

WOODROW WILSON INTERNATIONAL
CENTER FOR SCHOLARS
BUDGET JUSTIFICATIONS FOR THE FISCAL YEAR 2022

Submitted to the Congress of the United States

May 2021

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

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Statement of the Director

While there are countless think tanks and policy centers on the American landscape, the Woodrow Wilson International Center for Scholars (Wilson Center) occupies a unique place on the foreign policy landscape. As its mission statement provides, the Wilson Center seeks to “tackle global issues through independent research, open dialogue and actionable ideas.” It relies on deep scholarship, not political ideology; objective analysis, not passing political agendas; honest debate, not partisan rancor. Through its deep bench of regional and topical subject matter experts, the Wilson Center fulfills its purpose set forth in its enabling legislation to foster a productive relationship between academia and policy makers. The experts engage in objective research to inform policy debate and the public.

The Center takes enormous pride in its Congressional mandate, its links to the Smithsonian Institute, and its role as a “safe place” for independent thought and thoughtful debate. John Adams, one of our country’s founders, once argued, “Facts are stubborn things; and whatever our wishes, our inclinations, or the dictates of our passion, they cannot alter the state of facts and evidence.” The Wilson Center proudly focuses on “stubborn things,” and is grateful for the Federal support it receives which makes that focus possible.

As the President and CEO of the Woodrow Wilson International Center for Scholars, I am proud to present the President’s FY 2022 Budget request of \$14.1 million. Federally appropriated funds make up more than one-third of annual funding for the Wilson Center, with the remaining two-thirds 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, it 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 2022 Budget request provides funding for 47.

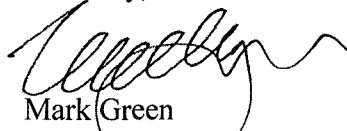
The COVID-19 pandemic necessitated a quick transition to enhanced telework for staff, fellows, and contractors. The Wilson Center’s rapid transition of the workforce to maximum telework was facilitated by quick updates led by the Information Technology team. In FY 2020, the Wilson Center hired a Chief 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 and Administrative). Likewise, Wilson Center's Audio Visual team adapted quickly to online technology resulting in exceptional virtual programming success.

In FY 2020, the Center hosted over 900 virtual events that yielded 660% increase in YouTube views, 207% increase in website visitors, and 560% increase in podcast downloads. 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 less than three months ago and I look forward to working with Congress and the Administration in fulfillment of its mission. I hope you share my admiration of the Wilson Center as a leading national think tank.

Sincerely,

A handwritten signature in black ink, appearing to read 'Mark Green', with a stylized flourish extending to the right.

Mark Green

President & CEO, Wilson Center

Ambassador and Congressman (ret.)

May 28, 2021

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 grant awards, provided to over 150 fellows per year, include work space with a telephone and a computer and consideration for research assistant support (for those spending six months or more). About 19 of the residential grant awards are for Center fellows who come for a full academic year, researching and writing in subject areas that are emphasized by the programs. The Center has made significant adjustments to ensure greater coordination and integration between program activity and the scholarly research done at the Center.

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

The Center's programs conduct original research, publish, and organize workshops and public conferences to improve understanding of major global issues. There are currently twelve programs plus several projects within the programs. Nine of the programs focus on countries or regions: Kennan Institute for Advanced Russian Studies, Kissinger Institute on China and the United States, Asia Program, Middle East Program, Africa Program, Global Europe Program, Latin American Program, Mexico Institute, and Canada Institute. The four issue- based programs are the Science and Technology Innovation Program, History and Public Policy Program, and Program on Global Sustainability and Resilience that includes the Polar Institute.

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

The Center has been recognized as one of the top think-tanks in the world in both 2019 and 2021 from a Pennsylvania State University study of policy makers, media, analysts and academia.

During the pandemic of FY 2020 and FY 2021 the Center continued to thrive in its ability to achieve its mission of producing high-quality reports and programs on critical global issues and producing virtual conferences for research presentations and dialogue with key policymakers and academic experts with greater reach by adapting to virtual meeting technologies. Additionally, the Center produces short films, videos, and digital graphics and maps that can help improve public understanding of critical global issues. These publications are available through the Center's website and on social media platforms. The Center's widely regarded *Wilson Quarterly* magazine, now in wholly-digital format, is also available without a subscription to the public and has received great praise and industry awards for its innovative content and delivery.

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	Vladimir 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. The insights from their research shed light on current policy issues and provide a better context within which these policy issues can be discussed.

Funding

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

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

In addition to the federal appropriation in FY 2020 the Center raised approximately \$19 million of donor-restricted support for specific programming and some individual research grants. The majority of this funding comes from foundations, although increasingly individuals and corporations have contributed to these efforts.

Many individual and corporate donors contribute through the Wilson Center donor programs. The annual Woodrow Wilson Award dinner, now in its 22nd year, is a benefit for all the donor programs. 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 2020 the Wilson Center raised nearly \$4 million in contributions without restrictions and plans to exceed this level of fundraising in FY 2021 and FY 2022.

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

FY 2022 FEDERAL BUDGET PRIORITIES

Authorizing Legislation

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

Fiscal Year 2022 Appropriation Request

The President's FY 2022 Budget provides \$14.1 million for the Woodrow Wilson International Center for Scholars. Consistent with prior years, the Center requests that this funding have a two-year period of availability (through September 30, 2023). The requested funding level will cover salaries and benefits for 47 Federally-supported FTEs as well as Wilson Center operating expenses. The FY 2022 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 during budget execution.

Fiscal Year 2022 Budget Objectives

The Wilson Center's Fiscal Year 2022 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 grant programs for both Center Fellows for an academic year and short-term Public Policy Fellows. The fellowship program is central to the mission of the "living memorial" to President Woodrow Wilson.
- Provide the highest quality support services to include financial management, human resources, facilities operations, information technology, audio visual, web support, training and supplies.
- Give priority focus to all forms of the Center's outreach: website; social media; databases; webcasting of scholarly events; radio and television programming; and print publications.
- 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 2022 Budget Request Summary
(Dollars in Thousands)

		FY 2020		FY 2021		FY 2022 President's PROPOSED		Difference between FY2021 and FY2022
		FTE	APPROPRIATION	FTE	APPROPRIATION	FTE		
SCHOLAR ADMINISTRATION & ACADEMIC RELATIONS	SALARIES & BENEFITS	7	\$ 899	7	\$ 975	7	\$ 999	\$ 24
	OPERATING EXPENSES	-	373	-	428	-	458	30
	SUB-TOTAL	7	\$ 1,272	7	\$ 1,403	7	\$ 1,457	\$ 54
PUBLIC SERVICE AND FELLOWSHIP PROGRAM	SALARIES & BENEFITS	12	\$ 2,231	15	\$ 2,848	17	\$ 3,182	\$ 334
	OPERATING EXPENSES	-	3,478	-	3,090	-	2,590	(500)
	SUB-TOTAL	12	\$ 5,709	15	\$ 5,938	17	\$ 5,772	\$ (166)
GENERAL ADMINISTRATION	SALARIES & BENEFITS	16	\$ 2,384	17	\$ 2,780	19	\$ 3,326	\$ 546
	OPERATING EXPENSES	-	2,389	-	1,758	-	1,409	(349)
	SUB-TOTAL	16	\$ 4,773	17	\$ 4,538	19	\$ 4,735	\$ 197
SMITHSONIAN INSTITUTION SERVICES FEE	SALARIES & BENEFITS	-	-	-	-	-	-	\$ -
	OPERATING EXPENSES	-	\$ 335	-	\$ 371	-	\$ 381	10
	SUB-TOTAL	-	\$ 335	-	\$ 371	-	\$ 381	\$ 10
OUTREACH/ COMMUNICATIONS/ EXTERNAL RELATIONS	SALARIES & BENEFITS	4	\$ 629	4	\$ 610	4	\$ 624	\$ 14
	OPERATING EXPENSES	-	1,030	-	1,070	-	1,063	(7)
	SUB-TOTAL	4	\$ 1,659	4	\$ 1,680	4	\$ 1,687	\$ 7
BUILDING REQUIREMENTS	SALARIES & BENEFITS	-	-	-	-	-	-	\$ -
	OPERATING EXPENSES	-	\$ 252	-	\$ 70	-	\$ 63	(7)
	SUB-TOTAL	-	\$ 252	-	\$ 70	-	\$ 63	\$ (7)
TOTAL WOODROW WILSON INTERNATIONAL CENTER FOR SCHOLARS	SALARIES & BENEFITS	39	\$ 6,143	43	\$ 7,213	47	\$ 8,131	\$ 918
	OPERATING EXPENSES	-	7,857	-	6,787	-	5,964	(823)
	TOTAL	39	\$ 14,000	43	\$ 14,000	47	\$ 14,095	\$ 95

The President's FY 2022 Budget request of \$14.1 million for salaries and operating expenses for the Woodrow Wilson International Center for Scholars reflects an increase of approximately \$918,000 in salary and benefits from the FY 2021 enacted appropriation. The FY 2022 budget request also reflects a decline in operating expenses of approximately \$823,000. To prioritize the funding of FTEs, the Wilson Center has chosen to reduce funding by \$500,000 in the Public Service and Fellowship Program. Specifically, this offset will result in reducing funding for fellowships and reducing funding for conferences and emerging issues. In addition, funding in the

General and Administrative area will be reduced by nearly \$350,000. This reflects likely delays to the reopening of the Wilson Center's café and to the completion of a significant amount of infrastructure work this fiscal year.

The Wilson Center carries out its mission with both Federally-funded 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.

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

As a non-partisan institution, public outreach remains a high priority of the Center as it continues to strive for greater visibility, demonstrated through increased conference attendance and increased visits to the Center's website 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 pandemic of 2020-2021.

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 2020, FY 2021, and FY 2022
(Dollars in Thousands)

OBJECT CLASS	FY 2020 APPROPRIATION	FY 2021 APPROPRIATION	FY 2022 President's PROPOSED	<i>Difference between FY2021 and FY2022</i>
SALARIES	\$ 4,612	\$ 5,382	\$ 6,051	\$ 669
BENEFITS	1,531	1,831	2,080	249
TRAVEL AND TRANSPORTATION OF PERSONS	261	106	117	11
COMMUNICATION/UTILITIES/POSTAGE	77	223	225	2
RENTAL OF EQUIPMENT, SOFTWARE & FURNITURE	20	15	15	-
PRINTING AND REPRODUCTION (including electronic)	84	94	99	5
GRANTS/STIPENDS	2,540	2,540	2,250	(290)
TRAINING - AGENCY MISSION RELATED	173	195	160	(35)
IT SUPPORT SERVICES, MAINTENANCE, & REPAIR	647	750	681	(69)
NON-IT MAINTENANCE & REPAIR	44	24	27	3
INTER AGENCY AGREEMENTS	409	403	413	10
OPERATION & MAINTENANCE OF FACILITIES	252	70	63	(7)
OTHER CONTRACTUAL SERVICES (tech./prof., honoraria, temp., exhibit)	2,267	1,836	1,454	(382)
SUPPLIES AND MATERIALS	87	58	70	12
PUBLICATIONS & FORMS	276	250	263	13
RECRUITING/ADVERTISING/PUBLIC ANNOUNCEMENTS	13	12	13	1
EQUIPMENT/SOFTWARE/FURNITURE/FIXTURES	707	211	114	(97)
TOTAL	14,000	14,000	14,095	\$ 95

SCHOLARS ADMINISTRATION AND ACADEMIC RELATIONS
(Dollars in Thousands)

SUMMARY	FY 2020 APPROPRIATION	FY 2021 APPROPRIATION	FY 2022 President's PROPOSED	<i>Difference between FY2021 and FY2022</i>
PERSONNEL (compensation & benefits)	\$ 899	\$ 975	\$ 999	\$ 24
OPERATING (non-compensation)	373	428	458	30
TOTAL	\$ 1,272	\$ 1,403	\$ 1,457	\$ 54
FTE	7	7	7	

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 (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 2020 and to-date in 2021 SAR targeted higher quality applicants and increased diversity of our applicant pool through not only direct online and mail recruitment activities, but also through more direct communications via direct mail, and participation in academic conferences (virtually for the time being due to the pandemic but later to include travel). In 2022, SAR will continue these initiatives.

The Covid-19 pandemic made it necessary to adjust our plans to attend academic and professional conferences in person. The conferences, including the International Studies Association, will be held virtually in 2021. SAR will work with conference representatives on Center representation, and it is unknown at this time if there will be online possibilities that will require funds, such as direct marketing to conference members. In FY 2022 SAR hopes to attend conferences in person again, and also include additional outreach initiatives such as outreach to local universities, such as Howard University, when safe to do so.

In FY 2021 and possibly in FY 2022, SAR will have under contract a subject matter expert who will lead a process 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 will also advise 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.

In FY 2021 and possibly in FY 2022, SAR will have under contract an Outreach and Initiatives Specialist who will assist SAR with duties related to the fellowship competition, the internship program, and fellowship and internship recruitment.

Priorities for SAR remain increasing high quality applicants and applicant diversity through effective and inclusive recruitment activities as well as the overall effectiveness of the office. The addition of the above two contractors will be crucial. Staff professional training is also part of the overall goal in 2021 and 2022 of improving SAR's continued ability to meet the needs of the Wilson Center.

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.

In FY 2020 and FY 2021 the Library's operations changed dramatically due to the Covid-19 pandemic. Library staff began teleworking and was no longer available for face-to-face interactions with patrons, the physical library was accessible only to those willing to come into the building, and digital resources had to be redirected to those patrons working from home off the Wilson Center network. Working with publishers, the Library was able to set up remote access by password for most of its e-resources for those scholars and research assistants in this situation. Staff continued to field reference questions and moved to virtual orientations and training. Interlibrary loan, although much reduced because of the inability to borrow print books from the Library of Congress and academic libraries, continued to provide for journal articles and book chapters. Content was enhanced by new subscriptions to news coverage including a large database of domestic and international newspapers, a service providing translations of articles from the Arabic-language press, an environmental and energy newsletter, and an institutional subscription to The Washington Post. The Library increased its subscription e-book holdings in the social sciences in part to help make up for the loss of access to its physical collection and its loans from other libraries. The Library also selected a new cost-effective Web-based interlibrary loan tracking system to improve efficiency. The Library's small staff increased by one permanent full-time position for a total of three, which will increase the variety and number of services offered.

In FY 2021 and FY 2022, the Library will continue to seek ways to improve its virtual services and to monitor the Wilson's Center research priorities in order to provide authoritative, relevant, and timely sources of information. Each year it reviews existing resources and makes decisions to cancel or add new resources to meet these goals. The Library is also seeking to research and implement a discovery service that would allow patrons to search its catalog and most of its e-resources simultaneously on one platform. This would promote efficient searching and bring more

relevant resources to a researcher's attention, including those that might otherwise be overlooked by the need to search on single databases.

The Library's operating budget is used to fund journal and database subscriptions, book acquisitions, interlibrary loan, and the technical services needed to support library operations. The Library's individual journal subscriptions increased in price by more than 5% in 2020. In 2021 EBSCO expects journal prices increases of 2-3%. The Library's other e-resources increased in price by over 2% in 2020, but it is unclear what the rate of increase will be 2021. To date, known prices increases have ranged from no change to 5%.

Scholar Administration and Academic Relations by Object Class
FY 2020, FY 2021, and FY 2022
(Dollars in Thousands)

OBJECT CLASS	FY 2020 APPROPRIATION	FY 2021 APPROPRIATION	FY 2022 President's PROPOSED	<i>Difference between FY2021 and FY2022</i>
SALARIES	\$ 683	\$ 739	\$ 757	\$ 18
BENEFITS	216	236	242	6
TRAVEL AND TRANSPORTATION OF PERSONS	10	5	10	5
COMMUNICATION/UTILITIES/POSTAGE	3	3	3	-
PRINTING AND REPRODUCTION (including electronic)	3	3	3	-
TRAINING - AGENCY MISSION RELATED	1	8	8	-
IT SUPPORT SERVICES, MAINTENANCE, & REPAIR	5	42	35	(7)
OTHER CONTRACTUAL SERVICES	41	101	118	17
PUBLICATIONS (including library databases subscriptions)	274	250	263	13
RECRUITING/ADVERTISING/PUBLIC ANNOUNCEMENTS	9	9	10	1
EQUIPMENT/SOFTWARE/FURNITURE/FIXTURES	27	7	8	1
TOTAL	\$ 1,272	\$ 1,403	\$ 1,457	\$ 54

PUBLIC SERVICE & FELLOWSHIP PROGRAM
(Dollars in Thousands)

SUMMARY	FY 2020 APPROPRIATION	FY 2021 APPROPRIATION	FY 2022 President's PROPOSED	<i>Difference between FY2021 and FY2022</i>
PERSONNEL (compensation & benefits)	\$ 2,231	\$ 2,848	\$ 3,182	\$ 334
CONFERENCE & RESEARCH SUPPORT	370	295	185	(110)
EMERGING FOREIGN POLICY ISSUES	568	255	155	(100)
FELLOWSHIP PROGRAM	2,000	2,000	1,900	(100)
PUBLIC POLICY FELLOWS	240	240	200	(40)
DISTINGUISHED FELLOWS	300	300	150	(150)
TOTAL	\$ 5,709	\$ 5,938	\$ 5,772	\$ (166)
FTE	12	15	17	

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 grant 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 Wilson 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 and cross-regional initiatives allow the Center to respond quickly with timely research and discussion on key global issues as they emerge and before long-term funding can be obtained. 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 for it to be timely

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 grant awards 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 19 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 - 19 Fellowship awards projected for the 2021/2022 academic year

FY 2022 - 19 Fellowship awards projected for the 2022/2023 academic year

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

The Wilson Center also makes individual research grants to individuals from non-appropriated funding, but the eligibility requirements 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 grant 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 grant 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 2020-2021 (FY 2020 grant awards) come from the United States, China, Italy, Mexico, Russia, South Korea, and the United Kingdom.

The following are the names and project titles of the 2020-2021 fellows:

David Atwill, Professor of Asian History, Pennsylvania State University. "In China's Shadow: The Ascendancy of High Asia, 1900-1960."

Lawson Brigham, Distinguished Professor of Geography and Arctic Policy, University of Alaska, Fairbanks. "The Russian Maritime Arctic: Region of Great Change in the 21st Century."

Nicola Casarini, Senior Research Fellow, Istituto Affari Internazionali, Italy. "US and EU Perspectives on China's Trade, Financial and Monetary Power: Towards a Common Transatlantic Approach or Divergence?"

Elizabeth Chalecki, Assistant Professor of International Relations, University of Nebraska Omaha. "Rethinking Sovereignty in a Changed Climate: The National Security Role of Commons-Based Geoengineering."

Seong-Chang Cheong, Vice President of Research Planning, The Sejong Institute, South Korea. "Who Rules and Runs North Korea? Kim Jong UN's Leadership Style and Changes in North Korea's Power Elite."

Nigel Gould-Davies, Associate Fellow, Russia and Eurasia Programme, Chatham House, United Kingdom. "The Political Economy of Russian Power."

Haifeng Huang, Professor of Economics, Peking University HSBC Business School, China. “Waste Management for Global Sustainability: Comparing China-US Policies and Practices.”

Dalia Kaye, Senior Political Scientist, RAND Corporation. “The Making of U.S. Iran Policy: The Construction of Iran as an Abnormal State and Its Consequences for American Foreign Policy.”

John McQuaid, Independent Journalist. “The Rise of Face Technology.”

Khalid Medani, Associate Professor of Political Science, McGill University. “From Revolution to Resolution? Sudan’s Popular Uprising and the Transition from Autocracy to Democracy.”

Ricardo Mora-Tellez, Professor of Social Science, Princeton University. “Is the Decline of Unauthorized Mexican Immigrants the Result of Worse Employment Prospects as a Consequence of the U.S. Recession or More Permanent Changes in the Mexican Economy and Demographics?”

Thomas Oatley, Professor of Political Science, Tulane University. “The Carbon Peace, the Climate Crisis, and the Fragility of International Order.”

Asher Orkaby, Professor, Department of Near Eastern Studies, Princeton University. “The Tenuous Taboo: Chemical Weapons in the Middle East.”

Andrew Oros, Professor of Political Science and International Studies, Washington College. “America’s Aging Allies in Asia: National Security and Demographic Change in the Indo-Pacific.”

Sergey Radchenko, Professor of International Politics, Cardiff University. “The First Fiddle: A History of the Cold War and After.”

Maria Repnikova, Assistant Professor of Global Communication, Georgia State University. “In the Shadow of the United States: The Rise of Chinese Soft Power in Africa.”

Cynthia Sanborn, Professor of Political Science, Universidad del Pacifico, Peru. “Latin America, China, and the Challenges to Resource Governance.”

Regina Smyth, Associate Professor of Political Science, Indiana University. “Making Elections Work: Policy, Protest, and Social Capacity in Non-democratic Regimes.”

Aili Tripp, Wangari Maathai Professor of Political Science and Gender and Women’s Studies, University of Wisconsin-Madison. “Why Do Authoritarian Regimes in Africa Adopt Women’s Rights?”

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

Public Policy Fellows

The Wilson Center makes grant awards to outstanding scholars and practitioners to be in 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. An emphasis has been placed on the need in today's climate to foster the research of the preeminent Public Policy Fellow on important issues of public policy. These men and women give presentations about their research and interact with policymakers while in at the Center. Due to the COVID-19 pandemic the Center offered fewer Public Policy Fellow grants in FY 2020 but hopes to resume offering awards for the typical 7 to 9 Public Policy Fellows each year at the requested level funding. The Wilson Center will continue its practice of appointing fellows who are working on important issues of public policy.

The following are projects that Public Policy Fellows worked on during FY 2020:

Francis Gavin, Giovanni Agnelli Distinguished Professor and the inaugural Director of the Henry A. Kissinger Center for Global Affairs, School of Advanced International Studies, Johns Hopkins University. "Thinking Historically: A Guide for Statecraft and Strategy."

Melissa Griffith, Non-Resident Research Fellow at the University of California, Berkeley's Center for Long-Term Cybersecurity (CLTC); and an Adjunct Assistant Professor at Georgetown's Center for Security Studies (CSS). "The Mice that Roar: The Pursuit of National Defense in Cyberspace."

Nina Jankowicz, former Fulbright-Clinton Public Policy Fellow, Department of State. "Comparative Approaches to Countering Disinformation and Regulating Social Media in the Digital Age"; and "Bridging the Trust Gap: How the West Can Learn from Eastern EU's Experience Battling Russian Disinformation."

Soojin Park, former Deputy Spokesperson, Ministry of Unification, Republic of Korea. "Settling Peace on the Korean Peninsula and Beyond."

Mammodova Shalala Rafiq, Associate Professor, Institute of Caucasian Studies. "Nationalism, Liberalism and Socialism: Social Life of Post-Stalinist Azerbaijan."

Distinguished Fellows

The FY 2022 Budget includes funding to continue Distinguished Fellows individual grants. Distinguished Fellows are preeminent scholars or practitioners who are well-known and leaders in their fields and who have made valuable contributions to the world of scholarship and public policy.

FY 2020 Distinguished Fellows include:

Mitchell Reiss is a former Ambassador and former President and CEO of the Colonial Williamsburg Foundation. At the State Department, he was the Director of the Office of Policy

Planning for Secretary Colin L. Powell (2003 to 2005), where he provided strategic recommendations, with special emphasis on U.S. policies towards Iraq, North Korea, China, Iran and the Arab-Israeli conflict. He was concurrently appointed by President Bush to be Special Envoy for the Northern Ireland Peace Process with the rank of Ambassador (2003 to 2007), where he worked closely with Prime Minister Tony Blair and the Taoiseach Bertie Ahern to persuade the political parties representing Northern Ireland's two "traditions" to finally end the "Troubles" and restore local government. He was cited for "exceptionally distinguished service" and awarded the State Department's **Foreign Affairs Award for Public Service**. In 2016, he was asked by the UK Government to serve as its representative on the Independent Reporting Commission to help end paramilitary activities in the North. Dr. Reiss has held a number of academic leadership positions at the College of William & Mary, where he was Diplomat-in-Residence, Vice Provost and Dean of International Affairs, and held teaching positions in both the School of Law and Department of Government.

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 Scholars annually.

Wilson Center Global Fellows

The Center's Fellowship Program, known as the Wilson Center Global Fellows, strengthens our global network of thought-leaders who can produce research, timely analysis, and new ideas to amplify the mission and goals of the Center. These 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:

Rona Ambrose, former Leader of the Conservative Party of Canada

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

Jeremy Bash, Founder and Managing Director, Beacon Global Strategies; former Chief of Staff at the Department of Defense and the Central Intelligence Agency; former Chief Counsel, House Permanent Select Committee on Intelligence

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

Maxine Burkett, Professor of Law, University of Hawai'i at Mānoa

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

Alan Goulty, Former British Ambassador to Sudan and Tunisia

Farahnaz Ispahani, Author and Former Member, Pakistan Parliament

Chen Jian, Global Distinguished Professor of History, NYU Shanghai

Jill Dougherty, Former CNN Foreign Affairs Correspondent

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

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

Fernando Reinares, Director of the Program on Global Terrorism, Elcano Royal Institute; Professor of Political Science and Security Studies at King Juan Carlos University, Madrid, Spain

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)

Conference/Meetings Planned for FY 2021:

“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 (many will be a hybrid in-person and virtual event):

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

“Environmental Security and the Implementation of the Global Fragility Act”

“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”

“Sovereign Wealth Funds High-Level Meeting”

“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”

Other topics will be determined as plans evolve.

Public Service & Fellowship Program by Object Class
FY 2020, FY 2021, and FY 2022
(Dollars in Thousands)

OBJECT CLASS	FY 2020 APPROPRIATION	FY 2021 APPROPRIATION	FY 2022 President's PROPOSED	<i>Difference between FY2021 and FY2022</i>
SALARIES	\$ 1,712	\$ 2,159	\$ 2,383	\$ 224
BENEFITS	519	689	799	110
TRAVEL AND TRANSPORTATION OF PERSONS	140	15	25	10
PRINTING AND REPRODUCTION (including electronic)	56	50	50	-
GRANTS/STIPENDS	2,540	2,540	2,250	(290)
TRAINING - AGENCY MISSION RELATED	30	40	30	(10)
OTHER CONTRACTUAL SERVICES	712	445	235	(210)
TOTAL	\$ 5,709	\$ 5,938	\$ 5,772	\$ (166)

GENERAL ADMINISTRATION
(Dollars in Thousands)

SUMMARY	FY 2020 APPROPRIATION	FY 2021 APPROPRIATION	FY 2022 President's PROPOSED	Difference between FY2021 and FY2022
PERSONNEL (compensation & benefits)	\$ 2,384	\$ 2,780	\$ 3,326	\$ 546
OPERATING (non-compensation)	2,389	1,758	1,409	(349)
TOTAL	\$ 4,773	\$ 4,538	\$ 4,735	\$ 197

FTE

16

17

19

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 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.

General Administration by Object Class
FY 2020, FY 2021, and FY 2022
(Dollars in Thousands)

OBJECT CLASS	FY 2020 APPROPRIATION	FY 2021 APPROPRIATION	FY 2022 President's PROPOSED	Difference between FY2021 and FY2022
SALARIES	\$ 1,768	\$ 2,054	\$ 2,469	\$ 415
BENEFITS	616	726	857	131
TRAVEL AND TRANSPORTATION OF PERSONS	110	84	80	(4)
COMMUNICATION/UTILITIES/POSTAGE	73	70	70	-
RENTAL OF EQUIPMENT, SOFTWARE & FURNITURE	20	15	15	-
PRINTING AND REPRODUCTION (including electronic)	10	1	-	(1)
TRAINING - AGENCY MISSION RELATED	138	139	114	(25)
IT SUPPORT SERVICES, MAINTENANCE, & REPAIR	602	669	607	(62)
NON-IT MAINTENANCE & REPAIR	14	4	10	6
INTER AGENCY AGREEMENTS	74	32	32	-
OTHER CONTRACTUAL SERVICES	700	558	376	(182)
SUPPLIES AND MATERIALS	67	32	44	12
PUBLICATIONS & FORMS	2	-	-	-
EQUIPMENT/SOFTWARE/FURNITURE/FIXTURES	579	154	61	(93)
TOTAL	\$ 4,773	\$ 4,538	\$ 4,735	\$ 197

SMITHSONIAN INSTITUTION SERVICE FEE
(Dollars in Thousands)

SUMMARY	FY 2020 APPROPRIATION	FY 2021 APPROPRIATION	FY 2022 President's PROPOSED	Difference between FY2021 and FY2022
PERSONNEL (compensation & benefits)	-	-	-	-
OPERATING (non-compensation)	\$ 335	\$ 371	\$ 381	\$ 10
TOTAL	\$ 335	\$ 371	\$ 381	\$ 10

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 2020, FY 2021, and FY 2022
(Dollars in thousands)

OBJECT CLASS	FY 2020 APPROPRIATION	FY 2021 APPROPRIATION	FY 2022 President's PROPOSED	Difference between FY2021 and FY2022
Purchases – Goods & Services from Government Agencies	\$ 335	\$ 371	\$ 381	\$ 10
TOTAL	\$ 335	\$ 371	\$ 381	\$ 10

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

SUMMARY	FY 2020 APPROPRIATION	FY 2021 APPROPRIATION	FY 2022 President's PROPOSED	Difference between FY2021 and FY2022
PERSONNEL (compensation & benefits)	\$ 629	\$ 610	\$ 624	\$ 14
OPERATING (non-compensation)	1,030	1,070	1,063	(7)
TOTAL	\$ 1,659	\$ 1,680	\$ 1,687	\$ 7
FTE	4	4	4	

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), 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 live audiovisual production and support, post-event video release, and Wilson Center NOW 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, wilsoncenter.org was redesigned in February 2020. Improvements include:

- The content management system was upgraded to the most recent version of Drupal (v8)
- The front-end was redesigned to be more modern and mobile-friendly
- The site architecture/content strategy was vastly improved to better meet the needs of our users

Year over year (comparing March 2019-2020 to March 2020-2021), website unique visitors are up by **140%** and page views are up by **62%**.

Capitalizing on this, our next big push is to add a suite of event engagement tools to our website in summer 2021.

Through our robust social media efforts, the Wilson Center's online audience is increasingly young, diverse, and global. Our growth on leading platforms like Twitter and Facebook has been among the strongest in the think tank community, and the Center has coupled our existing efforts with new strategies for emerging digital outlets such as Instagram.

We are preparing for growth by engaging a contractor to supplement our very busy social media manager.

In August 2020, we hired the Center's first true email marketing professional experienced in email campaign strategy and execution. This position has made a big difference in our email marketing efforts, promoting more strategic use of email campaigns, better engagement with our subscribers, better tracking of all email campaigns, better data hygiene, professionalization of our email templates and practices, stronger list cultivation. With the new staff member we are planning new campaigns to better market our content to targeted audiences on a regular cadence. This includes

post-event “takeaway” emails, upcoming event emails, and emails specific to our blogs and podcasts.

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, New America Foundation, 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, New York Times, and Foreign Policy. Wilson Center experts have also been interviewed on top media programs, including NPR's "Morning Edition" and "Here & Now" as well as multiple appearances on Sunday public affairs programs such as CBS's Face the Nation and Fox News Sunday.

The Public Education and Outreach working 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. 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 Washington Internship Institute, the Cesar Chavez Public Charter Schools for Public Policy, the International Trade Center-DC, The John Glenn School of Public Affairs at Ohio State University, and high school and college students from across the United States and the globe.

We are currently working with the Smithsonian Institution to study the potential of updating and reconfiguring the Woodrow Wilson Presidential Memorial Exhibit, our public outreach tool on the life and work of President Wilson. We hope to reimagine this decade-old exhibit, bringing it up to modern standards, to include updated educational components as well as an additional community engagement space to host student and community groups for tours and briefing events.

The External Relations Event and Conference Planning Unit shifted in response to COVID-19 and all in-person public events being put on hold. During that time, we pivoted the Center’s public events to a fully virtual operation, ensuring that the Wilson Center audiences were still able to hear from U.S. and international policymakers, academics, journalists, and scholars.

Recent high profile guests:

- President Lenín Moreno of Ecuador
- President Francisco Sagasti of Peru
- President Luis Alberto Moreno, President of the Inter-American Development Bank
- Senator Kirsten Gillibrand (D-NY)
- Congresswoman Karen Bass (D-CA)
- A U.S. Mexico Border event with Rep. Veronica Escobar (D) and Rep. Dan Crenshaw (R)

- Polar Week, a series of 11 events about the Arctic region hosted during a single week

The Audiovisual Support and Production unit provided media and audiovisual services for approximately 2,000 meetings in the last year. Operations and equipment maintenance continue for the Center's audiovisual production systems including: the Wilson TV studio, radio and video editing suite, streaming web platform services, video production equipment, production SAN, auditorium, and hybrid conference rooms.

Our production of high quality video and audio products included:

Wilson Center NOW is the flagship program from our Internet-friendly roster of broadcast-quality video features and audio podcasts.

Need to Know is produced with the information needs of Members of Congress and their staffs front and center.

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

Wilson Press publishes peer-reviewed scholarly and public policy books for a worldwide readership as well as in-house books and ebooks written by the Center's top experts.

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.

- 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.

- Managing Nuclear Risks
- Portraying the Soul of a People: African Americans Confront Wilson's Legacy From the Washington Stage
- Smart Cities and Climate Change

- Nuclear Crises with North Korea and Iran: From Transformational to Transactional Diplomacy
- Lobbying Undercover: Corruption, Democracy and Public Policy in Brazil
- Enduring Responses to War and Disaster: The Environmental Dimensions of Sustained Recovery
- 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:

- Venezuelan Migrants and Covid-19
- Balancing the Promise and the Peril of 5G: The State of Play in the United States
- Uncommon Cause: The Future of the OSCE
- First Resort: An Agenda for the United States and the European Union
- Fixing Dayton: A New Deal for Bosnia and Herzegovina
- Last Among Equals: The China-Iran Partnership in a Regional Context
- Ready for Work: An Analysis of Workforce Asymmetries in the Middle East and North Africa
- Ready to Lead: Understanding Women's Public Leadership in the Middle East and North Africa
- Standards for a Secure 5G Infrastructure

The Wilson Quarterly (WQ) is an 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. In 2020, it launched a monthly “WQ Dispatch” in months when a new issue does not appear.

Our latest issue in spring 2021 – “Public Health in a Time of Pandemic” examined the global impact of the COVID-19 outbreak and the failures and success in response to it.

Planned for FY 2022: (a) essential aspects of **global conflict mediation and resolution**, including negotiations, treaties, and multilateral organizations and agreements; (b) **the present and future of Africa** as an emerging political, economic and cultural power; (c) **global trends in education** at all levels, from kindergarten through higher education; (d) **the concept of a “Atlantic Basin”** that binds the Americas, Europe and Africa together economically and politically.

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 2020, FY 2021, and FY 2022
(Dollars in Thousands)

OBJECT CLASS	FY 2020 APPROPRIATION	FY 2021 APPROPRIATION	FY 2022 President's PROPOSED	Difference between FY2021 and FY2022
SALARIES	\$ 449	\$ 430	\$ 442	\$ 12
BENEFITS	180	180	182	2
TRAVEL AND TRANSPORTATION OF PERSONS	1	2	2	-
COMMUNICATION/UTILITIES/POSTAGE	1	150	152	2
PRINTING AND REPRODUCTION (including electronic)	15	40	46	6
TRAINING - AGENCY MISSION RELATED	4	8	8	-
IT SUPPORT SERVICES, MAINTENANCE, & REPAIR	40	39	39	-
NON-IT MAINTENANCE & REPAIR	30	20	17	(3)
OTHER CONTRACTUAL SERVICES	814	732	725	(7)
SUPPLIES AND MATERIALS	20	26	26	-
RECRUITING/ADVERTISING/PUBLIC ANNOUNCEMENTS	4	3	3	-
EQUIPMENT/SOFTWARE/FURNITURE/FIXTURES	101	50	45	(5)
TOTAL	\$ 1,659	\$ 1,680	\$ 1,687	\$ 7

BUILDING REQUIREMENTS
(Dollars in Thousands)

SUMMARY	FY 2020 APPROPRIATION	FY 2021 APPROPRIATION	FY 2022 President's PROPOSED	Difference between FY2021 and FY2022
PERSONNEL (compensation & benefits)	\$ -	\$ -	\$ -	\$ -
OPERATING (non-compensation)	252	70	63	(7)
TOTAL	\$ 252	\$ 70	\$ 63	\$ (7)
FTE	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 (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 is currently in the process of making 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 2020, FY 2021, and FY 2022
(Dollars in Thousands)

OBJECT CLASS	FY 2020 APPROPRIATION	FY 2021 APPROPRIATION	FY 2022 President's PROPOSED	Difference between FY2021 and FY2022
OPERATION & MAINTENANCE OF FACILITIES	\$ 252	\$ 70	\$ 63	\$ (7)
TOTAL	\$ 252	\$ 70	\$ 63	\$ (7)

APPENDICES

CONSOLIDATED STATEMENTS, FY 2020, FY 2021, AND FY 2022 (Dollars in Thousands)

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

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

Total - All Activities	Non-Appropriated Funds				Appropriation/ Proposed
	Beginning Net Assets	Income	Expenses	Ending Net Assets	
FY 2020	\$ 48,690	\$ 24,487	\$ 23,996	\$ 49,181	\$ 14,000
FY 2021 (estimate)	\$ 49,180	\$ 14,108	\$ 16,529	\$ 46,759	\$ 14,000
FY 2022 (estimate)	\$ 46,759	\$ 11,166	\$ 8,994	\$ 48,931	\$ 14,095

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

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

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

General Center & Outreach	Non-Appropriated Funds				Appropriation/ Proposed
	Beginning Net Assets	Income	Expenses	Ending Net Assets	
FY 2020	\$ 37,805	\$ 11,391	\$ 13,004	\$ 36,192	\$ 7,019
FY 2021 (estimate)	\$ 36,192	\$ 6,956	\$ 6,872	\$ 36,276	\$ 6,659
FY 2022 (estimate)	\$ 36,276	\$ 6,954	\$ 2,470	\$ 40,761	\$ 6,866

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 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 \$5.4 million of revenue and expense.

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

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

Programs, Projects, Fellowships & Scholarships	Non-Appropriated Funds				Appropriation/ Proposed
	Beginning Net Assets	Income	Expenses	Ending Net Assests	
FY 2020	\$ 10,884	\$ 13,096	\$ 10,993	\$ 12,988	\$ 6,981
FY 2021 (estimate)	\$ 12,988	\$ 7,152	\$ 9,657	\$ 10,483	\$ 7,341
FY 2022 (estimate)	\$ 10,483	\$ 4,212	\$ 6,524	\$ 8,170	\$ 7,229

The Woodrow Wilson International Center for Scholars currently has nine 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 37 – 52) 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 Africa Program works 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. To achieve this mission, the Program focuses on four major themes: i) Good governance and leadership; ii) Conflict prevention, peacebuilding and security; iii) Trade, investment, and sustainable development; and iv) Africa's evolving role in the global arena. The issues of youth, women and technology are addressed as cross-cutting issues across the four thematic pillars. Since its establishment, the Africa Program has become a key resource and reservoir of knowledge and expertise on Africa for the U.S. government, a first-port-of-call for U.S. and African leaders, and a leading convener of critical dialogues on Africa and U.S.-Africa relations. Annually, the Africa Program convenes 30 to 40 public events and briefings; publishes 40-50 research papers, policy briefs, and blogs; conducts 7-10 public outreach activities throughout the U.S. and internationally.

The Program is underpinned by three major long-term projects: The Southern Voices Network for Peacebuilding (SVNP), the Brown Capital Management Africa Forum, and the Stafford Capacity Building Project. Through the SVNP, the Program works to build the next generation of African peacebuilders and conducts research and analyses on conflict, security, and peacebuilding in Africa, hosts events bringing together African scholars and practitioners with U.S. officials for policy-oriented discussions on addressing security and enhancing peacebuilding. Under the Africa Forum, the Program works to advance U.S.-Africa economic relations by convening events with African officials, U.S. officials and leaders in the U.S. private sector to examine key issues in trade, investment, and sustainable development in Africa, and producing research and analysis on various issues related to African development and U.S.-Africa economic relations. The Stafford Capacity Building Internship Project focuses on building the next generation of public policy professionals by hosting college students from across U.S. universities for a 3-month internships that build their policy research, writing, analysis, and professional skills while exposing them to career and mentorship opportunities in the U.S. government, policy, and international affairs fields. In addition, the Program runs a Sudan Working Group.

Programmatic Priorities for the Next 2 Years: Over the next two years, the Africa Program intends to build on and deepen its programming and value-added on the four programmatic areas of focus. This will include research on opportunities for advancing U.S.-Africa economic relations beyond AGOA, addressing the debt crisis and corruption in Africa, economic challenges and opportunities in the post-COVID-19 era, great power competition in Africa, as well continuing our work on the role of African sovereign wealth funds in Africa's development. On the peacebuilding and conflict management front, the Africa Program will continue its dialogue and research efforts to build a more sustainable peace in Africa including looking at the impact of COVID-19 on insecurity, climate change and conflict, elections and fragility, grassroots peacebuilding, and revisiting

peace support operations frameworks. The Program intends to do more work on technology in Africa, continuing to explore opportunities and challenges related to COVID-19 and Africa in the governance, security, and development realms as well as China's role on the continent, and its implications for U.S.-Africa policy and relations. The Program will additionally continue its long-standing support to the U.S. government through current programming with the Department of State's Young African Leader's Initiative to work on youth and Africa programming, providing expertise and consultation on the implementation of the Global Fragility Act, providing briefings to members of Congress and the Department of Defense, as requested, as well as initiatives with the Department of State and the African Union on food security in Africa. In light of the new Biden administration, the Program will also seek to build new, and consolidate previous, relationships with the 117th Congress, and with USG agencies and officials in Africa positions.

Asia Program (AP)

Sustained non-appropriated funds are derived from two long-standing Program endowments. We also receive annual support from the Taipei Economic and Cultural Representative Office in the United States (TECRO), the Sasakawa Peace Foundation, several U.S. corporations, and from the Carnegie Corporation of New York (CCNY). Additional, non-appropriated funding for the Korea Center comes from longstanding endowments from the Korea Foundation, grants from the State Department and the Korean government, as well as in-kind donations from Korean Air. These funds cover salary and benefits for Trust staff make possible seminars, workshops, conferences, and Capitol Hill briefings that focus not only on bilateral and multilateral issues affecting the region as well as geopolitical developments within the Indo-Pacific that are of strategic significance for the United States. In-depth analyses and other reports resulting from these programs are disseminated, without charge, to Congressional offices, executive branch officials, business and NGO representatives, academics, policy analysts, and the media.

In recent years, the Asia Program saw a significant expansion in the breadth and depth of its research and engagements. Asia Program Director Abraham Denmark published a book on U.S. strategy in the Indo-Pacific, and the Program hosted the inaugural class of Wilson China Fellows supported by a major grant from CCNY. We have also maintained a steady coverage of ongoing U.S. military operations in Afghanistan, including a public event featuring U.S. military leaders and enlisted veterans of the conflict Afghanistan. The Asia Program also organized a senior-level visit to Taiwan to meet with leading officials from the Taiwan government, military, and private sector – including President Tsai Ing-wen. We have also organized 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 Asia Program also houses the Center for Korean History and Public Policy (Korea Center), which is sustained by non-appropriated funds from two major endowments provided by the Hyundai Motor and the Korea Foundation. 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.

In the coming two years, the Asia Program hopes to expand its activities on issues related to U.S. policy in the Indo-Pacific with regular events and publications. We have proposals under consideration to lead deep analyses of the implications of a rising China and a rising India, and plan to expand our work on regional geo-economics and on Southeast Asia. At the same time, the Asia Program intends to maintain its long-standing focus on the Afghanistan-Pakistan region, on Japan and Taiwan, and on U.S. strategy toward the region. With the support of the Korea Foundation, the Korea Center is beginning a major initiative to help U.S. audiences better understand political, social, and economic dynamics inside North Korea. Overall, the Asia Program seeks 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?

The Asia Program and its products have made a significant impact on the policymaking community in Washington. Asia Program experts have frequently been called on by the National Security Council, State Department, Defense Department, Treasury Department, the Commerce Department, USAID, and Capitol Hill to provide briefings and expertise on a range of issues in the Indo-Pacific—from trade and terrorism to China and the South China Sea. The Korea Center is also focusing on partnership with media outlets and relationships with journalists as part of its ongoing series on helping to improve media coverage of North Korea. Current topics of research include cyber, the economy, daily life and propaganda. Research on South Korea includes workshops on women's empowerment, navigating U.S.-China strategic competition and urban sustainability. Asia Program products and the expertise of its staffers and affiliated scholars are regularly cited in major media in the United States and across the Indo-Pacific. 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 build knowledge, build linkages, and feed the policymaking process in Washington. The Canada Institute aims to increase relevant programming, increase dedicated fundraising to ensure financial stability, leverage partnerships, enhance our reputation, and increase our geographic diversity. The Institute will focus on trade and the economy, energy, security, the border, the environment, innovation, infrastructure, social issues, Arctic issues, and multilateral relations with the United States, Canada, and other countries. This year, the Canada Institute has added the Rethinking Middle Powers project which will focus on enhancing the

understanding of U.S. relations with Middle Powers and where opportunities lie to strengthen allied partnerships and democratic values around the world.

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

The Canada Institute's *On the Northern Frontier* publication series pairs prominent American and Canadian experts to discuss concerns in the bilateral relationship. Recent issues have focused on comparing immigration policy, monetary and fiscal responses to the COVID-19 crisis, executive results, Canada's current military regime, and vaccination rollout in North America. The Canada Institute also hosts a podcast with the Wilson Center's Argentina Project, Brazil Institute, Latin America Program, and Mexico Institute titled *Americas 360* which asks regional experts to compare pervasive issues in South and North America. Recent issues have included environmental policy and politics, COVID-19's impact on women, Canada's historical role in the Americas, executive results, voting issues, and disinformation and democracy.

Additionally, the Canada Institute hosted Ontario's Premier Doug Ford and Maryland's Governor Larry Hogan. The Canada Institute also convened the Wilson Task Force on Public Health and the US-Canadian Border to look at border measures to address current issues for future pandemics. The Wilson Task force members include former Premier of Quebec Hon. Jean Charest, Former Vermont Governor Hon. James Douglas, Former Washington Governor Hon. Christine Gregoire, and Former Deputy Prime Minister of Canada Hon. Anne McLellan.

The Canada Institute's FY 2021 and FY 2022 programming will focus particularly on continued responses to the COVID-19 crisis, economic recovery, arctic issues, border issues, innovation, international trade, multilateral relations, and energy and the environment. The Canada Institute will continue to collaborate on a variety of topics with other programs at the Wilson Center.

Specific programming for FY 2021 includes programming on USMCA implementation and assessment, North American trade vulnerabilities, energy collaboration, Arctic security and infrastructure, U.S. and Middle Powers relations, and environmental, social and corporate governance. Through FY 2021 and FY 2022, the Canada Institute will continue to study the impacts of the COVID-19 crisis, the energy relationship between the two countries, immigration and security at the border, international trade obligations, the Arctic, and how both nations plan to approach a shifting geopolitical world.

Environmental Change and Security Program (ECSP)

Environmental Change and Security Program: 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 the 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 2020 & FY 2021): In FY 2020 and FY 2021, ECSP organized in-person and 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; and how to better integrate biodiversity conservation, governance, public health, and food security in development programming.

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 200 expert articles on pressing issues in 2020, and its social media outreach—both fostering new dialogues and comparative insights in its dual capacity as a neutral forum and an information clearinghouse.

Program Outlook (FY 2021 & FY 2202): In FY 2021 and FY 2022, ECSP will continue work at the intersection of climate change, environment, health, and security topics. Featured programming in FY 2021 and FY 2022 includes water, sanitation, and health services and the COVID-19 pandemic; environmental change, migration, and population dynamics in sub-Saharan Africa;

connections between gender, climate change, conflict, and peace; and the linkages between climate change and security, including implications for the U.S. Global Fragility Strategy. 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 Center's Global Europe Program addresses vital issues affecting U.S. interests with regard to relations with Europe. Activities include scholars-in-residence, seminars, policy strategy groups, policy simulations and role-play exercises, media commentary, international conferences and publications.

A prominent focus of our work is exploring whether the U.S. and its European allies are able to address lingering irritants and recast their relationship to address future challenges. We provide a daily *Transatlantic Must-Reads* digest of analyses of relevance to Europe and the United States that is subscribed by over 4,000 readers. Major FY 2020 and FY 2021 initiatives include a NATO task force to track Alliance issues. Our report *First Resort: An Agenda for the United States and the European Union*, offers recommendations in health, resilience, climate change and energy, trade and digital issues. Our Working Group on the OSCE released a report with policy recommendations, which we are briefing to U.S. and European policymakers and parliamentarians. Our partner is the U.S. Helsinki Commission, which joined us to feature Senator Ben Cardin and Congressman Robert Aderholt. Our Working Group on the Transatlantic Digital Economy address critical digital disconnects across the Atlantic. We launched a high-profile "Transatlantic Dialogue Series" featuring leading transatlantic experts on scientific cooperation during the pandemic; work on energy and climate change; and transatlantic approaches to privacy and data governance.

Our flagship annual report on jobs, trade and investment between America's 50 states and EU member states, the UK, Norway, Switzerland and Turkey is a prize-winning go-to reference for latest data on the transatlantic economy. Our microsite, thrivingtogether.eu, brings the data to life with visuals targeting jobs, trade and investment for every U.S. state and most European countries. In FY 2022 we plan to continue these series, and to launch a Working Group on transatlantic trade negotiations, trade disputes and regulatory issues.

A second key aspect of our work is to explain the significance and relevance of developments across the European continent. In FY 2020 and FY 2021 this included a series of events monitoring how well European societies and economies were moving from COVID-19 sickness to health. Our Working Group on the Western Balkans report *Fixing Dayton* on Bosnia and Herzegovina received considerable attention in capitals. We are launching a policy strategy group on Western Perspectives on Eastern Europe and Russia. In FY 2022 we anticipate prioritizing a look at how the UK's role is evolving post-Brexit. We will address how Germany and Europe are likely to chart a post-Merkel future when the German chancellor leaves office in September 2021. We will track developments as France heads to Presidential elections in spring 2022. We intend to host a conference of Western Balkan economic and transport ministers and key corporate stakeholders on plans to create a regional common market and a regional "mini-Schengen" area of liberalized travel.

Global Europe programming also looks to Europe's role beyond its own shores. In FY 2021 we launched a new book on *The Arctic and World Order* with authors from across the globe. We are convening a high-profile Transatlantic Strategy Group on China, including policy briefs and recommendations. We will host a series of events in cooperation with the Smithsonian Institution surrounding Earth Day 2021. We plan to co-sponsor the Global Climate Summit, to be hosted on July 1 by former California governor Arnold Schwarzenegger and Austrian President Alexander van der Bellen. In FY 2022 we plan to convene Working Groups on Financial Statecraft and on Digital Statecraft. Funding for future activities will be provided by foundation grants, corporate and individual gifts.

History and Public Policy Program (HAPP)

The History and Public Policy Program 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, and the history of regional security in the Middle East.

The Program manages DigitalArchive.org, an award-winning research and teaching tool with over 14,000 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.

Other ongoing and upcoming programs in FY 2021 and FY 2022 include 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; and an oral history project on Russia-Europe relations in the 1990s.

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 five 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 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 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.

Priorities for Kennan Institute Programs in the coming years include:

- Citizenship and Law in Russia
- Lessons for U.S. Diplomacy from the Cold War
- Great Power Competition
- Historical memory in the post-Soviet space

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.
- **Red Wheel Map** – In the fall of 2017, the University of Notre Dame Press published the English translation of Nobel Laureate Aleksandr Solzhenitsyn *March 1917*. This project seeks to make this text accessible on a different scale by developing an interactive map of Petrograd during the time of the events covered in *March 1917*.
- **US-Russia Science Exchange** – A collaborative bilateral dialogue that convenes scientific experts and experts on science policy from the Russian Federation and the United States to consider innovative solutions for promoting scientific exchange.
- **Status of Women in Russia and Eurasia** – As part of its programming on the status of women in Russia and Eurasia, the Kennan Institute is committed to addressing a wide range of topics: from feminist activism to the problem of gender based-violence and professional and personal experiences of Soviet women.
- **Track II Diplomacy**: The Kennan Institute has convened a US-Russia-India Trilateral Dialogue hosted in Moscow, New Delhi and DC that involve the participation of the Asia Program and Kissinger Institute, and a US-Israel working group on Russia in the Middle East hosted at the Wilson Center and at IDC Herzliya in Tel Aviv. These cross-regional avenues have allowed the Institute to engage with other programs at the Wilson Center, and work with

think-tanks around the world to gain greater insight and understanding of global actors as they pertain to Russia and the region.

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. Many leaders in Beijing and Washington understand bilateral relations as a strategic rivalry. Large numbers of citizens in both countries share that view. KICUS sees bilateral competition as a complex, dynamic phenomenon whose final form will be shaped by decisions taken in both capitals and by transnational issues rather than by an inevitable Thucydides Trap. 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 Bilateral Relations in the Biden-Xi Era

The Trump-Xi era saw a historic transformation in U.S.-China relations. Between 2017 and 2020, the Chinese government grew more repressive at home and assertive internationally, while a bipartisan consensus emerged in Washington that China was the United States' greatest security challenge. President Biden inherits these conditions. He must stabilize U.S.-China competition while addressing a daunting domestic agenda, an electorate wary of globalization, and a Congress committed to enmity with the PRC. Through briefings, media outreach, and public education, the Kissinger Institute analyzes how politics in both countries shape policies in Washington and Beijing.

Ideas, Discourse, and Sino-U.S. Soft Power

Chinese scholars acknowledge their government's "obsession" with developing soft and discursive power as central elements in China's global competition with the United States. While many American think tanks focus on China's military, economic, and technological might—issues of high concern to the Wilson Center—the Kissinger Institute is unique in its commitment to analyzing China's attempts to use its culture, universities, media, public diplomacy, and provision of public goods to win acceptance of its foreign policy goals and legitimize the practices of the Chinese Communist Party.

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 and. 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.

Superpower Dialectics

In 2021, the Kissinger Institute, working with Chinese and American university partners, will publish a volume of essays on how mutual perceptions and misperceptions shape various aspects of U.S.-China relations. The publication will be the culmination of a two-year project sponsored by the Luce Foundation.

Chinese-Language and Bilingual Programs

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

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

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; the root causes of Central America migration; China's role in Latin America; deforestation in Brazil's Amazon region; the possibilities for democratic political change in Venezuela; gender-based violence in Latin America; the regional impact of Venezuelan migration; and U.S.-Latin American relations. Recent conferences this year include: "The Future of Health Care in Latin America;" "Environmental Leadership: Latin American Perspectives on the Climate Crisis;" "Corruption in Central America: Challenges, Defeats, and Glimmers of Hope;" "COVID-19 in Latin America: The Role of Social Policy;" "Brazil, No Longer the Country of Impunity: The Lessons of Operation

Carwash;” “The Size and Importance of Venezuela’s Illegal Economies;” and “The Path Forward for U.S.-Brazil Relations.”

Future events and publications of the Latin American Program in Fiscal Year 2022 will focus on policy options for responding to Venezuela’s governance and humanitarian crisis; China-U.S. competition in Latin America; combating corruption and strengthening democratic governance, including through new technologies; overcoming the digital divide laid bare by COVID-19; protecting Brazil’s Amazon region; strengthening U.S. relations with the Western Hemisphere; combatting gender-based violence in Latin America; and fostering economic recovery and environmental sustainability.

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. In cooperation with the Mexican partners, such as the Mexican Council on Foreign Relations (COMEXI) and the Tecnológico de Monterrey, the Mexico Institute sponsors a fellowship program that brings Mexican scholars to Washington for brief periods of residency at the Wilson Center.

For FY 2021-2022, the Mexico Institute will 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, and partnerships with other organizations will help ensure that findings reach key audiences.

Specific efforts will include a policy brief for the new administration on opportunities for the bilateral relationship; a Mexican mid-term election microsite; 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; and continuation of the innovation forum which invites Mexican legislators to the United States to learn about innovation policy. 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. (FY 2021 events will primarily be held online; FY 2022 events will be in person if 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.

The Middle East Program continues to both expand and deepen its existing programing focused on the aforementioned four pillars. Below are our future programing goals for each one:

- ***Geopolitics and U.S. National Security in MENA***

MEP has expanded its programing in both the form of panel discussions and publications in 2020-2021 and plans to continue to do so in FY 2022. MEP plans to strengthen expertise and programing on key topics including the Palestinian-Israeli and Arab-Israeli peace, Syria, Islamism, violent extremism, Iran, and Russia in the Middle East.

- ***MENA Workforce Development Initiative***

MEP deepened its programing 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 plans to launch a podcast focused on entrepreneurship in the MENA region. Another key Series MEP plans to launch will focused on the digital economy in MENA and will feature high-level officials from the region representing the economic and tech ministries.

- ***Middle East Women's Initiative (MEWI)***

MEWI has been very active through panel discussions, publications (particularly on the *Enheduanna* blog platform) with the goal convening experts and beginning work on women and finance in the region to produce another flagship report.

- ***Protests and Mass Movements Initiative***

MEP has expanded the protests and Mass movements focus area thanks to 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.

Expanding MEP initiatives involves the following in 2021 and 2022:

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

Polar Institute (PI)

Background

Since its inception in 2017, the Polar Institute has become a premier forum for discussion and analysis of Arctic and Antarctic policy issues, and is known in Washington, DC and elsewhere as the *Arctic Public Square*. PI studies the central policy issues facing the Arctic and Antarctic regions, with cross-cutting emphasis on international engagement, Indigenous communities, governance, economic development, security, Arctic research and science diplomacy, and the cascading and consequential effects of climate change. PI aims to build awareness of these issues among policymakers, researchers, Indigenous communities, industry and investors, NGOs, and the public, and collaborate with other international, national, regional, and local stakeholders.

PI recently updated its strategic foci, described below, to align with both its expertise and the policy priorities of the Biden Administration and US Arctic foreign policy entities.

1. Arctic Security: the broad spectrum of Arctic security issues, including but not limited to national security, homeland security, and the many components of civil security.
2. Arctic, Antarctic, and Oceans Governance: international diplomacy, foreign affairs, and other governance mechanisms in the Arctic and Antarctic regions.
3. Sustainable Development, Infrastructure, and Resilience: exploring the implications of climate change on current and future infrastructure development; the full potential of a region that lacks basic investments in infrastructure, services, or scalable commerce; anti-corruption and transparency measures in an Arctic context, and; innovation and entrepreneurship.
4. Arctic and Antarctic Research and Climate Change: understanding the cascading effects of climate change on the Polar regions to encourage informed policy and decision-making.

PI's analyzes these issues through an array of programming, primarily events (public seminars, private workshops, large-scale conferences, briefings, etc.) and written publications (long-form, academic reports through the *Polar Perspectives* series, short-form pieces through the *Polar Points* blog, and the Environmental Change and Security Program's *New Security Beat* (with nearly 50,000 unique views since January 1, 2021), and the *Navigating the Poles* column. In 2020 alone, PI convened 23 public events, released 9 publications, and had an average 3.3% monthly growth rate in Twitter followers (now totaling 3,621). More information about past programming can be provided upon request. PI is poised to exceed these numbers, across the board, in 2021.

PI (and the Wilson Center) has quickly become a sought-after partner from a wide range of Arctic entities, including: Arctic Council (Chairmanships to include US, Finland, Iceland), Arctic Circle Assembly (Iceland), Arctic Economic Council, Arctic Frontiers (Norway), Fulbright Arctic Initiative (US Department of State), Harvard Kennedy School, Munich Security Conference, Nordic/Arctic Embassies, NORTHCOM/ALCOM, Norwegian Institute of International Affairs (NUPI, Norway), the Danish Foreign Ministry, Sandia National Laboratory, UArctic, US Arctic Research Commission, USAF, USCG, US Committee on Marine Transportation, and many others.

Budgetary Realities

PI has foundational financial support through Wilson Center-facilitated federal funding, private gifts, and a variety of short and long-term grants. In just over four years, this has enabled PI to build strong brand reputation, a domestic and international presence, and conduct public policy-related programming across a number of platforms. PI needs to expand its external funding to support an ever-increasing portfolio of programs, publications, and analyses; these demands originate from increased US interests in the Arctic, the broader Arctic and Antarctic community, as well as staff and scholars within PI. In coordination with the Wilson Center's Development Office, these funding requirements will be addressed through major gifts, but will also require federal support.

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 & Technology Innovation Program at the Wilson Center analyzes and translates how emerging technologies will impact international relations, from artificial intelligence to 5G and 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. Each seminar session is led by top technologists and scholars drawn from the private, public, and non-profit sectors. Alumni are invited 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 partner with these experts on a range of research projects and events in topical areas ranging from quantum information science and technologies (QIST), to semiconductors, to space. We also produce interactive products on topics of direct relevance to policymakers, like fifth generation wireless networks (5G).

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 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. Future projects include an interactive resource and games on space policy.

ENDOWMENT PRINCIPAL FY 2020
(Dollars in Thousands)
Based on Market Value

GENERAL CENTER

Carried Forward from FY 1999	\$22,693
Estimated Change in FY 2020	\$68
Estimated Balance End of FY 2020	\$22,761

KENNAN INSTITUTE

Carried Forward from FY 1999	\$7,248
Estimated Change in FY 2020	\$15
Estimated Balance End of FY 2020	\$7,263

LATIN AMERICAN PROGRAM

Carried Forward from FY 1999	\$1,197
Estimated Change in FY 2020	(\$1)
Estimated Balance End of FY 2020	\$1,196

ASIA PROGRAM

Carried Forward from FY 1999	\$4,217
Estimated Change in FY 2020	\$33
Estimated Balance End of FY 2020	\$4,250

GLOBAL EUROPEAN STUDIES

Carried Forward from FY 1999	\$100
(Estimated Change in FY 2020	(\$16)
Estimated Balance End of FY 2020	\$84

CANADA INSTITUTE

Carried Forward from FY 1999	\$347
Estimated Change in FY 2020	\$11
Estimated Balance End of FY 2020	\$358

HM Korea History and Public Policy

Carried Forward from FY 1999	\$2,116
Estimated Change in FY 2020	\$64
Estimated Balance End of FY 2020	\$2,180

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

GENERAL CENTER

Estimated Carried Forward from FY 2020	\$22,761
Estimated to be Received during FY 2021	\$0
Estimated Balance End of FY 2021	\$22,761

KENNAN INSTITUTE

Estimated Carried Forward from FY 2020	\$7,263
Estimated to be Received during FY 2021	\$0
Estimated Balance End of FY 2021	\$7,263

LATIN AMERICAN PROGRAM

Estimated Carried Forward from FY 2020	\$1,196
Estimated to be Received during FY 2021	\$0
Estimated Balance End of FY 2021	\$1,196

ASIA PROGRAM

Estimated Carried Forward from FY 2020	\$4,250
Estimated to be Received during FY 2021	\$0
Estimated Balance End of FY 2021	\$4,250

GLOBAL EUROPEAN STUDIES

Estimated Carried Forward from FY 2020	\$84
Estimated to be Received during FY 2021	\$0
Estimated Balance End of FY 2021	\$84

CANADA INSTITUTE

Estimated Carried Forward from FY 2020	\$358
Estimated to be Received during FY 2021	\$0
Estimated Balance End of FY 2021	\$358

HM Korea History and Public Policy

Estimated Carried Forward from FY 2020	\$2,180
Estimated to be Received during FY 2021	\$0
Estimated Balance End of FY 2021	\$2,180

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

GENERAL CENTER

Estimated to be Carried Forward from FY 2021	\$22,761
Estimated to be Received during FY 2022	\$0
Estimated Balance End of FY 2022	\$22,761

KENNAN INSTITUTE

Estimated to be Carried Forward from FY 2021	\$7,263
Estimated to be Received during FY 2022	\$0
Estimated Balance End of FY 2022	\$7,263

LATIN AMERICAN PROGRAM

Estimated to be Carried Forward from FY 2021	\$1,196
Estimated to be Received during FY 2022	\$0
Estimated Balance End of FY 2022	\$1,196

ASIA PROGRAM

Estimated to be Carried Forward from FY 2021	\$4,250
Estimated to be Received during FY 2022	\$0
Estimated Balance End of FY 2022	\$4,250

GLOBAL EUROPEAN STUDIES

Estimated to be Carried Forward from FY 2021	\$84
Estimated to be Received during FY 2022	\$0
Estimated Balance End of FY 2022	\$84

CANADA INSTITUTE

Estimated to be Carried Forward from FY 2021	\$358
Estimated to be Received during FY 2022	\$0
Estimated Balance End of FY 2022	\$358

HM Korea History and Public Policy

Estimated to be Carried Forward from FY 2021	\$2,180
Estimated to be Received during FY 2022	\$0
Estimated Balance End of FY 2022	\$2,180