels on career prospects for people of color in Slavic and Eurasian studies and historical analyses on the African American experience in Russia and the Soviet Union.

The fiscal position of the Kennan Institute is strong, with diverse and longstanding revenue streams. The most immediate impediment going forward is our ability to collaborate with our Russian colleagues. The Kennan Institute specifically will have to deal within increased constraints on working with Russian citizens imposed over the last few years by the Russian government. These limitations involve (1) restrictive Russian legislation that can impact work with Russians by exposing them to criminal and administrative penalties (Foreign Agents Law, Undesirable Organization Law); and (2) reduced consular services in Russia that limits the ability of Russian scholars and experts to obtain visas and spend time in the United States.

The Kissinger Institute on China and the United States (KICUS)

The United States and China compete to shape security architectures, economic regimes, the development and regulation of technology, and the evolution of norms worldwide. Leaders in

Beijing and Washington frame bilateral relations as a strategic rivalry and large numbers of citizens in both countries share that view. KICUS sees U.S.-China competition as a complex, dynamic phenomenon whose final form will be shaped by decisions taken in both capitals and by transnational issues that neither government can control. 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 an accurate assessment of the aspirations of China's government and people.

Programmatic Focus

Managing Multilateral Relations in the Biden-Xi Era

As China's government grew more repressive at home and aggressive internationally, a bipartisan consensus emerged in Washington that China was the United States' greatest security challenge. President Biden must now work with leaders on the Hill and in U.S. industry, academia, and civil society to compete with China. Through briefings, research, and public education, KICUS analyzes how the politics of both countries shape policy in Washington and Beijing.

Programmatic Focus

Regional Reactions to U.S.-China Competition

During a recent trip to Africa, Secretary of State Antony Blinken said, *We don't want to make you choose. We want to give you choices*—a good line that belied geopolitical reality. Neither China nor the United States wants to be seen as pressuring third countries to pick between them, but each rests easier when a choice goes its way. Will great power rivalry produce a bifurcated world, or will multipolarity constrain U.S.-China competition?

The Impact of Domestic Politics

President Biden's desire to avoid being painted as soft on China in an election year will limit his ability to compromise with China in 2022. General Secretary Xi Jinping faces a Party Congress at the end of the year and must project strength. Negative public opinion in each country toward the other limits both leaders' ability to make concessions.

The Clash of Old Ideas, the Absence of New Ones

The U.S. and China frame their rivalry as an ideological competition. President Biden believes tensions derive from a global struggle between democracy and authoritarianism. China rejects this view as a "Cold War mentality," even as it claims that *The East is Rising and the West is Declining*. The Kissinger Institute strives to elucidate the beliefs that drive both countries' policies.

Accommodation or War?

Beijing's drive to legitimize autocratic practices worldwide, its technological and military buildups, and its aggression in the South China Sea and Taiwan Strait have increased the chances of conflict between the superpowers. The U.S. has reacted with a clear *attitude*, but has not

articulated an effective *strategy* to stabilize relations. Finding that strategy is the United States' most pressing foreign policy challenge.

Global Dialogues

KICUS leads a U.S.-ROK dialogue on Chinese and Asian Affairs, a forum for Chinese and American analysts on major issues in bilateral relations, and, as a member of the U.S. National China Policy Task Force, a dialogue on Chinese power for experts throughout Asia. KICUS also participates in two dialogues on Trans-Atlantic China policy, colloquia led by Harvard and the Stimson Center, a U.S.-India-Russia seminar led by the Kennan Institute, and a new forum on U.S.-Canada, China relations.

Latin American Program (LAP) and Brazil Institute

Non-appropriated funds are derived from government and foundation grants, individual donations, and private corporations. These funds are used to support the staff salaries and activities of several multi-year projects, which deal with critical issues of public policy. These issues include U.S.-Latin American relations; democratic governance in the hemisphere; economic recovery from the COVID-19 pandemic; environmental protection, including natural resource governance and renewable energy; innovation and entrepreneurship; and climate change resilience and adaptation.

Projects devoted to the issues noted above use the Wilson Center's unquestioned reputation for non-partisan debate and the highest academic standards to convene high-level meetings among diverse stakeholders and commission new research to inform policymakers in the United States and throughout the hemisphere. Non-appropriated funds also enable the Latin American Program to disseminate the results of meetings and research in publications, podcast interviews, and via multiple social media platforms. In addition, non-appropriated funds cover the cost of most seminars and conferences held by the Latin American Program and Brazil Institute at the Wilson Center.

Current and future projects include research and programming on the impact of COVID-19 on democratic governance in the hemisphere; the future of health care in the region; climate change as a root cause of Central America migration; China's role in Latin America; deforestation in Brazil's Amazon region; the 2022 presidential elections in Brazil and Colombia; Venezuela's ongoing humanitarian crisis and the regional impact of Venezuelan migration; gender-based violence in Latin America; the digital transformation of Latin America; and U.S.-Latin American relations. Recent conferences include: "Going Digital: Latin America's Digital Workforce;" "Venezuela's Democratic Unity Platform and the Search for Democratization;" "A Conversation with Iván Duque Márquez, President of the Republic of Colombia;" "Environmental Sustainability: The Role of Latin America's Private Sector;" "Corruption in Central America: Challenges, Defeats, and Glimmers of Hope;" and "The State of Play in Brasília."

Future events and publications of the Latin American Program in FY 2022 and FY 2023 will focus on China-U.S. competition in Latin America; local community engagement in Central America in addressing climate change; policy options for responding to Venezuela's humanitarian crisis; financial inclusion through technology (fintech); protecting Brazil's Amazon region; the Summit of the Americas and the future of U.S.-Latin American cooperation; fake news and the erosion of democratic governance in Latin America; the role of renewable energy in the region's pandemic recovery; and digitization as a driver of Latin America's economic diversification.

Maternal Health Initiative (MHI)

The Maternal Health Initiative (MHI): 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, communicable and non-communicable diseases, caregiving, gender-based violence, and sexual and reproductive health and rights. Given the broad scope of our work, we have been able to leverage our partnerships both inside and outside the Wilson Center to help us design and implement dynamic public and private meetings, as well as a myriad of articles, podcasts, and research. The recent hire of a full-time Program Coordinator position was a huge success for MHI for FY 2021. This added position has allowed us more creative space to do smart work and also to enhance our social media efforts, as well as create an MHI Newsletter and a series of Maternal Health Policy Briefs. We also continue to have a paid intern position, which is essential to our success. Looking ahead, we hope to enhance our impact through increased engagement with other global health and gender institutions and experts, as well as focus continued efforts on Wilson Center coordinated programming.

Programming and Budget Accomplishments (FY 2021): FY 2021 programming themes centered on the effects of COVID-19, primarily on women and girls, but MHI also looked at the impact on men and boys and the gendered implications of the pandemic. MHI has looked at access to maternal, sexual, and reproductive health services, increased gender-based violence (of all forms), women's increased caregiving burden and subsequent shifts in women's paid employment, community based health systems, and declining fertility rates and what this means for population demographics and future societies. MHI works across all regions with particular focus on sub-Saharan Africa and humanitarian and conflict settings. MHI also paid particular attention to Indigenous communities during our FY 2021 programming.

MHI's FY 2021 virtual programming has further established a vast and diverse network of experts and maternal health community members. Being virtual, our public dialogues have reached even further beyond the United States and have allowed us to include an increased focus on voices from the people most impacted and the people working in the regions our dialogues discuss. Our events consistently draw high attendance rates ranging from 400 - 1,400+ live viewers and due to our successful promotion on social media, mainly Twitter, Instagram, Facebook, and LinkedIn, we have also seen a steady increase of views post event recording.

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 and podcasts under the Dot-Mom column and *Friday Podcasts*. 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.

A strength of MHI is the history of repeat funders across UN agencies, USAID, INGOs, and the private sector. MHI met its fundraising goals for FY 2021 early, which allowed us more time dedicated to our mission and deliverables.

Program Outlook (FY 2022 & FY 2023): In FY 2022 and FY 2023, MHI will continue to navigate gender-based health issues, the further impacts of COVID-19, maternal and newborn mortality rates, the healthcare workforce, and gender equity for women, girls, and non-gender conforming persons. 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. In FY 2022 and FY 2023, MHI will enhance our research and publication levels and foster new funding and engagement streams to support these efforts.

Highlights from FY 2021 and FY 2022 Q1: In FY 2021, MHI continued the work being done in honor of 2020 being the Year of the Nurse and the Midwife and 2021 being designated the Year of the Health and Care Worker. As a follow up to our September 2020 event on Indigenous Midwifery, we recorded 3 podcasts featuring midwives from New Zealand, New Mexico, and Australia. We also held an event in partnership with UNFPA to launch new literature on the impact of midwives globally. In FY 2021, we also launched a quarterly newsletter compiling our relevant events and publications from the quarter, as well as our insights on timely issues in maternal health and gender equity. We also began publishing Maternal Health Policy Briefs focused on relevant policy issues related to maternal health. In Q1 of FY 2022, MHI published a white paper on The Lasting Effects of the COVID-19 Pandemic on Women's Work, Health, and Safety, hosted public facing dialogues and published articles on topics including universal health coverage, the rise in unintended pregnancies during the COVID-19 pandemic, women's paid and unpaid work, caregiving, and gender-based violence. Additionally, in collaboration with ECSP, MHI held a high-level private roundtable focused on demographic trends, gender inequity, and security challenges in the Sahel.

Plans for remainder of FY 2022 and FY 2023 Q1: During the remainder of FY 2022, MHI will continue our work to examine the lasting impacts of COVID-19 on gender equity, women's paid and unpaid work, and maternal and reproductive health. We will continue releasing a quarterly newsletter, and will begin publishing quarterly policy briefs on: maternal, reproductive, and child health, women's paid and unpaid work, gender-based violence, caregiving, and gender equity. We will also continue our work focused on the Sahel and produce a policy brief, in collaboration with ECSP, on converging risks in the Sahel.

MHI will also plan programming, research, and writing focused on the following themes:

- State of World Population Report (U.S. Launch)

- Forced migration, conflict, demographic trends, family planning, and girls' education in the Sahel
- Midwifery and the lasting impacts of the COVID-19 pandemic
- Maternal and reproductive health and harmful practices in humanitarian settings
- Sexual and reproductive health, gender, and climate change
- Population dynamics, sex selection, and declining fertility rates
- Maternal mental health
- Global effects of the COVID-19 pandemic on women, innovative solutions, and global recovery efforts
- Gender-based Violence

Mexico Institute (MI)

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

For FY 2022-2023, 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 2022-2023 period. These will include recommendations for US-Mexican cooperation to address the root causes of Central American migration and an exploration of the interrelationship between Mexico's proposed energy reform and global efforts to address climate change. Further, the Mexico Institute will convene a series of policy discussions and papers on domestic and bilateral health policy issues, including those related to COVID-19. 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. Finally, the Mexico Institute will reinvigorate its innovation forum, (suspended during the worst of the pandemic), 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 2022 and FY 2023, we will hold online, hybrid, and in person events as conditions permit.

Middle East Program (MEP)

The Wilson Center's Middle East Program is dedicated to interpreting and analyzing the dynamics of a region that continues to be vital to U.S. national security interests and global stability. For nearly twenty years, MEP has drawn on the intellectual skills and acuity of award-winning scholars and fellows to offer non-partisan analysis on geopolitics and security of the region - a key pillar of the program.

MEP's work presents a holistic discussion about the region by also addressing the known issues of regional economic development through the *Middle East and Northern Africa (MENA) Workforce Development Initiative*, social and political unrest and political transitions through the *Protests and Mass Movements Initiative*, and women empowerment through the *Middle East Women's Initiative*. Together with the geopolitics and security pillar, these three topics are key to the region's long-term stability and U.S. national security, particularly in a changing landscape severely disrupted by the COVID-19 pandemic.

MEP has expanded its programming in both the form of panel discussions and publications in 2021-2022 and plans to continue to do so in FY 2023. The Middle East Program continues to both expand and deepen its existing programming focused on the aforementioned four pillars. Below are our future programming goals for each one:

Geopolitics and U.S. National Security in MENA

MEP plans to strengthen expertise and programming on key topics including conflicts in Syria, Yemen, and Libya, Islamism, countering violent extremism, refugees, and Iran. The program will also take further steps to highlight great power competition between the US, Russia, and China in the region. The Middle East continues to demonstrate its importance to U.S. interests and MEP will leverage its knowledge assets through fellows and resident experts such as Ambassador James Jeffrey, Distinguished Diplomatic Fellow Ambassador David Hale, David and Marina Ottaway and others to discuss critical issues facing the region and increase our engagement with the State Department and other essential nodes of US foreign policy.

The program is also currently working in close coordination with the executive office to attract donor funding for a permanent initiative focused on the Abraham Accords and Arab-Israeli peace (the formal normalization of relations between the UAE, Bahrain, Morocco, Sudan, and Israel). This initiative will provide a nonpartisan, analytical space to monitor the progress of the accords and evaluate their impact on the prosperity and security of the region and potential for achieving Palestinian statehood.

Lastly, the program is working toward securing funding for an ongoing dialogue on Lebanon called *The Lebanon Ideas Forum*. Based on a previous dialogue series at the Wilson Center, this forum will highlight the key domestic and foreign policy challenges presented by Lebanon's failing economy and government. Lebanon plays a key role in balancing regional relations and the US has been a key partner in securing funding for its armed forces. Its diaspora plays an active role in the US private sector and policy circles and is in active conversation with Congress.

MENA Workforce Development Initiative

MEP deepened its programming in the form of panel discussions and publications focused on economic recovery post-COVID-19 and more long-term economic development in the region. In addition to panel discussions and publications, MEP has officially launched podcast titled *Riyada*, focused on entrepreneurship in the MENA region. The podcast is supported through a collaborative agreement with the US Embassy in Amman, Jordan, and looks regionally with an emphasis on Jordan.

MEP has also launched a series focused on the digital economy in MENA and has hosted highest-ranking technology and telecommunications officials from Jordan, Egypt, and Tunisia. The program also produced an in-depth report on the digital economy and internet accessibility in the MENA region and will continue to host panel discussions and policy dialogues on the subject.

Middle East Women's Initiative (MEWI)

MEWI has been very active through panel discussions, publications via the *Enheduanna* blog platform. In November 2021 the program entered an official agreement with the Supreme Council of Women in Bahrain to begin research on a new special report on women and finance in the region. Currently in the early stages, the program expects to convene an expert group to lay the conceptual foundation of this research, to be conducted by a specialist collaborating with the program. MEWI will continue to advance discussions around women and the law, women in the workforce, and women's political leadership which were successful programmatic areas throughout FY 2022.

Protests and Mass Movements Initiative

MEP has expanded the protests and Mass movements focus area thanks to resident assets and our fellows Marina Ottaway and David Ottaway's publications and our outreach to former fellows – including a new series on political oppositions in the Arab World.

The program intends to work through its extensive network of scholars to maintain a spotlight on the democratic weakening in Tunisia and Sudan. An ongoing dialogue on those countries is critical to successfully expending US diplomatic resources to upholding rule of law and democracy. Additionally, the program continues to welcome innovative research on the Arab uprisings of 2011-2012 and the recent wave of 2018-2019.

Fellows

In addition to existing fellows and scholars in residence, MEP has welcomed and integrated the following scholars for the 2021-2022 academic year who are pursuing policy-relevant topics highly relevant to program areas.

Nadia Oweidat – *A Million Clicks to Freedom: The Virtual Battlefield of Ideas in the Arab World*

Laura Robson – *The M-Project: The Middle East and the Origins of Modern Refugee Policy*

Raphael Cohen-Almagor – *Resolving the Israeli-Palestinian Conflict: A Critical Study of Peace Mediation, Facilitation and Negotiations between Israel and the PLO*

Achraf Chibani-*Visiting Arab Journalist Fellow, whose project will focus on climate change in the MENA region and the role of civil society organizations.*

In addition to hosting “work in progress” sessions with the scholars, MEP will coordinate panels discussion and op-ed submissions with scholars highlighting policy relevant areas of their work.

Expanding MEP initiatives FY 2022

MEP core functions

- Events and Dialogue sessions (public and private) in Washington and the region
- Publications – *Viewpoints* op-eds, *Enheduanna* blogs, occasional papers, special reports, and podcast episodes
- Fellows and Alumni Engagements
- Social Media and Media Promotion

Key Strategic Initiatives

- Engaging new funders, private individuals, foundations, and corporations
- Launching and maintaining new projects, commissioning new papers and flagship reports
- Deepening areas of MEP comparative advantage, especially workforce and women and the Abraham Accords Initiative

Projected Conferences for 2023

MEP must engage in door knocking tours, stakeholder meetings, and conference participation in 2023 as COVID travel restriction relax. This activity will be essential to raising funds and establishing relationships that will support core program functions as well as advance new projects. MEP requires a stable base of gifts in addition to project-based funding. As MEP begins to attract new projects and programming begins to diffuse, it will become necessary to add additional staff to maintain various areas of activity.

Therefore, additional budget stress will result primarily from travel and staffing, but as the Wilson Center campus resumes in-person events, procurement for catering, office supplies, technology, and promotional materials will be leveraged as well.

Polar Institute (PI)

Programming Goals

The Polar Institute (PI) continues to entrench itself in FY 2022 as a premier international forum for Arctic and Antarctic analysis. Building upon a successful FY 2021—in which one four-

month stretch saw PI host 14 events, release 10 publications, and have 27 press appearances/mentions—PI presented a record amount of content in the first quarter of FY 2022. It held 14 events, released 14 publications, and had a total of 47 domestic and international press appearances; furthermore, its listserv subscriber count increased 46.4% since January 2021 and its Twitter follower count 44.7% in the same timeframe.

Most notably, PI released in October 2021 its 170-page monograph, entitled *Navigating the Arctic's 7Cs*. This monograph describes a conceptual framework for experts and newcomers alike to better understand Arctic issues. The monograph has already served as the basis for Congressional testimonies and further research.

PI will enter a period of strategic refinement moving into FY 2023. This coincides with the introduction of a new director to replace Founding Director Mike Sfraga, who was nominated by the Biden Administration to serve as the Chair of the US Arctic Research Commission. PI will hold fewer events, publish more research and writing, and aim to align much of its content into PI's four strategic pillars: Arctic security; Arctic, Antarctic, and oceans governance; sustainable development, infrastructure, and resilience, and; Polar research and climate change. Once the new director is in place, they will determine how to advance existing and new initiatives within this framework.

Select content initiatives PI will focus on in FY 2023 include the Arctic Infrastructure Inventory, the Greenland Dialogues, the Arctic Security Roundtable series (in partnership with the Munich Security Conference and NUPI), and Arctic Youth in 25 Years.

Funding Opportunities and Outlook

Olgoonik Corporation (Wainwright and Anchorage, Alaska) is indefinitely committed to supporting PI; in fact, the Wilson Center is a line item in their overall budget. PI cultivated Olgoonik in 2017.

Pew Charitable Trusts and the World Wildlife Fund (WWF) remain committed to PI's work, and PI does not expect these commitments to change. PI cultivated both Pew and WWF in 2018.

Guggenheim Partners (GP) will soon transmit the final payment in a three-year partnership. GP indicated strong interest in continuing to financially support PI. PI cultivated Guggenheim in 2019.

Akima (a fully-owned subsidiary of NANA Native Corporation in Alaska) strongly indicated in December 2021 its intent to financially support PI. Per PI's latest conversations with Akima, a three-year partnership seems likely. PI cultivated Akima from 2019 through 2021.

OneWeb strongly indicated in December 2021 its intent to financially support PI. Per PI's latest conversations with OneWeb, an initial one-year partnership seems likely—with dialogue already underway to determine how to develop a longer term partnership is PI cultivated OneWeb in 2021.

These six sources provide sufficient funding for current staff levels (two full-time trust staff and one full-time trust contractor), but do not allow for an expansion of programmatic efforts,

operations, or staff. In fact, PI's ability to respond to dramatic, policy-driven issues will depend on securing additional financial support.

Constraints on Funding

More and more think tanks in DC and across the globe are creating Arctic-focus programs and initiatives. This is a result of increasing recognition of the Arctic's importance, and secondarily Russia assuming its two-year Chairmanship of the Arctic Council in May 2021. Funders now have more options because of the proliferation of organizations analyzing Arctic issues. For example, just in DC, the Atlantic Council, Brookings Institution, Carnegie Endowment for International Peace, CSIS, and the Hudson Institute have expanded work on Arctic issues. To put it plainly, PI elevated the Arctic in Washington DC and has been key to national and international efforts, and others are now capitalizing on the market we helped create.

Staffing Concerns

PI needs more resources to maintain the Wilson Center's competitive advantage in Arctic and Antarctic issues. PI's impressive pace and unrivaled quality of programming in FY 2022 was a direct result of onboarding one new full-time program assistant. This pace is not sustainable long-term. PI's performance in FY 2022 should serve as an example of how more staff can catalyze more and better programming.

PI can continue to be an important forum with current staff levels, but it cannot continue to be the cutting-edge organization on Arctic issues, which it has become since its inception in 2017, without more resources to catalyze research, scholarship, etc.

Other Relevant Topics for Discussion

There are more opportunities for PI to produce content, convene meetings, and otherwise impact Arctic, Antarctic, and climate policy with the Biden Administration's increased focus on the region. However, PI cannot capitalize on these opportunities without additional funding for research, writing, and programs. In short, PI will operate within its means, with programmatic and scholarly efforts reflecting current budget realities.

Science and Technology Innovation Program (STIP)

The modern era is defined by exponential leaps in scientific understanding and technological breakthroughs. But the potential impacts of these breakthroughs—in research, in policy, in society—are not always clear. The Science and Technology Innovation Program at the Wilson Center analyzes and translates how emerging technologies will impact international relations, covering topics from artificial intelligence to 5G to space. We equip policymakers and the public with the tools to help understand advancements in science and technology in experiential ways, whether captured through Congressional or Executive branch training programs, citizen science or serious games.

The Technology Labs

Emerging technology issues occupy a significant share of the Legislative and Executive Branch agendas; every day, staff advise Members of Congress and Supervisors on digital policy. The

Wilson Center's Technology Labs provide the knowledge foundation for core science and technology policy topics through a six-week seminar themes series. Top technologists and scholars drawn from the private, public, and non-profit sectors lead each seminar session. We invite alumni to take part in exclusive Wilson Center events and programs, including masterclasses with experts, private briefings, workshops, study trips, and high-level roundtables. Flagship programming covers Cybersecurity and Artificial Intelligence (AI).

During the seminar series, participants are able to access the expertise of more than 150 resident scholars the Wilson Center hosts each year, a global network of academics and policymakers. We collaborate with these experts on a range of research projects and events in topical areas ranging from quantum information science and technologies (QIST) to semiconductors. STIP also produce interactive products on topics of direct relevance to policymakers, like [fifth generation wireless networks \(5G\)](#) and [space policy](#).

Open Science

Over the last decade, legislative and executive policymakers alike have recognized the importance of open science and open innovation approaches including prize competitions, crowdsourcing and citizen science, and open data. Our research and pilot projects explore how these approaches are relevant to a range of government priorities, and what accelerators and barriers exist. For example, our analysis on crowdsourcing and citizen science provided federal agencies with knowledge on how to comply with complex and challenging regulations such as the Anti-Deficiency Act and the Paperwork Reduction Act (PRA) while implementing open innovation and open science projects.

Most recently, our [THING Tank](#) initiative seeks to understand how innovations in scientific hardware—such as the proliferation of low cost, accessible devices, as well as a focus on open sourcing solutions—can accelerate research while broadening access to science, technology, engineering, and math (STEM). THING Tank represents the convergence of our work on open science with other policy priorities. For example, 3D printing not only accelerates scientific research, but also supports a Made in America agenda linked to economic competitiveness and growth.

The Serious Games Initiative

Our decade-old Serious Games Initiative leads the way on game-based learning to help millions of Americans understand complex problems like ocean plastics or disinformation. Latest projects include [the Fiscal Ship](#), a game about federal budgetary policy in partnership with the Brookings Institution, the [Plastic Pipeline](#), a game prototype dealing about plastic debris policies, and a disinformation workshop for legislators. In addition to producing games, the Serious Games Initiative is a leader in demonstrating how games can be used across stakeholder groups to critical issues of today, such as public engagement, education, and supporting workforce development and innovation in STEM-based fields.

Urban Sustainability Laboratory (USL)

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.

In FY 2021, the Urban Sustainability Lab marked its 30th anniversary at the Wilson Center. Over the past three decades, the Urban Lab's work has maintained an underlying focus on three programmatic themes:

- Strengthening Urban Governance
- Building Urban Resilience
- Advancing the Urban Agenda

FY 2021-FY 2022 Programming

Recognizing rapid urbanization as a defining trend shaping the future of all regions of the world, the Urban Lab provides a structure that brings together the Wilson Center's regional and interdisciplinary expertise to identify local solutions to global challenges. In FY 2021, USL led research initiatives on building urban resilience to disaster, revitalizing cities, expanding affordable housing, and financing urban infrastructure.

Working in partnership with the Department of Housing and Urban Development (HUD) and government research institutions from the Republic of Korea, USL led a comparative study of policies to revitalize struggling and neglected city neighborhoods and transform underutilized land in declining commercial and industrial urban areas. The initiative identified models for strengthening local governance and capacity, innovative financing tools, and enhancing citizen and private sector engagement.

In FY 2021, USL also prepared a report providing a case framework for incorporating urban revitalization priorities into disaster preparedness and response policies. The study examines the threat of sea level rise, heatwaves, and wildfires in U.S. cities to provide policy recommendations that link recovery and revitalization to strengthening urban resilience to disaster. A follow-up study in FY 2021-2022 will examine policy and regulation as well as new technologies to manage vacant property for disaster risk reduction and urban regeneration. This research will analyze the value and impact of revitalizing vacant lots to strengthen urban resilience, with particular attention to flooding, heatwaves, and building collapse.

Adding to this work, the FY 2021 USL publication, *Smart Cities and Climate Change*, by Wilson Center Fellow Richard Tomlinson, traces the evolution and curation of knowledge for climate change, smart cities, and digital technologies at the metropolitan level.

In the first quarter of FY 2022, USL launched a research initiative focused on investing in communities through affordable housing. The new project will bring attention to financial models to expand the supply and lower the cost of housing by leveraging public investment and providing incentives and credits for new construction and rehabilitation of housing stock for low- and moderate-income renters.

Outlook for FY 2022-FY 2023

In FY 2022, USL will finalize its research on investing in communities through affordable housing, culminating in a written report and presentations at international fora, like the World Urban Forum.

In FY 2022-FY 2023, USL will work with the Wilson Center's Environmental Change & Security Program to inform research on the intersection of climate change, migration, governance, and cities. The Urban Sustainability Laboratory will also continue to raise awareness about the potential of global urbanization as a driver of change, helping governments prepare for the urban future by integrating urban priorities into the development agenda.

ENDOWMENT PRINCIPAL FY 2021
(Dollars in Thousands)
Based on Market Value

GENERAL CENTER

Carried Forward from FY 2020	\$22,761
Estimated Change in FY 2021.....	\$3,870
Estimated Balance End of FY 2021	\$26,631

KENNAN INSTITUTE

Carried Forward from FY 2020.....	\$7,263
Estimated Change in FY 2021.....	\$1,231
Estimated Balance End of FY 2021	\$8,494

LATIN AMERICAN PROGRAM

Carried Forward from FY 2020.....	\$1,196
Estimated Change in FY 2021.....	\$204
Estimated Balance End of FY 2021	\$1,400

ASIA PROGRAM

Carried Forward from FY 2020.....	\$4,250
Estimated Change in FY 2021.....	\$727
Estimated Balance End of FY 2021	\$4,977

GLOBAL EUROPEAN STUDIES

Carried Forward from FY 2020.....	\$84
(Estimated Change in FY 2021	\$20
Estimated Balance End of FY 2021	\$104

CANADA INSTITUTE

Carried Forward from FY 2020.....	\$358
Estimated Change in FY 2021.....	\$65
Estimated Balance End of FY 2021	\$423

HM Korea History and Public Policy

Carried Forward from FY 2020.....	\$2,180
Estimated Change in FY 2021.....	\$347
Estimated Balance End of FY 2021	\$2,527

ENDOWMENT PRINCIPAL FY 2022
(Dollars in Thousands)
Based on Estimated Book Value

GENERAL CENTER

Estimated Carried Forward from FY 2021.....	\$26,631
Estimated to be Received during FY 2022.....	\$0
Estimated Balance End of FY 2022	\$26,631

KENNAN INSTITUTE

Estimated Carried Forward from FY 2021.....	\$8,494
Estimated to be Received during FY 2022.....	\$0
Estimated Balance End of FY 2022	\$8,494

LATIN AMERICAN PROGRAM

Estimated Carried Forward from FY 2021.....	\$1,400
Estimated to be Received during FY 2022.....	\$0
Estimated Balance End of FY 2022	\$1,400

ASIA PROGRAM

Estimated Carried Forward from FY 2021.....	\$4,977
Estimated to be Received during FY 2022.....	\$0
Estimated Balance End of FY 2022	\$4,977

GLOBAL EUROPEAN STUDIES

Estimated Carried Forward from FY 2021.....	\$104
Estimated to be Received during FY 2022.....	\$0
Estimated Balance End of FY 2022	\$104

CANADA INSTITUTE

Estimated Carried Forward from FY 2021.....	\$423
Estimated to be Received during FY 2022.....	\$0
Estimated Balance End of FY 2022	\$423

HM Korea History and Public Policy

Estimated Carried Forward from FY 2021.....	\$2,527
Estimated to be Received during FY 2022.....	\$0
Estimated Balance End of FY 2022	\$2,527

ENDOWMENT PRINCIPAL FY 2023
(Dollars in Thousands)
Based on Estimated Book Value

GENERAL CENTER

Estimated to be Carried Forward from FY 2022.....	\$26,631
Estimated to be Received during FY 2023.....	\$0
Estimated Balance End of FY 2023	\$26,631

KENNAN INSTITUTE

Estimated to be Carried Forward from FY 2022.....	\$8,494
Estimated to be Received during FY 2023.....	\$0
Estimated Balance End of FY 2023	\$8,494

LATIN AMERICAN PROGRAM

Estimated to be Carried Forward from FY 2022.....	\$1,400
Estimated to be Received during FY 2023.....	\$0
Estimated Balance End of FY 2023	\$1,400

ASIA PROGRAM

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Estimated to be Received during FY 2023.....	\$0
Estimated Balance End of FY 2023	\$4,977

GLOBAL EUROPEAN STUDIES

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Estimated to be Received during FY 2023.....	\$0
Estimated Balance End of FY 2023	\$104

CANADA INSTITUTE

Estimated to be Carried Forward from FY 2022.....	\$423
Estimated to be Received during FY 2023.....	\$0
Estimated Balance End of FY 2023	\$423

HM Korea History and Public Policy

Estimated to be Carried Forward from FY 2022.....	\$2,527
Estimated to be Received during FY 2023.....	\$0
Estimated Balance End of FY 2023	\$2,527