

WOODROW WILSON INTERNATIONAL
CENTER FOR SCHOLARS
BUDGET JUSTIFICATION FOR THE FISCAL YEAR 2025

March 2024

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

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Statement of the Director

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

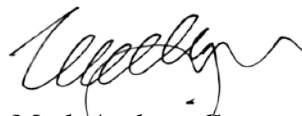
The Center takes enormous pride in its Congressional mandate and its links to the Smithsonian Institution. We view the Center’s role as a space for independent thought and thoughtful debate. We are extremely grateful for the Federal support we receive which makes that focus possible.

As the President and CEO of the Woodrow Wilson International Center for Scholars, I am proud to present the FY 2025 budget request of \$14.1 million to Congress. Federally appropriated funds make up a significant portion of our annual funding for the Wilson Center, with the remaining portion of our total budget coming from grants, contracts and other fundraising activities. This appropriation is essential to fulfilling the nonpartisan mission declared in the Woodrow Wilson Memorial Act of 1968 that created this institution as a dynamic living memorial to the 28th President.

The appropriation funding is essential to the public-private partnership by supporting Wilson Center’s security, administration, infrastructure, outreach, oversight of programs, and the Fellowship Program.

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

Sincerely,



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

March 4, 2024

ABOUT THE WILSON CENTER

Vision

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

Mission

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

Governance - Board of Trustees

Private Members

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Hon. Lonnie G. Bunch III - Secretary, Smithsonian Institution
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Designated Alternates

Eugene Flanagan, Library of Congress General Counsel
Susan Donius, National Archives
Craig Blackwell, Smithsonian Institution General Counsel
State Department - alternate to be named

The Wilson Center relies on the strong and effective governance of its own independent Board of Trustees led by Chairman Joe Asher. By statute, the Wilson Center Board of Trustees includes several ex officio members as well as nine members appointed by the President from outside public service and one member appointed by the President from within the Federal government.

Objectives

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

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

In recent years, the Center has vastly enhanced its ability to reach key public audiences by investing in strategic communications and outreach. We continue to make private fundraising a priority. Both the direct federal appropriation and non-appropriated funding remain essential for this public-private partnership.

Activities

The Wilson Center undertakes two main activities:

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

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

The Center's fellowship awardees are provided Library support and workspace with a computer. Approximately 18-20 of the residential fellowship awards are for Center Fellows who come for a full academic year, researching, and writing in subject areas that are emphasized by the Wilson Center programs. These Fellows are offered research assistant support. The Center continues to ensure coordination and integration between program activity and the scholarly research done at the Center.

On average, one third of the Fellows coming to the Center are supported through the federal appropriation, while the other two thirds of Fellows are supported through private contributions by donors that specify research areas or regional expertise. These Fellows are typically professors,

diplomats, journalists, businesspeople, 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.

Fellows at the Center

Fellows at the Wilson Center work on projects that are relevant to contemporary foreign policy issues and that align with the programmatic work of the Center.

The Fellows regularly make presentations about their work at institutions in Washington DC, around the country, and abroad. They also participate in the Center's briefings on topical issues to members of the Executive and Legislative branches. Many will publish books, journal articles, and op-eds. The insights from their research shed light on current policy issues and provide a better context within which these policy issues can be discussed.

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

Funding

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

Every year, the Wilson Center strives to increase its support from private sources, including individuals, corporations, and foundations. We continue to diversify our support, thereby creating a broad base of funders to help ensure the Center's future success. The Wilson Center is judicious in soliciting private contributions and seeks approval from its Presidentially-appointed Board of Trustees when a prospective funding source is from a foreign government entity.

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

The total of non-appropriated monies helps to pay for salaries and benefits for staff (including certain administrative, programmatic, outreach, and development staff), fundraising efforts, and research assistance stipends. A combination of appropriated and non-appropriated monies supports public meetings, fellowship stipends, fellowship support, general administration, public service, multimedia publishing, and other outreach activities. It is essential to emphasize that this blended funding of public and private monies represents a public-private partnership in the fullest sense

FY 2025 Appropriation Request

SALARIES AND EXPENSES

For expenses necessary in carrying out the provisions of the Woodrow Wilson Memorial Act of 1968 (82 Stat. 1356) including hire of passenger vehicles and services as authorized by 5 U.S.C. 3109, \$14,100,000, to remain available until September 30, 2026.

Note.--A full-year 2024 appropriation for this account was not enacted at the time the Budget was prepared; therefore, the Budget assumes this account is operating under the Continuing Appropriations Act, 2024 and Other Extensions Act (Division A of Public Law 118–15, as amended). The amounts included for 2024 reflect the annualized level provided by the continuing resolution.

The President’s Budget for FY 2025 includes \$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, 2026). The request funds salaries and benefits for Federally-supported FTEs inclusive of approximately 10 paid interns each trimester, and projected contracted labor costs.

FY 2025 Budget Objectives

The Wilson Center’s FY 2025 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 total employment at the Center).
- Recruit preeminent and diverse academics, policymakers, journalists, and business leaders to apply for fellowships.
- Maintain the fellowship awards programs for both Center Fellows for an academic year and Public Policy Fellows. The fellowship program is central to the mission of the “living memorial” to President Woodrow Wilson.

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

FY 2025 Budget Request Summary
(Dollars in Thousands)

Activity	Expense Type	FTE	FY 2023 APPROPRIATION	FTE	FY 2024 Annualized CR	FTE	FY 2025 Budget Request
SCHOLAR ADMINISTRATION & ACADEMIC RELATIONS	SALARIES & BENEFITS	7.5	\$ 1,058			7.5	\$ 1,189
	OPERATING EXPENSES	-	443			-	263
	SUB-TOTAL	7.5	\$ 1,501			7.5	\$ 1,452
PUBLIC SERVICE AND FELLOWSHIP PROGRAM	SALARIES & BENEFITS	23	\$ 4,029			24	\$ 4,570
	OPERATING EXPENSES	-	2,490			-	1,468
	SUB-TOTAL	23	\$ 6,519			24	\$ 6,038
GENERAL ADMINISTRATION	SALARIES & BENEFITS	18.5	\$ 3,175			21.5	\$ 3,904
	OPERATING EXPENSES	-	1,623			-	961
	SUB-TOTAL	18.5	\$ 4,798			21.5	\$ 4,865
SMITHSONIAN INSTITUTION SERVICES FEE	SALARIES & BENEFITS	-	-			-	-
	OPERATING EXPENSES	-	\$ 436			-	\$ 436
	SUB-TOTAL	-	\$ 436			-	\$ 436
OUTREACH/ COMMUNICATIONS/ EXTERNAL RELATIONS	SALARIES & BENEFITS	5	\$ 640			4	\$ 627
	OPERATING EXPENSES	-	1,043			-	619
	SUB-TOTAL	5	\$ 1,683			4	\$ 1,246
BUILDING REQUIREMENTS	SALARIES & BENEFITS	-	-			-	-
	OPERATING EXPENSES	-	\$ 63			-	\$ 63
	SUB-TOTAL	-	\$ 63			-	\$ 63
Total	SALARIES & BENEFITS	54	\$ 8,902			57	\$ 10,290
	OPERATING EXPENSES	-	6,098			-	3,810
	TOTAL	54	\$ 15,000	TBD	\$ 15,000	57	\$ 14,100

The FY 2025 budget request for the Woodrow Wilson International Center for Scholars is \$14.1 million. Funds are executed through a single account (Salaries and Expenses) comprising two programs, Salaries and Benefits and Operating Expenses.

Salaries and Benefits

Salaries and Benefits funds a civil service pay increase of 2.0% in 2025 and fully funds 57 FTEs necessary for leadership and oversight in the Public Service area and support in the General and Administrative area. In FY 2024 and FY 2025, relative to workforce levels in FY 2023, the Center will add three positions including the Vice President of Programs, a Human Resource Specialist, and an Accountant.

In addition to the full-time staff, the budget for salary and benefits includes funding for the Wilson Center's paid internship program. To help train a new generation of foreign policy leaders, the Wilson Center maintains a world class internship program. This program is aligned with Executive Order 14035 Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce and the initiative to promote internships and early career programs. The Wilson Center shifted to a 100 percent paid internship model in FY 2022 to help ensure that these vital opportunities are not limited to a population of undergraduates and graduates that can afford to serve without any financial support. The Wilson Center has made great strides in recruiting a more diverse class of intern applicants, and this change will boost those efforts. The Wilson Center will use both appropriated and non-appropriated funds to support its paid internship program.

The Wilson Center carries out its mission with both federally funded staff and staff supported by the Center's Trust Fund (approximately one-third federal employees and two-thirds Trust employees). The Center's strengths include not only a talented staff, many of whom produce significant scholarly works, but also an engaged Board of Trustees and Wilson Cabinet and Council whose members are deeply committed to maintaining the Center's excellence.

Operating Expenses

Operating Expenses funds essential and vital operations for the Wilson Center. This account funds the center's infrastructure including research, scholar administration, public service, general administration, and outreach. The current request for FY 2025 is 3.8 million for operational support. The Center plans to obligate all requested amounts in the fiscal year 2025. The amounts will continue to be utilized for scholars, administration, and outreach. This is essential to execute the mission of the Center and maintain the quality of impact worldwide. Operational expenses are necessary to continue to increase the delivery of scholarship driven research to domestic and international leaders and the public.

Woodrow Wilson International Center for Scholars
 Salaries and Expenses by Object Class
 FY 2023, FY 2024, and FY 2025
 (Dollars in Thousands)

OBJECT CLASS	FY 2023 APPROPRIATION	FY 2024 Annualized CR	FY 2025 Budget Request
SALARIES	\$ 6,579		\$ 7,594
BENEFITS	2,323		2,696
TRAVEL AND TRANSPORTATION OF PERSONS	103		61
COMMUNICATION/UTILITIES/POSTAGE	259		98
RENTAL OF EQUIPMENT, SOFTWARE & FURNITURE	15		4
PRINTING AND REPRODUCTION (including electronic)	59		43
GRANTS/STIPENDS	2,325		1,379
TRAINING - AGENCY MISSION RELATED	88		27
IT SUPPORT SERVICES, MAINTENANCE, & REPAIR	668		130
NON-IT MAINTENANCE & REPAIR	25		228
INTER AGENCY AGREEMENTS	457		449
OPERATION & MAINTENANCE OF FACILITIES	63		63
OTHER CONTRACTUAL SERVICES (tech./prof., honoraria, temp., exhibit)	1,470		833
SUPPLIES AND MATERIALS	71		44
PUBLICATIONS & FORMS	264		165
RECRUITING/ADVERTISING/PUBLIC ANNOUNCEMENTS	16		9
EQUIPMENT/SOFTWARE/FURNITURE/FIXTURES	215		277
TOTAL	\$ 15,000	\$ 15,000	\$ 14,100

SCHOLARS ADMINISTRATION AND ACADEMIC RELATIONS

(Dollars in Thousands)

SUMMARY	FY 2023 APPROPRIATION	FY 2024 Annualized CR	FY 2025 Budget Request
PERSONNEL (compensation & benefits)	\$ 1,058		\$ 1,189
OPERATING (non-compensation)	443		263
TOTAL	\$ 1,501	TBD	\$ 1,452
FTE	7.5	TBD	7.5

Scholars and Academic Relations

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

The SAR 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 FY 2022 the Center launched the *Threatened and Displaced Scholars Initiative* within the Fellowship Program to offer residential fellowships, with stipend, to foreign scholars who face threats to their lives or their careers in their home countries. The program seeks to provide a temporary institutional base for scholars who face threats because their research and actions have challenged their countries’ authoritarian regimes or because their countries face ongoing conflicts. These individuals will have the opportunity to continue their academic work and to share their stories with policymakers and thought leaders in Washington.

Priorities for SAR in FY 2025 are to continue attaining high quality applicants and applicant diversity through effective and inclusive recruitment activities as well as the overall effectiveness of the office. The SAR staff and select contractors are crucial to fulfilling these goals and the mission of the Wilson Center. Professional development is also a critical part of the overall efficiency and effectiveness of the SAR office.

Wilson Center Library

The Wilson Center Library provides an array of research support to fellows, staff, and interns through its digital and print collections, interlibrary loan, reference services, and training. Research is at the core of the Wilson Center's mission, and the library supplies the tools necessary to reach this goal. Its e-resources include domestic and international newspapers, scholarly journals, government documents and reports, reference materials, websites, and e-books in addition to print books. These tools provide research support across a variety of disciplines and reflect the Center's wide-ranging activities.

In addition to these information technology projects, in FY 2024 and FY 2025 the Library plans to increase its outreach activities, such as Center-wide virtual training on advanced search skills on both freely available and subscribed resources, e-books, and specific research databases. The library will work to identify a discovery service, which would allow for simultaneous use of multiple e-resources. This is now a standard feature for academic libraries and will enhance the scope of resources available to researchers. The library will explore additional e-resources such as newspapers and e-books to meet the needs of its hybrid audience. Work will resume on the archive of Wilson Center publications, both print and digital, which the Library maintains. Library staff plan to coordinate with Center staff on the best means of collection, best ways of sharing, and best means of storing the files. The Center's operating budget is used to fund journal and database subscriptions, book acquisitions, interlibrary loans, and the technical services needed to support library opera.

PUBLIC SERVICE & FELLOWSHIP PROGRAM

(Dollars in Thousands)

OBJECT CLASS	FY 2023 APPROPRIATION	FY 2024 Annualized CR	FY 2025 Budget Request
PERSONNEL (compensation & benefits)	\$ 4,029		\$ 4,570
OPERATING (non-compensation)	2,490		1,468
TOTAL	\$ 6,519	TBD	\$ 6,038
FTE	23	TBD	24

The Public Service and Fellowship Program area includes personnel costs for directors/administrators for nearly all Center programs as well as a program staff assistant or associate. The program director positions are held by highly specialized experts in their field and are classified as renewable excepted service positions. This area also supports the Wilson Center's flagship individual fellowship program (the basis for the living memorial to the 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 relevant public policy issues and to making these activities accessible to the general public. The Center has organized meetings on a wide variety of topics such as the role of the United States in the world, issues of governance, security, regional power shifts, diplomacy, and future challenges. These activities and the audiences reached continue to grow.

Funding targeted to emerging issues allows the Center to respond quickly with timely research and discussion on key global issues as they emerge and before long-term funding can be obtained. This funding is also used to leverage private support. 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 policymakers who often need quick turn-around analysis from the Center.

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. Individual fellowships remain the core method the Center employs to accomplish the mission set forth in its original 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. The Wilson Center plans to continue to award on average 18-20 Center fellowship grants.

Fellowships Awarded in Recent Years and Projections:

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

FY 2022 - 18 Fellowship awards for the 2022/2023 academic year
FY 2023 - 22 Fellowship awards for the 2023/2024 academic year

FY 2024 - 20 Fellowship awards projected for the 2024/2025 academic year
FY 2025 - 20 Fellowship awards projected for the 2025-2026 academic year

This funding is not available in the private sector. The fellowships are not tailored to targeted research that would typically interest private sector contributors, but rather, the competition is designed to seek the top intellectuals without regard to a narrow area of study. Because research is not narrowly targeted, the Center cannot predict the topics researched by resident fellows each year prior to selection. In support of the Center's mission to strengthen the fruitful relation between the world of learning and the world of public affairs on the model of Woodrow Wilson, the fellowship competition allows the most qualified individuals to continue to document and disseminate advanced knowledge among all people.

It remains a goal of the Center to continue offering a competitive stipend, thereby continuing to attract the most preeminent scholars. The fellowship period of performance is usually the fiscal year after 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 uses a comprehensive review process that includes the external review panel to enable 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.

The Wilson Center is continuing its mission of nonpartisan research, debate, and dissemination of knowledge to inform actionable idea with efficient hybrid approaches to fellowships, staff and conferences/presentation that engages Executive Order 13985 on Advancing Racial Equity and Support for Underserved Communities.

The 2023-2024 (FY 2023 fellowship awards) fellowship class includes 22 scholars and practitioners (13 women and 9 men) from the United States, Brazil, Finland, Georgia, Germany, Ghana, India, Mexico, Russia, South Korea, and Switzerland.

The following are the names and project titles of the 2023-2024 fellows:

Natalia Antelava, Journalist and Editor in Chief, Coda Media; former BBC Correspondent. “How Big Tech is Helping Authoritarians Win and What to Do About It?”

Melinda Baldwin, Associate Professor of History, University of Maryland College Park. “In Referees We Trust? Peer Review and Public Policy in the U.S., 1945-1990.”

Oleg Budnitskii, Professor of History, National Research University – Higher School of Economics (HSE University), Russia. “The Red Army is Not Ideal: Soviet Soldiers’ Violence Against Civilians, 1939-1947.”

Marwa Daoudy, Associate Professor of International Relations and Seif Ghobash Chair in Arab Studies, Georgetown University. “Geoclimate Security in the Middle East and North Africa (MENA): Bridging Climate Change, Development, and Human Security.”

Jennifer Eaglin, Associate Professor of Environmental History and Sustainability, The Ohio State University. “Going Nuclear: The Rise of Brazilian Nuclear Energy.”

Renata Giannini, Senior Researcher, Igarapè Institute, Brazil. “The Guardians of the Amazon: Women Defenders Role in Mitigating Climate Change.”

Yasheng Huang, Professor of Global Economics and Management, Sloan School of Management, Massachusetts Institute of Technology. “Conceptualizing the Chinese State: The Hydraulic Contract and Exploring the Right Ways to Engage with China.”

Steven Jackson, Professor of Political Science, Indiana University of Pennsylvania. “China’s Waters: Foreign Relations and Hydropolitics.”

Robert Jefferson, Associate Professor of History, University of New Mexico. “When Jim Crow Faced a New Army: World War II and the Nonsegregation of the United States Military.”

Moses Kansanga, Assistant Professor of Geography and International Affairs, The George Washington University. “Leaving No Food To Waste: A Geographical Approach to Investigating the Drivers and Scalable Solutions to Postharvest Food Loss in Sub-Saharan Africa.”

Natalie Koch, Professor of Geography, Syracuse University. “The Geopolitics of U.S. Science Diplomacy in the Arabian Peninsula.”

Roberta Lajous, former Ambassador of Mexico to Austria, Bolivia, Cuba, and Spain; Researcher, El Colegio de Mexico. “The Economic Integration of North America.”

Klaus Larres, Richard M. Krasno Distinguished Professor of History and International Affairs, The University of North Carolina (UNC) at Chapel Hill. “China as a Cause of Transatlantic Tension from the 1980s to the Present.”

Sung Yoon Lee, former Kim Koo-Korea Foundation Professor of Korean Studies and Assistant Professor, The Fletcher School, Tufts University. “Pyongyang’s Playbook: North Korea’s Provocations, Peace Ploys, Propaganda, and Unification Policy.”

Karen Mancl, Professor, Food, Agricultural and Biological Engineering, The Ohio State University. “Planting the Seed for Renewed Agricultural Collaboration between the United States and China.”

Jana Morgan, Professor of Political Science, University of Tennessee. “Exclusionary Democracy: How Ethnoracial Hierarchies Threaten Democratic Citizenship.”

Alyssa Park, Associate Professor of History, University of Iowa. “Homeward: Korean Refugees and the Politics of Occupation, Division, and War, 1945-50.”

David Shambaugh, Gaston Sigur Professor of Asian Studies, Political Science, and International Affairs; Director, China Policy Program, Elliott School of International Affairs and Department of Political Science, The George Washington University. “Disillusionment & Disengagement: How China Lost America.”

Joanna Spear, Director, Foreign Area Officer Regional Skill Sustainment Initiative and Research Professor, The George Washington University. “Pandemic Diplomacy: Pharmaceutical Firms’ Independent Domestic Strategies, Foreign Policies, and Negotiations with States.”

Kristina Spohr, Professor of International History, London School of Economics and Political Science. “Arctic – The Last Battleground.”

Caitlin Talmadge, Associate Professor of Security Studies, The School of Foreign Service, Georgetown University. “Nuclear Escalation Risk in World Politics.”

Ajay Verghese, Associate Professor of Political Science, Middlebury College. “Secularization in the Hindu Tradition.”

Public Policy Fellows

The Wilson Center makes fellowship awards to outstanding scholars and practitioners to be Public Policy Fellows. These individuals receive short-term appointments, usually three to five months in duration, to work on important public policy issues that are highly relevant and intersect with the work of the Center. These women and men give presentations about their research and interact

with policymakers while at the Center. The Center plans to continue offering awards for the typical seven to nine Public Policy Fellows in FY 2024 and FY 2025. The Wilson Center will continue its practice of appointing fellows who are working on important issues of public policy.

The following are the names and project titles of the 2023 Public Policy Fellows to date:

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

Christian Davenport, *Washington Post* Newspaper Reporter. “The New Space Age.”

Ender Flaherty, Lecturer, Political Science Department, University of New Mexico; former Senior Intelligence Officer, Office of Naval Intelligence. Fellow, University of New Mexico Center for Regional Studies. “Assessment of Russian Spetsnaz and Proxy Force Performance in Ukraine.”

Mark Kennedy, President Emeritus, University of Colorado. “Strategic Competition.”

Leopoldo Lopez, National Coordinator of the Voluntad Popular Political Party, Venezuela. “Facing the Rise of Authoritarianism.”

Nancy J. Walker, Former Director of the Africa Center for Strategic Studies, National Defense University. “Bringing African Perspectives to U.S.-Africa Policy Discussions.”

Earl Anthony Wayne, former Career Ambassador to Afghanistan, Argentina, and Mexico. “Deepening North American Economic Integration.”

Distinguished Fellows

The FY 2025 budget includes funding to continue individual grants for Distinguished Fellows. Distinguished Fellows are preeminent scholars or practitioners who are well-known and leaders in their fields and who have made valuable contributions to the world of scholarship and public policy.

FY 2023 Distinguished Fellows include:

David Sanger is a White House and National Security Correspondent and Senior Writer for *The New York Times*. Author of "The Inheritance," "Confront and Conceal" and "The Perfect Weapon." In a 38-year reporting career for The New York Times, he has been on three teams that have won Pulitzer Prizes, most recently in 2017 for international reporting. His newest book, “The Perfect Weapon: War, Sabotage and Fear in the Cyber Age,” and an HBO documentary by the same title, examine the emergence of cyberconflict and its role in changing the nature of global power. Mr. Sanger has served as Tokyo bureau chief, Washington economic correspondent, White House correspondent during the Clinton and Bush administrations, and chief Washington correspondent.

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

Threatened and Displaced Scholars

The Threatened and Displaced Scholars Initiative offers residential fellowships, with stipend, to foreign scholars who face threats to their lives or their careers in their home countries. Since its launch in FY 2022, the Wilson Center has supported at-risk scholars from Afghanistan, Belarus, Burma, Ethiopia, Guatemala, Russia, and Venezuela.

The Wilson Center plans to award up to six Threatened and Displaced Scholars in FY 2025.

Wilson Center Global Fellows

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

The following are some of our current Global Fellows:

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

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

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

Jill Dougherty, Former CNN Foreign Affairs Correspondent

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

Alan Goulty, Former British Ambassador to Sudan and Tunisia

Farahnaz Ispahani, Senior Fellow, Religious Freedom Institute

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

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

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

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

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

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

Edna Camelia Jaime Treino, Founder & Director, México Evalúa

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

GENERAL ADMINISTRATION

(Dollars in Thousands)

SUMMARY	FY 2023 APPROPRIATION	FY 2024 Annualized CR	FY 2025 Budget Request
PERSONNEL (compensation & benefits)	\$ 3,175		\$ 3,904
OPERATING (non-compensation)	1,623		961
TOTAL	\$ 4,798	TBD	\$ 4,865
FTE	\$ 18.5	TBD	21.5

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

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

SMITHSONIAN INSTITUTION SERVICE FEE

(Dollars in Thousands)

SUMMARY	FY 2023 APPROPRIATION	FY 2024 Annualized CR	FY 2025 Budget Request
PERSONNEL (compensation & benefits)	-	-	-
OPERATING (non-compensation)	\$ 436		\$ 436
TOTAL	\$ 436	TBD	\$ 436
<i>FTE</i>	<i>N/A</i>	<i>N/A</i>	<i>N/A</i>

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

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

SUMMARY	FY 2023 APPROPRIATION	FY 2024 Annualized CR	FY 2025 Budget Request
PERSONNEL (compensation & benefits)	\$ 640		\$ 627
OPERATING (non-compensation)	1,043		619
TOTAL	\$ 1,683	TBD	\$ 1,246
FTE	5	TBD	4

External Relations

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

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

External Relations operations include:

- (1) Digital, including www.wilsoncenter.org website, the Center’s social media presence, targeted electronic messaging, and multimedia content development.
- (2) Public/Media relations.
- (3) Public education and outreach.
- (4) Event planning and management which supports extensive programmatic activity and Books@Wilson
- (5) Audiovisual support and outreach, which includes remote, live, and hybrid audiovisual production and support, post-event video release, and 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) External Relations core infrastructure providing overall communications strategy, technology platforms, and training to Wilson Center staff and scholars.

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

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

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, the Center will 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.

BUILDING REQUIREMENTS

(Dollars in Thousands)

SUMMARY	FY 2023 APPROPRIATION	FY 2024 President's PROPOSED	FY 2025 Budget Request	<i>Difference between FY2024 and FY2025</i>
PERSONNEL (compensation & benefits)	-		-	
OPERATING (non-compensation)	\$ 63		\$ 63	\$ 24
TOTAL	\$ 63	TBD	\$ 63	\$ 24
FTE	N/A	N/A	N/A	

The costs related to facility maintenance and operations are included in the Building Requirements budget. The Center occupies space in a federally owned building (the Ronald Reagan Building and International Trade Center) that is managed and maintained by the General Services Administration (GSA). The 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, supplies, repair, and electric/wiring work via Reimbursable Work Authorizations.

Past uses of this funding by the Center in 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

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

Total - All Activities	Non-Appropriated Funds				Appropriation
	Beginning Net Assets	Income	Expenses	Ending Net Assets	
FY 2023 (unaudited)	\$ 42,981	\$ 7,219	\$ 18,555	31,645	\$ 15,000
FY 2024 (estimate)	31,645	15,200	20,192	26,653	15,000*
FY 2025 (estimate)	\$ 26,653	\$ 11,869	\$ 18,503	20,019	\$ 14,100

* FY 2024 reflects the annualized level provided by the Continuing Resolution (Public Law 118–15, as amended)

The annual appropriation funding is essential support for this living memorial and continuation of the successful nonpartisan public-private partnership. Non-appropriated funding is derived primarily from a wide range of grants, gifts, and endowment income. The estimated budget data for non-appropriated funding activity is conservatively budgeted; it is the Center’s long-standing practice to reflect in the out-years only those monies for which the source is already known and the outcome reasonably secure. Although fundraising activities at the outset always have uncertain results, every effort is being made to meet or exceed current private contributions.

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

REGIONAL AND RELEVANT ISSUES CURRENTLY BEING STUDIED AT THE WILSON CENTER

Africa Program (AFR)

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

FY 2023 Accomplishments:

Analysis and Policy Options: The Africa Program published papers providing practical analysis and options for policymaker audiences policy issues, including on *Herder-Farmer Conflicts in Southeast Nigeria and Food Security in Africa*. The Africa Program produced five publications following the US-Africa Leaders Summit related to US-Africa economic elections. *Africa: Year in Review 2022* (published January 2023) included analysis on climate change, the effects of the Russia-Ukraine War on Africa, economic development, Africa's digital future and innovations in technology, and democracy and governance, peace and security, among other topics.

Key Dialogues: The Africa Program served as a key resource and platform for the US government on some of the most pressing and rapidly evolving situations on the continent. The Africa Program convened CEOs of African Sovereign Wealth Funds and senior officials from US, African, and multilateral organizations to discuss strengthen US-Africa economic engagement. The Africa Program convened 21 Southern Voices Network for Peacebuilding (SVNP) organizations and SVNP scholar alumni as well as policymakers, practitioners, experts, and international stakeholders to assess the current state of peace and security in Africa at the SVNP Annual Conference in Washington, DC. The Africa Program featured analysis on the conflict and peace talks in northern Ethiopia as well as the recent conflict in Sudan.

Programmatic Priorities for the Next 2 Years – FY 2024 and FY 2025:

The Africa Program will remain focused on its four pillars. Given increasing fragility, conflict, and democratic backsliding, the Program will continue connecting the next generation of African peacebuilders with US policymakers through SVNP and through the Stafford Capacity Building Internship Program. The Africa Program will continue its annual tradition of releasing the *Africa: Year in Review publication* in 2023 and 2024, featuring articles by policymakers, scholars, practitioners, and stakeholders to examine the top developments in Africa and in US-Africa relations. The Africa Program will serve as a resource to Congressional staff and USG officials who do work related to democracy, peacebuilding, economic development, critical minerals, youth, technology, and the role of China, Russia, and other key players in Africa.

Canada Institute (CI)

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

Six major projects are currently on the Canada Institute's research agenda for 2024 and 2025:

- Optimizing the Organization of the U.S. Government for Relations with Canada. The domestic departments and agencies of the U.S. federal government are increasing their engagement with Canadian federal and provincial counterparts, exceeding the capacity of the traditional foreign policymaking departments and agencies to control or even support. This study will map the contours of USG engagement with Canada and recommend ways to improve on it. In effect, a tune up for the vehicle in which the United States will follow the Roadmap to a Renewed U.S.-Canada Partnership, President Biden's, and PM Trudeau's ambitious agenda for bilateral relations. *New in 2023*.
- The Washington Forum on the Canadian Economy: A targeted effort by the Canada Institute to build a network of economic analysts in the U.S. government and in D.C.-based international financial institutions linked to counterparts in Canada and to the latest economic data and research on the distinctive economic prospects for Canada.
- The Wilson Task Force on Net Zero and Infrastructure in the United States and Canada: The Canada Institute will support a task force to examine and develop recommendations on the infrastructure necessary in each country to reach current Net Zero carbon emissions targets, and how governments in both countries could collaborate to accelerate the process of design, permitting, and construction.
- North American Confidence Survey and USMCA Working Group: The Canada Institute's ongoing collaboration with the Wilson Center's Mexico Institute has two current projects. The USMCA Working Group brings together public and private sector representatives from all three countries to discuss the implementation of the United States Mexico Canada Agreement (USMCA) including disputes and related issues. The North American Confidence Survey is planned as an elite panel survey of business and government officials to help track shifts in confidence over time and allow time for policy responses as needed.
- Rethinking Middle Powers and American Leadership: This project is led by the Canada Institute and implemented in collaboration with Wilson regional programs to allow a global examination of the role of Tier One states in Great Power competition. The intended outcome is an informed American leadership cognizant of the force multiplier effects of states such as Canada that may align with the United States and advance shared goals through norm entrepreneurship, diplomacy, and coalition building.
- The Canada-U.S. Commission on China: A joint endeavor between the Canada Institute and the Wilson Center's Kissinger Institute on China and the United States that convenes leading Sinologists in Canada and the United States for a candid exchange of analytic perspectives on China's international engagement and domestic developments.

Environmental Change and Security Program (ECSP)

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

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

- ECSP greatly expanded its network engagement through its award-winning blog, *New Security Beat*, which to date has featured over 200 expert articles on pressing issues, attracting ~50,000 unique viewers a month.
- ECSP produced a series of on the ground reporting focused on climate-related migration in Senegal, Moldova, and Bangladesh to inform more effective policies and decision-making related to climate-related migration.
- ECSP published a report sharing insights from the workshop series examining climate, violence, and migration connections in northern Central America in partnership with NOAA and UCAR.
- ECSP hosted a timely and important discussion, "The Significance of the Coming El Nino: Understanding the Science and Preparing for its Impacts," with NOAA's Chief Scientist, the World Meteorological Organization, and Mercy Corps.

Program Outlook (FY 2024 & FY 2025): ECSP's programming and analysis will continue look at the intersection of climate change, environment, health, and security topics. ECSP will continue to feature expert content on its blog, *New Security Beat*, and foster new dialogues and conversations through continued engagement with its audiences on a variety of communication platforms. Notably:

- (FY 2024-25) Featured programming will include continuing to examine the role of population trends in shaping prosperity, health, and security, and more effective deployment of resilience-building investments and interventions by the U.S. government and international partners; the role of the development sector in the green energy transition; ongoing efforts towards improving predictive capabilities for the security risks posed by extreme weather events; and high-level water security dialogues.
- (FY 2024-25) ECSP will continue to serve as a member and host private and public convenings as part of the Transatlantic Climate Bridge, a consortium of climate and energy think tanks, consultancies, and NGOs working to improve and coordinate climate policymaking between Germany, the United States, and Canada.

Maternal Health Initiative (MHI) within ECSP

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

Programming and Budget Accomplishments: MHI has looked at access to maternal, sexual, and reproductive health services, increased gender-based violence, women's paid and unpaid work, migrant care work, declining fertility rates, and population trends. MHI works across all regions with particular focus on sub-Saharan Africa and humanitarian and conflict settings. MHI has paid particular attention to displaced and refugee populations, their access to health services, their experiences with gender-based violence, and their mental health toll.

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

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

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

Global Europe Program (GEP)

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

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

History and Public Policy Program (HAPP)

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

The Program builds on the three-decades long investment by the Wilson Center and supporting foundations into the 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 and programmatic activities primarily focus on Cold War history, Chinese foreign policy history, the history of Taiwan's international status, the global history of nuclear weapons proliferation, the history of regional security in the Middle East, and great power relations in the post-Cold War era.

The Program has relaunched its award-winning website, DigitalArchive.org, a research and teaching tool with over 15,000 primary source documents organized into 150 curated collections. The enhanced Digital Archive now features a more inviting interface, improved search capabilities, a new data visualization tool, and a revamped content manager, improvements that make the Digital Archive's historical documents all the more accessible to students, scholars, journalists, policymakers, and members of the general public. The new Wilson Center Digital Archive is built to grow, and in the coming fiscal years hundreds of new policy-relevant, recently declassified documents on Cold War and post-Cold War history from repositories in Russia, China, Germany, Taiwan, and other countries will be uploaded to and published on the website.

Upcoming programs and activities during FY 2024 and FY 2025 include further visual, technological, and content upgrades to the Wilson Center Digital Archive; the Cold War Archives Research Institute, a training program for graduate students; workshops on nonproliferation co-organized with the Los Alamos Nuclear Laboratory; the weekly Washington History Seminar series, co-organized with the American Historical Association; and a research project and public programming on Germany's role in Europe and the world in the years immediately following the fall of the Berlin Wall.

Indo-Pacific Program (IPP)

The mission of the Indo-Pacific Program is to promote informed policy debate about U.S. interests in the Indo-Pacific, and to deepen understanding of the political, economic, security, and social realities in the world's most populous and dynamic region. This objective is achieved through pursuing extensive research and analysis, and hosting public and private discussions that bring together key stakeholders. The Program's content is disseminated through multiple channels, including panel discussions, scholarly lectures, and the media.

Key issues driving the Program's research and engagements include U.S. competition with China, North Korea's expanding nuclear and missile programs, South and Southeast Asian regional security dynamics, and evolutions in the geopolitical technology landscape—including deepening U.S.-India technology cooperation. The IPP examines U.S. interests in the Indo-Pacific from political, economic, and social as well as security lenses. The Program's goal has long been to provide a trusted and nonpartisan space for debate on two central questions of U.S. foreign policy: What are the key factors driving regional strategic dynamics, and how should U.S. policies be reoriented to reflect the evolving political and economic landscape in Asia?

IPP experts are regularly called upon by the National Security Council, State Department, Defense Department, Treasury Department, Commerce Department, and Capitol Hill to provide briefings and expertise on a range of issues in the Indo-Pacific—including trade relations, technology competition, economic security, China's power projection, and U.S.-India relations. U.S. government agencies have drawn on Asia Program content to help inform the formulation of their program design.

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

Kennan Institute for Advanced Russian Studies (KI)

The Kennan Institute is the premier national center for advanced research on Russia and Eurasia. For nearly 50 years, the Institute has built and sustained academic and cultural exchange and dialogue between Russia and the United States. The mission of the Kennan Institute is to improve American understanding of Russia and the region through research and exchange.

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

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

Our priorities in the coming years include Russia's economic and political isolation in light of the unjust war in Ukraine; the struggle for political freedoms and free speech inside an increasingly repressive Russia; migration across Eurasia; Ukrainian society and culture in wartime, and human rights abuses and war crimes.

Initiatives from the Kennan Institute will include our Kennan Conversations: a series in which the Kennan Institute works with local partners to bring top scholars and experts on Russia and Ukraine to deliver lectures and engage with local media in cities across the United States. We will continue our new Russian language blog, "In Other Words," which facilitates a conversation of Russian journalists and thought leaders forced abroad with their fellow Russians back home. The blog has reached over 400,000 readers inside Russia over the course of its publication. Finally, as part of the Wilson Center's Focus Ukraine Initiative, the Kennan Institute will continue to develop hard-hitting analysis and expertise on pressing issues in the news, most notably the war in Ukraine.

Kissinger Institute on China and the United States (KICUS)

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

Programmatic Focus

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

The United States and China are both struggling to frame their deteriorating relationship as something other than what it is: a cold war. Beijing's and Washington's failure to manage their relations within a realistic framework matters not only to national leaders, but to the corporations, communities, colleges and universities, and other institutions that have played major roles in Sino-U.S. interaction over the past 40 years. In 2024 and beyond, continued deterioration of relations in cultural and strategic economic sectors will complicate diplomatic relations. The Kissinger Institute will track and analyze both nations' strategies and work with policymakers and experts to understand and adjust to this epochal shift.

The Global Order Lens

If the new cold war will be contested primarily on the grounds of technology and geo-economics, the prize for which Washington and Beijing are competing is relative influence of a shifting global order. This competition comprises established multilateral organizations like the UN, WTO, IMF, and World Bank; multilateral organizations like the Quad, AUKUS, the Shanghai Cooperation

Organization, China's Global Security, Development, and Civilization; as well as Beijing's and Washington's development, aid, trade, and military strategies.

Beijing's Case for Chinese Leadership

Beijing has begun making a more sophisticated case for an increased Chinese role in global rule making. By tracking China's global governance discourse, and by founding its analysis of China's foreign policy in an understanding of China's domestic challenges, history, and culture, the Kissinger Institute will help U.S. policymakers respond to China's global discourse and form more effective American public diplomacy.

Global Dialogues

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

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

LAP focuses on research and activities related to critical public policy issues in Latin America and U.S. policy in the Western Hemisphere. These topics include U.S.-Latin America relations; democratic governance in the hemisphere; sustainable economic growth; the digital transformation; and environmental protection, including deforestation, marine protection, natural resource governance, renewable energy production, and mining for critical minerals such as lithium and copper used in batteries for electric vehicles.

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

Future events and publications of the Latin American Program will focus on a range of issues, including deforestation in the Amazon and overfishing in the Eastern Tropical Pacific; democratic backsliding; connectivity challenges inhibiting the region's digital transformation; public health systems; migration; the Venezuela crisis; China's role in Latin America, including in the critical minerals sector; and Latin America's role in the global energy transition. In recent months, the program has collaborated on multiple occasions with US government partners on these and related issues, such as a high-level dialogue on press freedom in Central America co-sponsored by the Department of State, USAID and the US Mission to the Organization of American States.

Mexico Institute (MI)

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

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

The Mexico Institute will continue to develop focused discussions and present a series of policy recommendations on a range of key issues, including migration, security, energy, and trade, for the new Mexican president who will take office in October 2024. We also anticipate hosting a number of public and private events with leading Mexican presidential candidates and producing a “one-stop shop” website to provide a range of information and analysis prior to the June 2, 2024, election.

The Mexico Institute’s femicide initiative, which began in July 2022, delivered a full-day hearing in the Mexican Senate and a Washington, DC session on cyber bullying. We will continue to highlight this issue through events and publications during the next fiscal year. Our long-running programming on agricultural employment conditions in the United States and in Mexico’s export agriculture sector will culminate with the issuance of policy recommendations for both the U.S. and Mexican governments and private sectors on steps that can be adopted to enhance labor conditions in North America. The Mexico Institute will continue to convene its annual border conference and our Innovation Forum, which invites Mexican legislators to the United States to learn about innovation policy formulation and impact on a variety of technologies. The Mexico Institute will continue to work with the Canada Institute to bring together stakeholders for discussions on the implementation of the USMCA and the future of North America, including efforts to promote nearshoring as an tool for de-risking of supply chains.

Middle East Program (MEP)

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

As we continue in FY 2023, we will carry out a variety of new activities. These include the *Lebanon Ideas Forum (LIF)*, the *Agents of Change Youth Fellowship (ACYF)*, and the *Abraham*

Accords Initiative (AAI). The Middle East Program continues to both expand and deepen its existing programming focused on the aforementioned pillars.

In FY 2024 MEP will seek additional, diversified funding to support projects like *Riyada* and the *Enheduanna* blog, in addition to potential projects on education, and digital transformation. Geopolitics and security will continue to be a central theme for our audience through events and publications.

Polar Institute (PI)

The Polar Institute (PI) continues to build on successful programming like hosting the Icelandic foreign minister, the Greenlandic premier, Senator Lisa Murkowski, and publishing the winter 2022 Wilson Quarterly on “The New North.” PI also held events with the Deputy Secretary of Homeland Security and the rollout event for the new US National Strategy for the Arctic region.

Plans for Remainder of FY 2023

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

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

FY 2024

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

Science and Technology Innovation Program (STIP)

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

For FY 2024-2025, STIP will focus on seven core issue areas: artificial intelligence (AI); national security in the commercial space age; open-source hardware, software, and open science; digital assets; the global semiconductor industry; disinformation; and quantum information science and technologies (QIST). We will produce policy papers and events in each area to reach key audiences of policymakers and implementers around the world, as well as create highly accessible and digestible publications and digital media to reach a wider audience with these difficult and complex topics. The Wilson Center is also uniquely positioned to reach broad audiences through

our long-standing Serious Games Initiative, which has engaged over four million people worldwide in learning about leading policy issues through educational games. This year, we will craft games to provide hands-on learning experiences on disinformation, neural networks, bias in AI systems, and more.

We will bring expert voices to bear on a range of critical issues, with some key high-level events and series expected this fiscal year: First, we'll join a range of organizations and government partners, including OSTP and NIST, to field a historic public generative AI red teaming event at DEF CON 31, where we'll introduce a new community of students and users to the concepts of red teaming and where we'll have the opportunity to test nearly every leading foundation model. We'll continue to work with these partners following the event, as we publish on how red teaming can be leveraged for safer and more secure AI systems, why diverse red teaming is key for security, and how diverse engagement answers some of our pressing tech workforce needs. We will bring these insights to Congress via these publications, but also through events and hands-on showcases. Second, an event series on semiconductors will convene industry voices, experts, and government personnel to look more closely at the impacts of the implementation of federal investments, regulations and incentives, and export controls, with the goal of informing the next round of government activity on boosting American resilience. Third, we will begin development of our QIST portfolio in earnest, bringing on a scholar and scoping out how we can leverage interactives and other engagement to prepare young people for the growing quantum industry. Finally, we will continue to convene thought leaders and stakeholders from the public, private, and military sectors for discussions on the development of international norms to govern activity in space amid growing commercialization and militarization.

STIP will also continue to advise Members of Congress and Supervisors on emerging digital technologies. The Wilson Center's Technology Labs (<https://www.wilsoncenter.org/tech-labs>) provide a knowledge foundation for Congressional and executive branch staffers on core science and technology policy topics through a six-week seminar series, led by top technologists and scholars, with flagship programming focusing on AI and cybersecurity. Our 1000+ Labs alumni take part in exclusive events and programs, including deep-dive sessions with experts, private briefings, workshops, study trips, and high-level roundtables. We provide insight directly for Members of Congress through flash briefings, one-on-one briefings, and our "AI Primer" series offered in conjunction with the Congressional AI Caucus. Our Primer series also engages Congressional staff for formal sessions with experts as well as candid sessions.

ENDOWMENT PRINCIPAL FY 2022, FY 2023, FY 2024

(Dollars in Thousands)

Ending FY 2022 Balance are Based on Market Value

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

GENERAL CENTER

Ending FY 2022 Balance (unaudited)	\$20,421
Estimated Ending of FY 2023 Balance	\$20,421
Estimated Ending of FY 2024 Balance	\$20,421

KENNAN INSTITUTE

Ending FY 2022 Balance (unaudited)	\$6,513
Estimated Ending of FY 2023 Balance	\$6,513
Estimated Ending of FY 2024 Balance	\$6,513

LATIN AMERICA PROGRAM

Ending FY 2022 Balance (unaudited)	\$1,069
Estimated Ending of FY 2023 Balance	\$1,069
Estimated Ending of FY 2024 Balance	\$1,069

INDO-PACIFIC PROGRAM

Ending FY 2022 Balance (unaudited)	\$5,742
Estimated Ending of FY 2023 Balance	\$5,742
Estimated Ending of FY 2024 Balance	\$5,742

GLOBAL EUROPEAN STUDIES

Ending FY 2022 Balance (unaudited)	\$79
Estimated Ending of FY 2023 Balance	\$79
Estimated Ending of FY 2024 Balance	\$79

CANADA INSTITUTE

Ending FY 2022 Balance (unaudited)	\$328
Estimated Ending of FY 2023 Balance	\$328
Estimated Ending of FY 2024 Balance	\$328