

# **BUDGET JUSTIFICATIONS FOR THE FISCAL YEAR 2008**

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Submitted to the Committee on Appropriations  
Congress of the United States

**February 2007**

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after the President's FY 2008 budget is submitted to Congress.*

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## STATEMENT OF THE DIRECTOR

As Director of the Woodrow Wilson International Center for Scholars, I am pleased to present the budget request for Fiscal Year 2008 to the United States Congress.

The Woodrow Wilson Center's budget request for FY 2008 must cover increased costs to the Center's base for payroll adjustments related to the federal pay increase that was granted above budgeted amounts for FY 2006, the January 2007 pay adjustment, partial-year cost for the pay adjustment scheduled for FY 2008 and corresponding amounts associated with fellowship stipend increases. In order to cover these requirements, the Center will cut appreciably public programming and the number of scholars we are able to bring to the Center, in our two major scholars programs, by roughly 25% compared to prior years.

With the move to the Ronald Reagan Building now more than eight years ago, the Center has significantly increased its visibility. The level of activity at the Center is at a feverish pace and our meeting and conference rooms have been in nearly constant use; the output of the more than 150 scholars who visit, and are in residence in the Center annually is substantially greater; and the Center's outreach through enhanced branding, its website, the webcasting of more events, its monthly newsletter, *Centerpoint*, expanded television and radio broadcasting, and a variety of other publications is reaching more people and new constituencies throughout the country and overseas.

In short, the Center is making the kind of mark on this town and nation of which Woodrow Wilson would approve. In its work, the Center is constantly focused on its mission: to commemorate the ideals and concerns of Woodrow Wilson by providing a link between the world of ideas and the world of policy and by fostering research, study, discussion and collaboration among a full spectrum of individuals – in government, in academia, in the non-profit and corporate sectors, and in the general public – concerned with policy and scholarship in national and world affairs.

The Center's mission has two defining aspects: to bring pre-eminent individuals to the Center and to Washington to research, write, and interact with the Washington community on issues of common interest and to foster dialogue on public policy issues. At its core, the Center remains a neutral forum for free, open, and informed dialogue.

The year 2006 was an extraordinarily active one at the Center, averaging about 20 events most weeks. I expect this year to be as equally stimulating and enriching for the Center. It is a great challenge and distinct honor for me to help lead this important institution and very lively presidential memorial.

The Wilson Center's strengths include not only a talented staff of close to 150 people, many of whom produce significant scholarship, but an engaged Board of Trustees and a Wilson Council whose more than 125 members are deeply committed to maintaining the Center's

excellence. The Center relies on the strong and effective leadership of its Board of Trustees, under the able leadership of Ambassador Joseph Gildenhorn, to play a pivotal role in the Center's governance. By statute, the Board of Trustees of the Wilson Center includes the Secretary of State, the Secretary of Education, the Secretary of Health and Human Services, the Librarian of Congress, the Archivist of the United States, the Chair of the National Endowment for the Humanities, and the Secretary of the Smithsonian Institution.

The Wilson Council is also playing a vital role in the life of the Wilson Center, and under its president, ABC Washington News Correspondent Sam Donaldson, the Council continues to provide essential leadership on many of the Center's crucial development initiatives.

The Center values greatly the advice and counsel it receives from the Office of Management and Budget and the United States Congress. I would mention three key Congressional directives dating from the 1990s whose implementation continue to be a high priority for the Wilson Center.

**First**, the Congress has wanted the Wilson Center to raise more private money for its operations. I am pleased to say that at present well more than half of the Center's current budget comes from non-appropriated sources. It is clear that the future growth of the Center is conditional in large part on the Center's ability to raise the requisite private funding – from foundations, from individuals, and from the business community. This fact came home to the Center during 2004 and 2005 when heightened programming activity and scholar presence necessitated a search for more workspace within the Center's existing facility. Successful private fundraising enabled the Center, working with the Board of Trustees, to implement some changes, with GSA's help, to create more workspace within our existing facility. The latest space renovations of this initiative were completed in the early fall of 2006.

The Center is finding that donors often want to have their funds targeted for specific initiatives, and while traditional, Washington-focused programming is still supported, many donors are increasingly interested in programming outside of Washington and often overseas. These activities are broadening the scope of the Center's work, but they also pose a challenge to the Center's small, but highly effective, administrative infrastructure.

The Center will continue to depend on netting from annual fund raising efforts at least \$3 million in unrestricted trust money, the toughest money to raise but absolutely essential for the effective operation of the Center. Eighteen fundraising dinners were held during Fiscal Year 2006 across the United States and in Sao Paulo, Brazil; Monterey, Mexico; and Calgary, Canada; to help the Center achieve its objectives. And 25 fundraising dinners are planned during Fiscal Year 2007, four of them for restricted purposes.

**Second**, the Congress continues to want the Center to give priority to its outreach. People are constantly asking me: "How can I connect with all the good work being done at the Center?" The Center is putting emphasis on all forms of outreach. The consolidation of the Center's databases, more effective and Center-wide branding, a user-friendly website greater webcasting of

events, the production of more focused and better coordinated publications, updated brochures for most all of the Center's 22 Programs, and a pithy and streamlined format for the Annual Report are all designed to help the Center reach out to wider and more diversified audiences. And the Center's flagship journal, *The Wilson Quarterly*, now entering its 31st anniversary year with a new design and format, continues to maintain a strong readership and boasts well a paid circulation of around 70,000 significantly more readers – the overwhelming majority of them lay readers rather than academics, fairly evenly distributed across the country. This is no small feat when many similar journals are experiencing marked reductions in readership and deficits more severe than that of the *Quarterly*.

There are other outreach initiatives as well. The *Centerpoint* monthly newsletter – which reaches nearly 13,000 people here and abroad – is well-designed, well-edited, focused, and it provides a good, current snapshot of what happens at the Center. The Center's website, redesigned with foundation support now receives an average of 60,000 visitors each month. New this year is an alumni section in which former fellows and scholars can keep in touch with the Center and with one another. In 2006, the Wilson Center continued development of a multimedia portal on which all of the Center's audio and video of meetings will be archived, again ensuring Wilson Center programming has a longer shelf-life and reaches beyond the Beltway.

In addition to those outreach efforts mentioned previously, the Center produces both an award winning weekly half-hour radio program and a television series called **dialogue**. **dialogue** radio is broadcast on approximately 150 public and commercial radio stations in the United States and is available on CD in 42 college libraries across the country. Abroad, the radio program is available to 50 million listeners in Europe and Japan, through distribution on NPR Worldwide. **dialogue** television currently airs throughout the Washington, D.C. area on MHz NETWORKS, nationally on the MHz Worldview Channel in a dozen cities across the United States, and via both Direct TV and the GlobeCast World TV digital satellite. **dialogue** is also available to television stations nationally via the PBS plus satellite service. The program is broadcast internationally throughout Canada on the digital satellite and cable channel ichannel. Both programs are also available to the public on the Wilson Center's website.

Other broadcasts have included: Close Up at the Wilson Center, which has in the past been an annual three-part series co-produced with the Close Up Foundation and broadcast nationally on C-SPAN; and the Lee Hamilton Commentaries that are distributed to all 160 of **dialogue**'s affiliate radio stations. Lastly, the Center provides active support to the broadcast press during their coverage of many events at the Center.

**Third**, the Congress wants the work of the Center to be coordinated, focused, and relevant to the key public policy issues of the day. We are constantly asking the question: Does this activity help inform or elucidate an important public policy issue? And I think this budget presentation will show that, in more and more of what the Center does, the answer is in the affirmative.

To bring greater coherence and focus to its work, the Center is devoting considerable attention to several broad thematic areas central to adequate coverage of the key issues of the day. The Center seeks to advance research and the exchange of ideas in the following theme areas as well as examine issues relating to their appropriate historical context:

- a) governance – including issues related to the development of democratic institutions, civil society, and citizen participation;
- b) the United States’ role in the world – including the issues of partnership and leadership; and
- c) fundamental future challenges confronting the United States and the world – including the issues of environment, economic and financial stability, information technology, the proliferation of weapons of mass destruction, global terrorism, and the ability of international institutions to deal with ethnic and regional conflict. The focus of some of the Center’s work in these areas shifted as a result of the events of September 11, 2001, but these themes remain crucial for the work the Center does.

Part of the work the Center is doing on future challenges is to find, encourage, and coordinate the work of groups within the federal government which seek to plan ahead. In this effort, the Center seeks to bring together people in government who work on future planning, to discuss experiences with planning in the federal system, and to explore ways it can be improved. In recognition of the leadership role the Center has played on bringing attention to current issues which have huge future implications, for example, the Pew Charitable Trusts in 2005 awarded the Wilson Center a significant grant to create a Project on Emerging Nanotechnologies. We expect this two-year grant to be renewed in 2007.

Finally, the Center is focused on other broad interests of President Wilson, including government reform and a more open trading system. The year 2006 was the Sesquicentennial of President Wilson’s birth, and the Wilson Center held a symposium and other events to focus anew on the life and work of the 28th president and its relevance for America today. The papers of the symposium will be turned into a book.

The Center is now close to entering its eighth year of Director’s Forums, a series of one-hour meetings with leaders in a variety of areas. These sessions, averaging more than two a month, are fashioned to provide the speakers a memorable visit to the Center and positive interaction with the audience – good and fair, but tough, questions are raised and comments made. The Director’s Forums have tended to fill our small auditorium to its capacity of about 120 people, and many times we have needed to use additional rooms at the Center for overflow crowds. The Wilson Center has also webcasted most all of these Director’s Forums.

An extraordinarily diverse group of people have spoken at and for the Center. Among the speakers at more than 25 Director’s Forums in fiscal and calendar years 2006 were: President Hamid Karzai of Afghanistan, President Jalal Talabani of Iraq, former Secretary of State

Lawrence Eagleburger, the 2005 Nobel Prize Laureate for economics, Secretary of Transportation Norm Mineta, Assistant to the President for Homeland Security and Counter-terrorism, the European Union's Special Representative for Sudan, the Prime Minister of Lebanon, the Director of UNAIDS, and the Director of the National Symphony Orchestra. Speakers also included several Members of Congress, among them Committee Chairs, higher education leaders, leading physicians, prominent business CEOs, several ministers and ambassadors from foreign countries and Speakers of Parliaments.

Another priority for the Center has been to increase the number of pre-eminent fellows and public policy scholars brought to the Center's residential program annually. Last year's competition yielded more than 300 applicants for the 23 annual Fellowships awarded, that begun in September 2006. The Fellowship Program is the flagship scholar program at the Center and, together with the Public Policy Scholars, they constitute roughly a third of the total of more than 150 scholars who come to the Center during a year. The slightly increased funding for these fellowships in Fiscal Year 2006 helped the Center try to attract a more diverse group of pre-eminent scholars, including more disciplines, and permitting the Center to offer some fellowships at the GS-15 equivalent rate, thereby enabling the Center to try to be more competitive with other institutions which are able to provide substantially higher stipends to visiting scholars. In recent years, it seems that the Center is better able to attract rising academic stars more easily than full professors who have more commitments and are harder to move.

I would also like to mention five other important areas of new developments and refinements in the programming conducted at the Center – changes and revamping made possible largely through private fundraising.

**First**, the Center has been able to continue to expand and strengthen theme-related, cross-regional, multi-discipline programming which brings the Center's various projects and programs into joint activities. A great deal of this activity has centered on issues of globalization, the United States role in the world, and future challenges. In the post September 11th period, the opportunities for coordinated work have multiplied in such areas as post-conflict peace-building, Islam, preventive action, migration, disaster mitigation, and the war on terrorism. The real benefit of such programming is the added coherence, and greater focus and coordination among the parts of this institution for the benefit of a greater whole.

**Second**, the Center, with substantial outside individual and foundation support, added new work or ensured the longevity of some recent initiatives. Several examples to mention are: a multi-year Project on Leadership and Building State Capacity, formerly a Project on Conflict Prevention, a Canada Institute, a Brazil Institute, and a Mexico Institute that are now on firmer financial footing and promoting dialogue on important public policy issues, and a Foresight and Governance Project doing extensive work on future challenges and long-term planning in the government, buoyed by a major two-year grant – now in the process of being renewed – from the Pew Charitable Trusts to work on nano-technology.

**Third**, the Center is continuing to engage in joint venturing with other institutions around the country and overseas – joint venturing that is mutually beneficial and that extends the reach and the effectiveness of the Center’s work. Examples include: numerous Latin American Program conferences co-hosted with a variety of Latin America-based institutions on such topics as Haiti, Cuba, US-Mexican relations, and peace building in Colombia; The Kennan Institute working with four major American foundations on a conference in Russia on civil society and its important role; Middle East Program conferences with the Hoover Institution on Iran, with USIP for Iraqi women, and with the National Endowment for Democracy on Islamism and democracy in Muslim countries; and the convening of a number of university groups, business groups, and non-governmental organization representatives with government officials from several agencies to assess the balance between access and security and to discuss current visa issues and a myriad of problems getting foreigners into the United States. Since 2004, the Center has also conducted a Terrorism and Homeland Security series of monthly meetings co-sponsored with Georgetown University and, until recently, the US Army’s Eisenhower National Security Series, as well as a bimonthly series on non-proliferation issues with the Los Alamos Laboratories.

In addition and in conjunction with the fundraising dinners mentioned earlier, the Wilson Center is bringing its programming to diverse new audiences through a series of joint venture seminars in the cities where dinners are held. Often partnering with local organizations, such as the Florida Atlantic University, the Policy Consensus Center at the University of Washington, the Institute of the Americas in San Diego, and the Baker Institute at Rice University, topics in 2006 ranged from "Genetic Testing and Health Care in the New Millennium" and "The China Riddle: Can the US Live with a Rising China" “Punching Holes in the Border: Creative Ideas for US-Mexican Relations” to "Water for the Next 100 Years.” Such joint venturing helps highlight the Wilson Center’s considerable convening powers and provides a marvelous opportunity for the Center to reach a wider spectrum of people.

A **fourth** enhancement at the Center includes important new initiatives by existing Programs and Projects. Many of these Programs and Projects, with remarkable reputations both in academia and in government circles, are deftly adjusting their programs to ensure that what they do stays at the cutting edge of the public policy issues that need a fuller dialogue. Examples abound:

- a Latin American Program that gives priority to the rise of the new left in Latin America and what is happening in Mexico, Brazil, Argentina, Cuba, and Colombia and what it all means for the United States;
- a Kennan Institute that continues to play a pivotal role in managing, advising, and implementing the collective multi-million dollar effort of three major American foundations to enhance the work and performance of Russian scholars and universities at a time when support for higher education in Russia is diminishing and when it is essential for Russian educational institutions to prepare adequately the next generation of leaders; and

- an Asia Program that focuses on China, Japan, the Koreas, and South Asia, and is now in the third year of a new set of activities focused on Pakistan, including conferences and having a Pakistani scholar in residence.

Such initiatives enable the Center to play an expanding role on an array of key public policy issues confronting the United States while fostering a non-partisan haven for full, fair, and open debate.

**Finally**, the Center has used outside support to expand significantly the work of the newer Middle East and Africa Programs. The Africa Program is designed to provide a sustained dialogue that informs and educates policymakers and the wider public about African issues and about United States policy toward Africa, and in addition, the Africa Program has raised significant resources internationally to help with programmatic activities aimed at assisting with state capacity and promoting peace and stability.

A vastly more active Middle East Program has organized numerous meetings on current issues in the Middle East, the Persian Gulf, Iraq and Afghanistan, and Central Asia, including the aftermath of the September 11, 2001 attacks on the United States, the role of Islam, efforts at democratization, the role of women, and key issues for the Middle East in the peace process.

Africa and the broad Middle East regions – of enormous importance to the United States and to millions of Americans – deserve commensurate attention of scholars and policymakers. Several private sector grants have been awarded to these two Programs, and a few others are still pending. It is the Center's fervent hope that more private sector and foundation funding can be obtained for these two key regions, thereby ensuring the continued well-being of the Center's work in these areas, so fundamentally important to the national interests of the United States.

In addition to these and many other activities, the Center is continuing to review and challenge many of the assumptions of past and current operations. These reviews have involved outreach, databases, the best functional use of its space, organizational structure, an examination of alternatives for increasing private sources of funding, and a look at all aspects of diversity for the Center, including staffing and the speakers, scholars, and audiences we seek to attract to the Center. The diversity issue has been a specific interest of the Board of Trustees. In all these efforts, our objective is to maximize our effectiveness, broaden our scope, and produce higher quality work, and a more efficient use of all our resources.

Organizations such as the Woodrow Wilson Center cannot be complacent, nor stand still: they either move forward in their agenda, mission, and purpose or they quickly lose focus and become less effective. The hardest challenges for the Center now are quite varied and relate to such issues as: continually revising its agenda to be sure that it is able to focus on the most important public policy issues; obtaining increasing levels of foundation and other private funding to ensure its ability to fund activities and programming; not overloading the Center's small administrative staff; being able to continue to attract pre-eminent scholars; being able to accommodate an even larger pool of excellent candidates seeking time to reflect, research, and

write; and being able to retain excellent staff. My commitment as Director is to ensure that we deal as effectively as we can with these tough challenges.

I appreciate your consideration of this request for Fiscal Year 2008, and I am available at 202-691-4202 if you have any questions.

Lee H. Hamilton  
Director  
February 2007

## **Mission Statement**

The Woodrow Wilson International Center for Scholars is the living, national memorial to President Wilson established by Congress in 1968 and headquartered in Washington, D.C. It is a nonpartisan institution, supported by public and private funds, engaged in the study of national and world affairs. The Center establishes and maintains a neutral forum for free, open, and informed dialogue.

The mission of the Woodrow Wilson Center is to commemorate the ideals and concerns of Woodrow Wilson by: providing a link between the world of ideas and the world of policy; and fostering research, study, discussion and collaboration among a full spectrum of individuals concerned with policy and scholarship in national and world affairs.

The purpose of the Woodrow Wilson Center is to sponsor programs and projects which facilitate a dialogue that yields better understanding and enlightened policymaking in national and world affairs.

The objectives of the Woodrow Wilson Center in achieving its mission are to: attract and maintain contacts with pre-eminent scholars who promote relevant dialogue on national and world affairs; study key issues of national and global governance; explore the role of the United States in the world; examine future challenges for the United States and the world; encourage collaboration among interested parties concerning national and world affairs; disseminate the product of its work to a broad audience in the United States and around the world; and expand private sector support for the Center.

The strategy of the Woodrow Wilson Center is to implement its objectives by: expanding outreach; monitoring content for importance and relevance; maintaining disciplined program selection and resource allocation; increasing development efforts; creating mechanisms to promote greater interaction of women and minorities with the Center; and measuring results.

## **Governance**

The Woodrow Wilson Center, while initially established within the Smithsonian Institution family, operates as a separate entity. The Center is under the direction of its own independent Board of Trustees comprised of the Secretary of State, Secretary of Health and Human Services, Secretary of Education, Chairman of the National Endowment for the Humanities, Secretary of the Smithsonian Institution, Librarian of Congress, and the Archivist of the United States, nine members appointed by the President from the private sector, and one member appointed by the President from within the federal government.

The Center is also advised and supported by the Wilson Council, a group of approximately 122 private citizens, whose members are drawn largely from business, the professions, and public service. Their broad range of expertise helps the Center in achieving its mandate of bridging the worlds of academia, business, and policy. Engaging Board and Council members on topics of

interest in our world today both adds to their understanding of contemporary issues as well as provides another dimension to the Center's on-going conversation on these matters.

### Activities

The Wilson Center provides an exciting forum for ideas and discussion on public policy issues. Some of the finest thinkers and scholars in the world come to the Center.

- The Center offers residential scholarships usually providing an office, a telephone, a computer, a part-time research assistant, and a stipend to about 150 scholars each year. Approximately 23 come for the full academic year, the others for shorter periods. These scholars are professors, diplomats, journalists, business people, and government officials. They come to research, write, and discuss topics that they have proposed, and to interact with the Washington policy community. Their studies span the humanities and social sciences fields. Topics of broad scholarly interest that intersect with, and provide the essential background for, current public policy issues are favored. The scholars use many of the opportunities Washington offers and most of them build networks with people in the public policy community. Roughly 70 percent of the visiting scholars are American and about 70 percent of them are pursuing international policy issues. Close to 75 scholars each year are in programs for Russian-area and East European specialists. There is also one special fellowship titled the Galina Starovoitova Fellowship, named in honor of a former Center Fellow from St. Petersburg who was murdered in her hometown in 1998.
- The Center organizes workshops and panels so that scholars and experts can write, meet, and discuss. Various Center publications then present the results of their combined efforts to a wide audience.
- The Center, through its Director's Forum series, provides an opportunity for outstanding scholars and key public policy officials to speak to, and to interact with, fellows and scholars visiting the Center, and with the general policy community and the general public in Washington.
- The Center's staff routinely consults with U.S. government officials. The Center has ongoing programs on the U.S., Russia, Asia, Latin America, Eastern and Western Europe, international studies, and projects on nuclear non-proliferation, Cold War history, environmental and security issues, and urban studies.
- Approximately 600 public meetings are conducted at the Center each year, at which scholars and policymakers exchange views. Most meetings are open to the public.
- The Center's more than 1,700 scholar alumni resume their public professional

activities – in teaching, government service, journalism – after they leave the Center. Most publish books – more than 1,100 have been written at the Center. This community remains a rich talent pool for the ongoing work of the Center.

## Outreach

The Center reaches out to students, interested citizens, scholars, experts, and decision makers through a variety of outreach programs:

- **dialogue**, an award-winning public affairs program, is heard weekly on 150 public and commercial radio stations across the United States and internationally on the NPR Worldwide Satellite, Armed Forces Radio, and the Internet.
- **dialogue**, in collaboration with Northern Virginia's MHz NETWORKS, has produced over 100 episodes of an ongoing television series on foreign affairs to continue in 2007-2008.
- *The Wilson Quarterly* magazine's distribution reaches some 70,000 households, educational institutions and businesses, and has many thousands more readers.
- Woodrow Wilson Center Press sells upwards of 15,000 copies of its books per year. The Center's Press publishes about 12 new titles per year.
- Center scholars, fellows, and staff write about 35 books every year at the Center, subsequently published by U.S. and foreign presses.
- The Center maintains an active website (<http://www.wilsoncenter.org>) and receives an average of 60,000 visits per month.
- The Center's monthly newsletter, *Centerpoint*, has a circulation of 13,000.
- The Center's programs produce regular newsletters, occasional papers, and bulletins on areas such as Russia, Latin America, Eastern Europe, Cold War history, and the environment and security, reaching thousands of readers. They also produce about 20 working papers and special reports in several series every year.
- The Center has produced with the Close Up Foundation and C-SPAN television, programs on key public policy issues that reach tens of thousands of high school students around the country. These programs have been in production for the past eight years and were broadcast nationally to the estimated 34.5 million people who regularly watch C-SPAN television.
- The Center writes and distributes news releases to newspapers across the country

publicizing Center programs, activities, and books.

- The Center's staff and scholars speak to students, civic groups, and professional organizations on wide-ranging topics and issues.
- The Director's Forum programs are open to the public and are publicized through *Centerpoint*, the website, press releases, and media advisories.
- And every two years alumni of the Woodrow Wilson Center meet for a conference in Europe.

**A 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	Sherwood Boehlert	Timothy Garton Ash
Gerrt Ahrens	Alan Brinkley	Joe Clark	Joan Biskupic
Madeline Albright	John Garrard	Charles Duefler	Elisabeth Bumiller
Harriet Babbitt	Raymond Gavins	Kathryn Fuller	Rajiv Chandrase-Karam
David Birenbaum	Gertrude Himmelfarb	Evelyn Higginbotham	Helene Cooper
Avis Bohlem	Sir Alistair Horne	Matthew Holden	Reginald Dale
Rodric Braithwaite	James Horton	Kathleen Hall Jamieson	Aleksa Djilas
Simcha Dinitz	Saad al-Din Ibrahim	Seymour Martin Lipset	E. J. Dionne
Anatoly Dobrynin	A. Ross Johnson	Phebe Marr	Thomas Friedman
Freimut Duve	Melvyn Leffler	Anatoli Mikhailov	George Lardner
Bronislaw Geremek	David Levering Lewis	Leszek Miller	Andrew Meier
James Goodby	Edmund Morris	Daniel Patrick Moynihan	Kevin Merida
Robert Hutchings	James Patterson	Joseph Nye, Jr.	David Ottaway
George F. Kennan	James Reston, Jr.	Rod Paige	Elaine Sciolino
Aaron David Miller	Daniel Rodgers	Roger Porter	Anthony Shadid
William Miller	Thomas Skidmore	Michael Quinlan	Allister Sparks
Jorge Quiroga	Sean Wilentz	Sir Adam Roberts	Patrick Tyler
Jenonne Walker	Gordon Wood	Pedro Rossello	Martin Walker
Tedo Japaridze	William Taubman	Elyakim Rubinstein	Juan Williams

### **Work of Scholars at the Center**

Fellows and Public Policy Scholars at the Woodrow Wilson Center work on projects that are relevant to contemporary policy issues. During the next 12 months, some of these projects include examining the challenges of establishing an Indo-U.S. global partnership, looking closely at Islam and politics in Post-Soviet Central Asia, and conducting research on immigration, religion and conservative politics in the U.S.

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

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

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

- Electronic Commerce and National Sovereignty
- The Digital Divide
- Non-proliferation and Arms Control
- Environmental Change and Security
- Dealing with International Terrorism at Home and Abroad
- Conflict Prevention
- Crime and Corruption
- U.S. Role in the World
- Case Studies in Cold War International History
- Transitions to Democracy and Market Economies
- Governance: Accountability Issues of Transparency and Civil Society Promotion
- Coping with North Korea, Iraq and Iran
- Comparative Peace Processes in Latin America
- The European Union and the United States
- Dealing with Failed States and building state capacity
- Conflict Resolution in Africa and South Asia
- The United States and Canada
- Local Self-Government in America
- Issues of Race, Gender, and Ethnicity in America
- Global Finance Issues
- Future Policy Challenges and Essential Future Planning in Government
- The Congress in American Politics
- Urban, Metropolitan, and Regional Planning
- Political Processes and the Economy and Social Forces in Russia and Ukraine
- Political and Economic Transition in China
- The WTO and Trade Dispute Resolution
- Chinese and Russian Foreign Policy
- Governance and Attempts at Democratization in the Middle East
- The Balkans after the Dayton Accords
- Migration and Immigration
- The War on Terrorism
- Islam and Governance in the Muslim World
- The Role of Women in Society and Politics in the Middle East
- Issues Relating to Nanotechnology

## **Funding**

The Wilson Center is the model of a successful public-private partnership, attracting solid support from private donors who believe in the mission of this public institution. The Center's appropriation provides a stable base that encourages donors to contribute. Federal support gives donors confidence that they are contributing to an established, national institution. The Center strives to increase its private funding every year, using the federal appropriation as leverage for income-producing activities and to support the very core of its mandate – providing a memorial to President Woodrow Wilson by honoring his scholarship and government service.

The Center draws from several funding sources, diversifying support and creating a broad base of funders. Many national and international corporations are members of Wilson Alliances, a membership program for the business sector. Corporate leaders from more than 80 member companies have the opportunity to participate regularly in Center activities, benefitting from the opportunity to exchange views with their peers from both the public and private sectors on a wide range of contemporary public policy issues relevant to the business community. They cite the Center's non-partisan views and its serious, thoughtful research and scholarship as critical to their understanding of current events here and abroad.

Through the Woodrow Wilson Awards program, the Center both introduces its activities to a nationwide – and sometimes international – audience, and garners financial support from private donors across the country and around the world. Every year, the Center recognizes leaders from the worlds of business and public service who represent President Wilson's commitment to the free and open discourse of ideas that strengthens America's democratic foundations and improves society.

The Woodrow Wilson Award for Public Service recognizes those individuals who have shown a special commitment to their communities and nation, through public service, philanthropy, or volunteer activities. The Woodrow Wilson Award for Corporate Citizenship is given to corporate leaders who have shown a concern for societal matters beyond the bottom line and are good citizens in every sense of the word. Award recipients testify to what may be accomplished when business leaders and policymakers work together to promote the common good across the broad spectrum of business, politics, and scholarship. In FY 2006, eighteen Woodrow Wilson Award dinners were held across the United States, Canada, Mexico, and, for the first time, in Brazil, raising more than \$6.8 million for the Center and introducing its work to an international audience.

Private citizens comprise the majority of our donors. They are individuals who recognize the quality of the Center's work, have a passion for what we do, and understand the importance of the Center in today's rapidly changing world. Some donors are our alumni – scholars who spent a productive term at the Center conducting research in their field. Others are members of the Center's Board of Trustees and the Wilson Council, a group of dedicated supporters who believe in the Center and its achievements.

Other non-appropriated funds derive from gifts; competitively awarded grants; endowment income, royalties from book sales; and *The Wilson Quarterly's* subscription sales, list rentals and advertising. These non-appropriated monies are currently budgeted to pay the salaries of approximately 95 staff (certain administrative personnel, research and program aides, some clerical support personnel, and the staff of *The Wilson Quarterly* and the Development Office), accelerated fund-raising efforts, radio production costs, and research assistance stipends. A combination of appropriated and non-appropriated monies supports public meetings, publishing, and scholars' stipends.

It is essential to emphasize that this blended funding represents a public/private partnership in the fullest sense. The existence of the appropriation we receive from Congress enables the Center to compete successfully in its increasingly urgent quest for private funds.

## FY 2008 FEDERAL BUDGET PRIORITIES

### SALARIES AND EXPENSES Funding Estimates and Appropriation Request (dollars in thousands)

	FY 2006		FY 2007		FY 2008		<u>Difference</u>
	<u>Wk. Yrs.</u>	<u>Amount</u>	<u>Wk. Yrs.</u>	<u>Amount</u>	<u>Wk. Yrs.</u>	<u>Amount</u>	
Fellowship Program	--	\$1,390	--	\$1,312	--	\$1,080	\$ -232
Scholar Support	9	746	9	774	9	816	42
Public Service	17	2,456	17	2,383	17	2,279	-104
General Admin.	14	1,953	14	1,987	14	2,017	30
Smithsonian Fee	--	281	--	281	--	281	0
Conf. and Outreach	10	2,032	10	2,167	11	2,223	56
Building Requirements	--	163	--	161	--	161	--
<b>TOTAL</b>	<b>50</b>	<b>\$9,021</b>	<b>50*</b>	<b>\$9,065</b>	<b>51</b>	<b>\$8,857</b>	<b>\$ -208</b>

### FY 2008 Increased/Decreased Costs

For FY 2008 the Center requests:

Payroll and stipend adjustments (\$-9,000): (\$223,000) Payroll adjustments to fund a portion of payroll costs to reflect the legislated pay raise of 2.64 percent effective January 2007 (the difference between the estimated 2.2 percent and the 2.64 percent legislated pay raise will be absorbed in FY 2007), and partial-year costs of the scheduled FY 2008 2.2 percent increase; costs of within-grade increases; career ladder promotions; and corresponding fellowship stipend decreases (\$-232,000) as shown by program on the following pages.

Scholar Support adjustments (\$-8,000) decrease in library operations.

Public Service adjustments (\$-174,000): (\$-130,000) programmatic decreases and (\$-44,000) reduction in Public Policy Scholar appointments as explained on page 21.

**Note:** A regular 2007 appropriation for this account had not been enacted at the time the budget was prepared; therefore, this account is operating under a continuing resolution (P.L. 109-289, Division B, as amended). The amounts included for 2007 in this table reflect the levels requested in the FY 2007 President's request.

\*51 FTEs are authorized but there is no funding to fill this position in FY 2007.

## I. FELLOWSHIP PROGRAM

(dollars in thousands)

FY 2006 <u>Actual</u>	FY 2007 <u>Continuing Resolution</u>	FY 2008 <u>Proposal</u>	<u>Difference</u>
\$1,390	\$1,312	\$1,080	\$ -232

For FY 2008, the number of fellowships offered must be decreased due to a reduction in the Fellowship Program budget. This means the number of appointments will be reduced by approximately 3 fellowship appointments.

In FY 2005-2006, the Fellowship Program provided funds for 23 fellows. Twenty-two of these scholars and practitioners arrived in September 2005 and began fellowships that ranged in duration from five to nine months with one fellow beginning a one-semester award in January 2006. The Center is presently reviewing applications for 2006-2007 fellowship awards.

The Wilson Center has traditionally followed a "no loss, no gain" policy in determining the stipend it offers to individual fellows. The Center tries to ensure that the stipend provided under the fellowship, together with other sources of support (e.g., grants or sabbatical allowances), approximates a fellow's current salary. In FY 2006, stipends ranged from \$40,000 to \$85,000.

The goals of the Woodrow Wilson Center Fellowship Program coincide with the objectives outlined in the Center's Mission Statement: to bridge the gap between the world of ideas and the world of policy, bringing the participants from each world into creative contact, enabling them to learn from the other, and enriching the work of both. 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 one or more of the Center's primary themes: (1) governance – including such issues as the key features of the development of democratic institutions, democratic society, civil society, and citizen participation; (2) the U.S. role in the world – including issues of partnership and leadership, military, political, and economic dimensions; and (3) key long-term future challenges confronting the United States and the world.

The screening process being utilized by the Woodrow Wilson Center to evaluate the applications of candidates for FY 2007 fellowships involves three levels of peer review. Between mid-December 2006 and mid-January 2007, all competitive proposals were vetted by one of four panels of scholars and practitioners (panels entitled United States, Global Issues, International A, and International B) with expertise in topics of interest to the Center. After the panels met in Washington, D.C. and discussed the candidates in detail, members of each panel recommended approximately 15 candidates for further consideration. Applications from these candidates will next be reviewed by a multi-disciplinary "super-panel." This body will recommend a list of principals and alternates to the Fellowships Committee of the Board of Trustees. The Fellowships Committee will make the final selection of 2006-2007 fellows at its meeting in March 2007.

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

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

Woodrow Wilson Center fellows from the class of 2005-2006 came from many regions of the United States and from institutions in Ireland, Canada, France and Russia. The following are the names and project titles of just a few of the 2005-2006 fellows:

- Felipe Aguero is an Associate Professor of International Studies at the University of Miami. His project was titled "Business, Politics, and Social Responsibility in Latin America."
- Sarah Babb is an Associate Professor in the Department of Sociology at Boston College. Her project was titled "The Strange Story of the 'Washington Consensus': A Research Proposal."
- Brenda Chalfin is an Assistant Professor in the Department of Anthropology at the University of Florida. Her project was titled "The Traffic in Sovereignty: Customs Regimes as Global Governance."
- Ilya Gaiduk is a Senior Research Fellow in the Institute of World History at the Russian Academy of Sciences. His project was titled "The Soviet Union and the United States at the United Nations during the Cold War."
- Marwan Kraidy is an Assistant Professor of International Relations and International Communication in the School of International Service at American University. His project was titled "Screens of Contention: Arab Television and the Challenges of Modernity."

## II. SCHOLAR SUPPORT

(dollars in thousands)

	FY 2006 <u>Actual</u>	FY 2007 Continuing <u>Resolution</u>	FY 2008 <u>Proposed</u>	<u>Difference</u>
Personnel Costs	\$581	\$641	\$691	\$ 50
Library	<u>113</u>	<u>133</u>	<u>125</u>	<u>-8</u>
Total	\$746	\$774	\$816	\$ 42

This budget line consists of personnel associated with the Center's library, its book and serial acquisitions budget, and staffing in the Scholar Selection and Services Office.

In FY 2008 pay costs will increase by \$50,000. Salary and benefit expenses reflect the legislated pay raise of 2.64 percent effective January 2007 (the difference between the estimated 2.2 percent and the 2.64 percent legislated pay raise will be absorbed in FY 2007), partial-year costs of the scheduled FY 2008 2.2 percent increase; costs of within-grade increases; and career ladder promotions.

It will be necessary in FY 2008 to cut funding for library research services, subscriptions and /or reduce eliminate database renewals.

The Wilson Center Library supports fellows, scholars, program staff, and interns by providing research support with a variety of print and electronic resources, interlibrary loan, and reference services. The library's services and resources are frequently cited by fellows and scholars as one of the most important benefits of conducting research at the Center. The library serves a diverse population with various needs made up of scholars coming from academia, government, the non-profit sector, the corporate world, and the professions coming from the United States and other countries.

Slightly more than half the library's budget in FY 2007 is allocated to serials, which includes academic journals, current affairs periodicals, annual publications, and standing orders. These serials are chosen for their responsiveness to scholarly needs and program interests. The journals offer core coverage in the fields of international relations, governance, regional studies, public policy, history, economics, political science, gender studies, and other related fields in the social sciences and humanities. The selection of journals is reviewed annually to ensure that criteria for relevance, timeliness, and ease of print and/or online access are met, and that the scholarly value of the collection remains high despite increasing budget constraints. EBSCO, a journals subscription agent for libraries, estimates that the price of journal subscriptions for academic libraries rose on average over 38% from 2002 to 2006. Price increases for 2007 are estimated at between 6 to 8 percent.

Online resources are critical to the success of research efforts and the Wilson Center Library now devotes some 40% of its budget to subscription databases, providing access to additional full text or abstracted journals across a variety of disciplines and reflecting the Center's increasingly wide-ranging activities, extensive domestic and international newspaper coverage, and statistical collections.

The FY 2007 budget for book purchases is less than 5% of the Library's entire operating budget. The Center Library acquires reference titles and those books which it identifies as having a long term interest to Center research. The remainder of the Center's budget covers the costs of interlibrary loan and document delivery, cataloging, and maintenance of its automated library system.

### III. PUBLIC SERVICE

(dollars in thousands)

	FY 2006	FY 2007	FY 2008	
	<u>Actual</u>	<u>Continuing Resolution</u>	<u>Proposal</u>	<u>Difference</u>
Personnel Costs	\$1,837	\$1,918	\$1,988	\$ 70
Project Initiatives	179	104	60	-44
Public Policy Scholars	<u>440</u>	<u>361</u>	<u>231</u>	<u>-130</u>
Total	\$2,456	\$2,383	\$2,279	\$ -104

This category consists of the personnel costs for the staff who produce the Center's public programs and projects, and the modest travel and incidental expenses incurred by panelists who advise in the annual fellowship selection process. This PPA supports the following staff: Asia director and program assistant; Division of International Security Studies director and program assistant; Environmental Change and Security Program director; History and Public Policy Program director; Middle East Program director; Division of United States Studies director and program assistant; East European Studies program assistant; Kennan Institute director and program assistant; Latin American Program director and program assistant; and the West European Studies director. Other program and project staff of the Africa Program, Project on Leadership and Building State Capacity, Canada Institute, East European Studies, Southeast Europe Project, Foresight and Governance Project; Project on Emerging Nanotechnologies; Comparative Urban Studies Project, Brazil Project, Mexico Institute, Science, Technology, America and the Global Economy, and the Congress Project are supported by funds raised privately. Narratives describing the programs and projects work start on page 36.

In FY 2008 pay costs will increase by \$87,000. Salary and benefit expenses reflect the legislated pay raise of 2.64 percent effective January 2007 (the difference between the estimated 2.2 percent and the 2.64 percent legislated pay raise will be absorbed in FY 2007), partial-year costs of the scheduled FY 2008 2.2 percent increase; costs of within-grade increases; and career

ladder promotions.

In FY 2007 the Wilson Center eliminated a cooperative contract with the Close Up Foundation in order to reduce its base in this PPA. The Center worked with Close Up for the past several years to produce three national, high school-oriented half-hour TV programs on international issues carried by C-Span. In FY 2008 the base will be reduced further on other projects to meet funding issues.

### **Center Initiatives**

The Center continues to devote a great deal of effort to maintaining a high level of public programming and relevant public policy issues and to making those activities open to the general public. However, in FY 2007, the Wilson Center has had to reduce the number of initiatives supported by the federal appropriation. A cooperative contract with the Close Up Foundation was eliminated – this program produced three national, high school-oriented half-hour TV programs on international issues carried by C-Span. The Center hopes to continue this program in future years with private funding.

In response to the urging of the Congress, one of the objectives of the present leadership of the Wilson Center is to increase the volume and the visibility of the valuable work done by the institution on the major domestic problems confronting American democracy in the early 21<sup>st</sup> century. In keeping with that goal, the Center has recently sponsored a variety of scholarly investigations into contemporary issues, including: a scientific survey into American attitudes towards government, examination of issues of sovereignty in the digital age; assessments of the war on terrorism, the proliferation of weapons of mass destruction, and the political, social and economic problems in the Islamic world; a look at the impact of recent welfare reform, a study of the history of the problems of urban and regional planning in the United States; an analysis of the difficulties facing local governments in the federal system; key issues before the United States Congress; and a careful review of the state of knowledge in government, in academia and in the non-governmental community with regard to the most important issue areas of national public policy.

The Center also has organized meetings on the relationship between religion and public policy in recent decades, and in the field of public philosophy. It has explored contemporary thinking about what the role of government ought to be. In addition, the Center is sponsoring more meetings and publications on key issues of urban, regional, race relations, and environmental policy.

### **Interns**

The research assistance program of the Woodrow Wilson Center was established to provide interns with a positive educational experience. An internship gives advanced undergraduate and graduate students the opportunity to deepen their understanding of their fields of study and/or provides them with a useful practicum in research methodology and professional processes. Each year, approximately 150 students are assigned as part-time research assistants to Center fellows and scholars, and to several of our program offices.

Wilson Center alumni who have benefitted directly from the internship program and appreciate its value have continued to provide the program with financial support. In the winter of 2006, over 1,400 former fellows and guest scholars were solicited for contributions. These alumni contributed approximately \$15,500.00 toward the support of the internship program. The Center will again enlist their support in the fall of 2007.

In addition to interns who receive a small stipend with funds raised privately, the Center welcomes as research assistants those interns who work without a stipend. Often these are students who are participating in a "Washington Semester" program in the nation's capital.

Last year, research assistants came from more than 25 colleges and universities throughout the country. These young people represent some of the best and brightest minds of their generation. Their assistance is instrumental to the fellows' productivity, and their youthfulness and enthusiasm help energize the entire Center.

#### Public Policy Scholars

The Woodrow Wilson Center will continue its practice of appointing scholars who are working on important issues of public policy. These men and women give presentations about their research and interact with policymakers while in residence at the Center. In FY 2007 and FY 2008 the Wilson Center will have to curtail the number of Public Policy Scholar appointments to conform to reductions in this budget line.

The following are some of the significant projects that public policy scholars worked on during FY 2006:

- a Professor of Public Policy and Technology from the School of Public Policy at George Mason University is examining "The Pursuit of Happiness: Technology Policy and the American Dream."
- the former President and CEO of the World Wildlife Fund is examining "Women Leaders in Rural Communities - Their Stories and Reflections."
- an Associate Professor of Political Science from the Faculty of Law and Political Science of the University of Tehran is examining "U.S. Policy Toward Iran after 9/11: U.S. Foreign Policy and Democratization in the Middle East."

Here are several projects that public policy scholars are working on in FY 2007:

- a law professor from the University of Utah examining "Executive Power, the Constitution, and National Security."
- a New York Times reporter writing a biography of Secretary of State Condoleezza Rice.
- a Ford International Associate Professor of Law and Development and Director, MIT Program on Human Rights and Justice, Massachusetts Institute of Technology exploring "Guardians at the

Gates: Imperial Judiciaries and the Turn to Rights."

#### IV. GENERAL ADMINISTRATION

(dollars in thousands)

	FY 2006 <u>Actual</u>	FY 2007 Continuing <u>Resolution</u>	FY 2008 <u>Proposal</u>	<u>Difference</u>
Personnel Costs	\$1,208	\$1,320	\$1,350	\$ 30
Travel	43	44	44	0
Other	<u>735</u>	<u>623</u>	<u>623</u>	<u>0</u>
Total	\$1,953	\$1,987	\$2,017	\$ 30

The General Administration budget line includes expenses of the offices of the Director, Deputy Director, financial management office, personnel, and support services. It also represents in centralized fashion nearly all the non-salary support funds available to the Center including computer/network administration support.

In FY 2008, pay costs will increase by \$30,000. Salary and benefit expenses reflect the legislated pay raise of 2.64 percent effective January 2007 (the difference between the estimated 2.2 percent and the 2.64 percent legislated pay raise will be absorbed in FY 2007), partial-year costs of the scheduled FY 2008 2.2 percent increase; costs of within-grade increases; and career ladder promotions.

The administration of the Center has received from KPMG that firm's annual audit of federal and non-federal funds, including a review of the Center's management controls over all its accountable assets, with a report that again results in an unqualified opinion on the Center's financial statements and no reportable findings in its A-133 audit.

#### V. SMITHSONIAN FEE

(dollars in thousands)

FY 2006 <u>Actual</u>	FY 2007 <u>Continuing Resolution</u>	FY 2008 <u>Proposal</u>	<u>Difference</u>
\$280	\$281	\$281	\$0

This amount is used to pay the Smithsonian Institution (SI) for a variety of specialized services deemed to be too costly for the Woodrow Wilson Center to provide for itself. In the past this has included such areas as legal, federal accounting, inter-library loan & access to research databases, contracting, benefits administration, EEO services, access to an inspector general's office, risk management, mail services, and archive management.

In FY 2005 the decision was made by the Woodrow Wilson Center to migrate from the Smithsonian Institution's computer network and maintain our own network in-house – this switch

over was executed just prior to October 1, 2006.

## VI. CONFERENCES AND OTHER OUTREACH

(dollars in thousands)

	FY 2006 <u>Actual</u>	FY 2007 Continuing <u>Resolution</u>	FY 2008 <u>Proposal</u>	<u>Difference</u>
Personnel Costs	\$ 978	\$1,079	\$1,135	\$ 56
Conference Support	250	250	250	0
Outreach & Communications:				
Wilson Center Press	144	144	144	0
Public Affairs	320	320	320	0
<b>dialogue</b>	0	0	0	0
<i>The Wilson Quarterly</i>	<u>340</u>	<u>374</u>	<u>374</u>	<u>0</u>
Total	\$2,032	\$2,167	\$2,223	\$ 56

Seven activities comprise the Center's principal outreach efforts: (1) our radio and television program **dialogue**, (2) *The Wilson Quarterly*, (3) the website, (4) the *Centerpoint* newsletter, (5) books and related publications, (6) major conferences, and (7) civic organization programs. Personnel costs cover expenses for the staff of the Outreach and Communications Office. The Woodrow Wilson Center's conference and other outreach activities are designed to benefit national and international audiences publishing the results of Center-sponsored programs.

In FY 2008 pay costs will increase by \$56,000. Salary and benefit expenses reflect the legislated pay raise of 2.64 percent effective January 2007 (the difference between the estimated 2.2 percent and the 2.64 percent legislated pay raise will be absorbed in FY 2007), partial-year costs of the scheduled FY 2008 2.2 percent increase; costs of within-grade increases; and career ladder promotions.

### Conference Support

Federal support for conference activity enhances the Center's ability to plan and develop significant intellectual gatherings. The availability of these federal funds helps to leverage contributions from other sources and encourages prospective donors to step forward and participate in Wilson Center conference financing. This multiplier effect extends throughout Wilson Center programming and exemplifies the public/private partnership that stands behind all Center activities.

## FY 2006-2008 Conferences

A limited number of major conferences dependent in varying degrees on federally appropriated funds are scheduled each year. These conferences span a wide variety of subject matter and touch upon virtually all regions of the world. For example, FY 2006 conferences addressed such subjects as: “Sudan After Garang,” “The Great Tsunami, One year Later: Lessons for the United States,” “Avian Flu and the Potential of Private-Public Partnerships,” “The Impact of History on Philippine Institutions and Democracy,” “NAFTA Policy Issues Forums,” “Competition or Cooperation for Energy: China and the North American Response,” “Inclusive Cities,” “Congress and the Future: 21<sup>st</sup> Century Policy Challenges,” “American Arabs and Political Participation,” “The Tenth Anniversary of the Dayton Accords: Reflections on Post-Conflict State- and Nation-Building,” “Media Coverage of Climate Science,” “Competition or Cooperation for Energy: China and the North American Response,” “Reconsidering the 1954 Geneva Conference,” “Commemoration of the Chernobyl Disaster: The Human Experience 20 Years After,” “Setting Agenda in Latin America in the Coming Decade,” “Evaluating the Gasa Withdrawal,” “Middle Eastern Women on the Move,” “Youth and Conflict: Challenges and Opportunities for Peace-Building,” “Euro-Islam: The Dynamics of Effective Integration,” “Series on Transatlantic Relations,” “Global Competition and Comparative Advantage: New Thinking in International Trade,” and “Stabilization and Reconstruction Operations in Post-Conflict and Crisis Zones: The Challenges of Military and Civilian Cooperation.”

Conferences planned for FY 2007 include:

- “U.S. and International Community’s Policies in Somalia”
- “Assessment of Developing Capacity of Sub-Regional Organizations in Africa to Examine Impact on Conflict Management, Economic Integration and Implementation of NEPAD”
- “Energy Security-Strait of Malacca”
- “Sustainable Economic Development in S.E. Asia and Latin America”
- “Globalization of India”
- “Retrospective Analysis of 1997 Asian Financial Crisis”
- “Canada in Peace Building and Post-Conflict Reconstruction”
- “Cities and Fundamentalism”
- “Congress and the Future: 21<sup>st</sup> Century Policy Challenges”
- “New Scholarship in Race and Ethnicity”
- “Assess Integration of Muslims in U.S. with Integration in Western Europe”
- “Legal Standards and Interrogation of Prisoners in War on Terror”
- “Multimedia Exhibit on Environmental Security, Conflict and Cooperation”
- “U.S. Military Universities and Training Institutions Teaching Environmental Security, Health and Non-Security Issues Workshop”
- “Increasing Citizen Involvement in Environmental Health Issues in China”
- “Global Impact of China’s Energy Hunger”
- “Health Status Disparities among Underserved Populations in U.S.”
- “Governance of 21<sup>st</sup> Century Technologies”
- “The Future: Does Anybody Care?”
- “Multimedia: Reaching More People in New Ways”

“Soviet Union and the Six Day War - Cold War in the Middle East 1965-1973”  
 “Saudi Arabia and End of the Cold War”  
 “Trade and Aid: Engaging North Korea, Then & Now”  
 “The Caucasus: New Directions”  
 “China’s Role in Latin America”  
 “Emerging Regional Leaders: India, Brazil and South Africa”  
 “Youth Participation in the Political Process: Promoting Peace & Conflict Resolution”  
 “Women as Peacemakers: Promoting Gendered Perspective in Peace Operations”  
 “Secularism in Islamic Countries & the Muslim Diaspora”  
 “Global Competition and Comparative Advantage: New Thinking in International Trade”  
 “Growth of Indian & Chinese Innovation Systems”  
 “Compare Chinese & American Approaches to Math & Science Education”  
 “Trade and Development: Trade Capacity Building & Agricultural Trade”  
 “Science, Technology & Innovation”  
 “Improved K-12 Science & Math Education”  
 “Development & Application of New Sources of Energy”  
 “U.S.-European Cooperation on Counter-Terror”  
 “Transatlantic Relations Series”  
 “Gender Mainstreaming Efforts”

For FY 2008 some of the topics that will be explored in meetings and conferences that are now in the planning stages include:

“Reassessing Nuclear Non-Proliferation During the Cold War and After,” “New Evidence on Foreign-policy Making in North Korea,” and “The Future of Trade in the Americas.”

Other topics will be determined as plans evolve.

#### Office of Outreach & Communications

The Office of Outreach & Communications aims to expand the Center’s outreach through publications, its website, Director’s Forums and other speaking forums, and interaction with the media. By collaborating with all of the Center’s programs and projects, scholars and fellows, the Office of Outreach & Communications strives to attract diverse audiences while producing a coordinated and more coherent message for the Center. The office highlights the Center and its programs, through its website, *Centerpoint*, annual report, and numerous brochures and other publications. The staff photographer and graphics department have greatly enhanced the quality and consistency of Center publications, expanding their appeal to broader audiences.

The Center’s monthly newsletter, *Centerpoint*, features articles on Center programs, events, scholars and staff – all in a concise, informative, and colorful format. With a circulation of 13,000, *Centerpoint* aims to cover past events, highlight the current work of its scholars and fellows, and preview upcoming activities in its monthly calendar and On the Horizon section. Each issue reflects diversity in both copy and photography as well as the collaboration among

programs on a wide range of topics. Icons appear at the end of certain stories to direct readers to the Center's website for supplemental information such as transcripts and webcasts.

The Outreach office is promoting the Center to schools and civic organizations in the greater Washington, D.C. area by instituting the new Student Engagement and Educational Development (SEED) initiative and speakers bureau program. The program seeks to introduce these groups to the Center by promoting its programs, website, publications, Woodrow Wilson biographical film, memorial hall, and the future museum exhibit.

The Center's website (<http://www.wilsoncenter.org>) continues to be the best single source for Center news and information updated daily with details on forthcoming events, news reports on meetings, and other Center activities and publications. Traffic to the site continues to increase as do subscriptions to the e-newsletter, increasing the Centers audience beyond the Beltway. The website attracts more than 60,000 visits per month. Continuing this year is the development of a multimedia portal where all of the hundreds of audio and video resources was accessible and searchable from one easy-to-use interface. This project is part of an effort to expand the educational focus of the site, packaging its quality programming in a more comprehensive way with video, transcripts, related articles, and resources.

In FY 2006 an Alumni section was set up for the Center's former fellows and scholars to keep in touch with the Center and with one another. Also in FY 2006 the website's search engine was upgraded, making it more effective and accurate in retrieving search results. During FY 2006 the Center installed a new WebTrends reporting system, enabling staff to get more detailed reports on traffic to the website.

### Woodrow Wilson Center Press

Woodrow Wilson Center Press is the Center's book publishing program. All of its titles are written by resident scholars or staff of the Center, or by groups of scholars under the sponsorship of the Center's programs and projects. These books all pass a rigorous peer review process before being accepted for publication.

They are published for a worldwide English-language readership and are marketed through co-publishing relationships with major presses, particularly the presses of Johns Hopkins, and Stanford universities. The Wilson Center Press edits and manufactures the books, and the partner presses advertise and sell them. Co-publishing allows the Press to do more titles with a small staff, and the royalty revenue it generates reduces the Press's demand on the Center's federal appropriation. Marketed worldwide to scholars, policy analysts, and others, the Press's books embody the scholar-policymaker communication at the heart of the Center's mission.

The Press published ten new titles in 2005-2006. Among them, Charles Gati's *Failed Illusions*, published to meet the fiftieth anniversary of the October 1956 Hungarian uprising, received widespread media attention, including reviews in *The Economist*, *The Atlantic*, and *The New York Times Book Review*, and Margaret Paxson's *Solovyovo* was reviewed in the *Times Literary Supplement* and the *Moscow Times* and won a first prize at the Washington Book Publishers design and effectiveness competition.

Charles Gati, *Failed Illusions: Moscow, Washington, Budapest, and the 1956 Hungarian Revolt* (co-published with Stanford University Press)

P. Edward Haley, *Strategies of Dominance: The Misdirection of U.S. Foreign Policy, with a foreword by Lee H. Hamilton* (co-published with the Johns Hopkins University Press)

Elemér Hankiss, *The Toothpaste of Immortality: Self-Construction in the Consumer Age* (co-published with the Johns Hopkins University Press)

Andrew Konitzer, *Voting for Russia's Governors: Regional Elections and Accountability under Yeltsin and Putin* (co-published with the Johns Hopkins University Press)

Xiaoyuan Liu, *Reins of Liberation: An Entangled History of Mongolian Independence, Chinese Territoriality, and Great Power Hegemony, 1911-1950* (co-published with Stanford University Press)

Margaret Paxson, *Solvyoovo: The Story of Memory in a Russian Village* (co-published with Indiana University Press)

Sabrina P. Ramet, *The Three Yugoslavias: State-Building and Legitimation, 1918-2005* (co-published with Indiana University Press)

Blair A. Ruble, *Creating Diversity Capital: Transnational Migrants in Montreal, Washington, and Kyiv* (co-published with the Johns Hopkins University Press)

Balázs Szalontai, *Kim Il Sung in the Khrushchev Era: Soviet-DPRK Relations and the Roots of North Korean Despotism, 1953-1964* (co-published with Stanford University Press)

Ming Wan, *Sino-Japanese Relations: Interaction, Logic, and Transformation* (co-published with Stanford University Press)

The Press will publish eleven new titles in 2006-2007:

Geert-Hinrich Ahrens, *Diplomacy on the Edge: Containment of Ethnic Conflict and the Minorities Working Group of the Conferences on Yugoslavia* (co-published with the Johns Hopkins University Press)

Dominique Arel and Blair A. Ruble, editors, *Rebounding Identities: The Politics of Identity in Russia and Ukraine* (co-published with the Johns Hopkins University Press)

Marcos Cueto, *Cold War, Deadly Fevers: Malaria Eradication in Mexico, 1955-1975* (co-published with the Johns Hopkins University Press)

Helga Haftendorn, Georges-Henri Soutou, Stephen F. Szabo, and Samuel F. Wells, R., *The Strategic Triangle: France, Germany, and the United States in the Shaping of the New Europe* (co-published with the Johns Hopkins University Press)

Aprodicio A. Laquian, Vinod Tewari, and Lisa M. Hanley, editors, *The Inclusive City: Infrastructure and Public Services for the Urban Poor in Asia* (co-published with the Johns Hopkins University Press)

Ching Kwan Lee and Guobin Yang, editors, *Re-envisioning the Chinese Revolution: The Politics and Poetics of Collective Memories in Reform China* (co-published with Stanford University Press)

Robert S. Litwak, *Regime Change: U.S. Strategy through the Prism of 9/11* (co-published with the Johns Hopkins University Press)

Takeshi Matsuda, *Soft Power and Its Perils: U.S. Cultural Policy in Early Postwar Japan and Permanent Dependency* (co-published with Stanford University Press)

Joseph F. Pilat, editor, *Atoms for Peace: A Future after Fifty Years?* (co-published with the Johns Hopkins University Press)

Priscilla Roberts, editor, *Behind the Bamboo Curtain: China, Vietnam, and the World beyond Asia* (co-published with Stanford University Press)

Joseph S. Tulchin and Meg Ruthenburg, editors, *Toward a Society under Law: Citizens and Their Police in Latin America* (co-published with the Johns Hopkins University Press).

## **dialogue**

The **dialogue** department sustains two distinct functions for the Center. First, it is the broadcast voice of the Woodrow Wilson Center producing both a weekly half-hour radio and television series. Second, operating under the **dialogue** department, the audiovisual support program manages the Center's technical requirements for electronic media services, audiovisual support, and related technical facilities.

Broadcast for eighteen years, **dialogue** reflects the work, people and ideas of the Woodrow Wilson Center; linking the world of ideas and world of policy by providing first person insights from policymakers, diplomats, scholars, and authors on international affairs. The series offers viewers and listeners informed and thoughtful discussion and draws its guests from the pool of scholars in residence, outside experts, and high profile guests of the Center ensuring the inclusion of timely and relevant issues in public and cultural affairs.

The radio series **dialogue** is broadcast on approximately 150 public and commercial stations in the United States and is available on CD in 42 college libraries across the country. Abroad, the program is available to 50 million listeners in Europe and Japan, through distribution on NPR Worldwide. The NPR Worldwide satellite service includes NPR flagship programming such as *Morning Edition*, *Car Talk*, and *All Things Considered*. NPR Worldwide also ensures **dialogue's** availability to the Armed Forces Network and World Space Satellite Service. Along

with the Internet, NPR Worldwide is an important vehicle for our efforts to expand the international reach of **dialogue**.

Since the television series inception in the spring of 2002, **dialogue** has produced over 150 programs. **dialogue** television currently airs throughout the Washington, D.C. area on MHz NETWORKS, nationally on the Mhz Worldview Channel in a dozen cities across the United States, and via both DirectTV and Globe Cast World TV digital satellite. **dialogue** is also available to television stations nationally via the PBS plus satellite service. The program is broadcast internationally throughout Canada on the digital satellite and cable channel ichannel. Both the television and radio programs are also available to the public on the Wilson Center's website.

A selection of notable guests that appeared on the **dialogue** program during 2006 include:

- Hadi Semati, Professor of Political Science at the University of Tehran and Robert Litwak, Director, International Security Studies, "Iran's Nuclear Future"
- Lee H. Hamilton, Director of the Woodrow Wilson Center, "An Age of Uncertainty"
- Peter Bergen author of *The Osama bin Laden I Know*, "The Mind of Osama Bin Laden"
- Cynthia Arnson, Director, Latin America Program at the Woodrow Wilson Center, "Rethinking the Economics of War"
- Leonard Slatkin, Conductor of the National Symphony Orchestra, "A Life in Music: A Conversation with Leonard Slatkin"
- Mahnaz Afkhami, president of the Women's Learning Partnership and Diane Singerman, associate professor in the Department of Government at American University's School of Public Affairs, "Beyond the Veil – Women and Change In The Middle East"
- Lieutenant General Victor E. Renuart Jr., Director for Strategic Plans and Policy, the Joint Chiefs of Staff, Washington D.C., "The Military and the War on Terror"
- Sam Donaldson, ABC National Correspondent, "A Conversation with Sam Donaldson"
- William Johnstone, author of *9/11 and the Future of Transportation*, "The Future of Transportation Security"
- Dr. Jane Goodall, "A Conversation with Jane Goodall"
- Aaron David Miller, public policy scholar at the Woodrow Wilson Center, "The Middle East: Making Peace Possible"
- Mary Brown Bullock – President Emerita, Agnes Scott College, Atlanta, Georgia, "Educating Tomorrow's Leaders"

- John Katunga, former Acting Executive Director of the Nairobi Peace Initiative and current African Policy Scholar at the Woodrow Wilson Center, “The World’s Most Savage War”
- Edward P. Jones, author of *All Aunt Hagar’s Children*, “All Aunt Hagar’s Children”

**dialogue** staff continues to provide audio production and distribution for a radio series based on commentaries from the President and Director of the Center, Lee H. Hamilton. The series is marketed as a co-production with the Center on Congress at Indiana University. **dialogue** provides streaming audio links for the Lee Hamilton webpage on the Center’s site. Currently, the *Lee Hamilton Commentaries* are distributed to **dialogue’s** 150 affiliate radio stations.

Another major **dialogue** television project has been *Close Up at the Wilson Center*, co-produced with the Close Up Foundation and broadcast nationally on C-SPAN. Both Close Up and the Wilson Center share a commitment to education and to providing opportunities for thoughtful multi-partisan discussions of issues. The series provides a forum for high school students and other Close Up participants to discuss the issues of the day with leading experts. In its eighth season, the spring 2006 series included three hour-long forums focused on the state of democracy in three regions. The first program dealt with Eurasia, the second Latin America, and the third program on Africa was shot on location at the United Nations in May 2006. Each Close Up at the Wilson Center program features a live audience of high school students in discussion with high-level policymakers and foreign affairs experts. The series has featured an array of Wilson Center fellows, staff scholars, journalists and policy experts.

Operating under the **dialogue** department of the Woodrow Wilson Center, the audiovisual support program manages the technical requirements for the Center’s approximately 600 internal and public meetings per year. Services include technical support and logistics for the visiting electronic media, audiovisual support, and related technical facilities. Major audiovisual support services include technology for public presentation, video conferencing, and webcasting.

The audiovisual support program continues to actively develop the capacity to provide the ever more complex services required for public presentation and communications involving international dignitaries from the academic, political, and corporate communities. The technical facilities for audiovisual support, media services, and media production continue to help define the Center’s public image as a leader in projecting ideas on international public policy. As part of the Center’s commitment to video communications, in 2006 the audiovisual support program managed the design and installation of a robotic television camera system. Audiovisual support is now planning for the Center’s next generation facilities to address future operations and the legislated mandate for high-definition television by 2009.

Equipment operations and maintenance continue for the Center’s radio and video editing suite, streaming web servers, video production equipment, auditorium, conference rooms, and related equipment rooms. The Wilson Center’s electronic communications requirements continue to grow as the convergence of broadcasting, telephony, and computer technology advances.

Enhancing the outreach efforts of the Center, audiovisual support also provides ongoing media production support for the visiting press during their coverage of many events at the

Center. Press organizations supported on a regular basis include: C-SPAN, CNN, Reuters and UP television, Canadian Broadcasting Corporation, FOX, NBC, MSNBC, ABC, CBS, WorldNet and VOA, and various foreign television press.

Recent examples of programs covered by broadcasters include:

- C-SPAN live television coverage: The Honorable Lou Stokes, Karen Tumulty, The Honorable Joel Hefley, Professor Dennis Thompson, "Congressional Ethics Enforcement: Is Congress Fulfilling its Constitutional Role?"
- Press coverage by all the major television networks and cable: President of Iraq, Jalal Talabani – Speech on “*Iraq An Update*” – Director’s Forum
- Press coverage by all the major television networks and cable of the President of Afghanistan, Hamid Karzai – “Afghanistan Five Years After 9/11” Director’s Forum
- C-SPAN live television coverage Prime Minister of Lebanon Fouad Siniora, “A Year After the Cedar Revolution, March 14<sup>th</sup> 2005: Achievements and Challenges Ahead” – Director’s Forum.
- C-SPAN television coverage and foreign television press: “Politics and Diplomacy: Next Steps in Arab-Israeli Peacemaking”, Ahmed Ben-Ami former Foreign Minister, Israel; Yasser Abed Rabbo, Member, Palestine Liberation Organization; Ahmed Maher el-Sayed Former Foreign Minister, Egypt – Director’s Forum/Middle East Program

In 2006 **dialogue** and the Centers webmaster worked to develop a media portal on the web called *Wilson Center On Demand*. This website aggregates existing and ongoing audiovisual materials produced about Wilson Center activities. In 2007 the webpage will function as a virtual TV channel and provide access to the Center’s live events and the ever-deepening archive of Wilson programs in an easy to use and appealing format.

Additional non-broadcast and multimedia video projects include live webcasts and videoconferences of events at the Wilson Center.

Recent examples of webcasts:

- The Fifteenth Anniversary of the End of the Soviet Union: Recollections and Perspectives – The Kennan Institute (Steven Cohen, James Collins, Jack Matlock, Wayne Merry, Richard Miles)
- Climate Change: History and Policy – Environmental Change and Security Program (James Fleming, Roger Launius, Michael MacCracken)
- The Policy Space Debate: Does a Globalized and Multilateral Economy Constrain Developmental Policies? – Asia Program (Jomo K.S., Heiner Flassbeck, Carlos Correa, Meredith Jung-En Woo, Mark Allen)
- Why Jihad is So Durable – DSS with MEP and Georgetown University's Center for Peace And Security Studies and the U.S. Army's Eisenhower National Security Series (Steven Simon)

Recent examples of videoconferences:

“Transformational Diplomacy, Development, and Democracy” (Videoconference with the STAGE Program of the Woodrow Wilson Center, and the Department for International Development, London, England)

“Red and Blue Electoral Map of the 21<sup>st</sup> Century” – Kathleen A. Frankovic, Director of Surveys and Producer, CBS News; Carl Leubsdorf, Washington Bureau Chief, The Dallas Morning News; Theodore J. Lowi, John L. Senior Professor of American Institutions, Cornell University; Walter R. Mebane, Jr., professor of government, Cornell University; Moderator: Stuart M. Bulumin, Professor of American History, Cornell University. (Videoconference with Cornell University, and the Congress Project, Woodrow Wilson Center).

### *The Wilson Quarterly*

*The Wilson Quarterly* began its 30th anniversary year in 2006 with a redesigned format that made it look much more like what it is: a serious magazine of ideas edited for a broad non-academic audience. The redesign was a significant step forward in achieving *The Wilson Quarterly*'s mission of bringing the latest work of scholars and other researchers out from the specialist's world to a broad national audience, with the aim of enhancing democratic debate. *The Wilson Quarterly* draws on the work of the Center's fellows, public policy scholars, guest scholars, and staff as well as outside experts, and on the proceedings of numerous seminars and conferences sponsored by the Center. The magazine's paid circulation of some 70,000 is national in scope and equally distributed in different regions of the country; less than 15 percent of its readers are academics.

Each issue of *The Wilson Quarterly* features a “cluster” of several articles exploring a subject from different perspectives and points of view, in keeping with the magazine's commitment to nonpartisan, nonideological analysis of public questions. The Spring 2006 issue featured a cluster called “The Sovereign State of Retirement,” with expert articles exploring topics such as retirement's evolution as a distinct phase of life, the challenges of financing future retirement in the United States and other countries, and plight of contemporary older Americans with inadequate resources. Also in the Spring issue were articles analyzing Europe's efforts to cope with immigrant Muslim populations, the revival of the reputation of writer Pearl Buck in China, the unlikely triumph of democracy in Mali, and the role of religion in presidential thinking since World War II.

The Summer 2006 issue focused on “Us and Them: Immigrants in America,” offering historical, contemporary, and international perspectives on immigration, as well as pro- and anti-immigration arguments. Other articles examined India's rapid rise to economic and political prominence, the debate over video games, and the role of self-control in modern life.

The Autumn 2006 issue brought “The Global Race for Knowledge,” an examination of the growing alarms about the relative decline of American higher education. Two articles critiqued the U.S. university; three others looked deeply into developments in three countries touted as rising powers in the knowledge race: China, India, and Germany. A second “cluster” in this issue, “Nuclear Power: Both Sides,” exemplified *The Wilson Quarterly*'s approach, allowing advocates

on each side of this important public issue to make their best case. Other articles explored the rise of the Shia throughout the Middle East and new historical thinking on the role of Mao Zedong.

The Winter 2007 issue brought four articles on “The Wealth Explosion,” examining historical and contemporary issues surrounding America’s recent prosperity. Other articles included a perspective on the roots of U.S. religious tolerance and “One Iraq or Three?” a mini-cluster with two articles illuminating the current debate over Iraq’s future by offering contrasting views of the historical basis for a unified Iraq.

In keeping with its mission of presenting specialized research to a broad audience, each issue of *The Wilson Quarterly* includes a book review section and the unique In Essence section, which features distillations of the most important articles selected by the editors from hundreds of scholarly journals and other specialized publications they survey.

## VII. BUILDING REQUIREMENTS

(dollars in thousands)

FY 2006 <u>Actual</u>	FY 2007 <u>Continuing Resolution</u>	FY 2008 <u>Proposal</u>	<u>Difference</u>
\$163	\$161	\$161	\$0

This budget line includes incidental costs associated with being in a General Services Administration (GSA) managed building. Expenditures in this category cover after-hours utilities, guard and janitorial service for public events as well as all other facility related operational expenses such as equipment, maintenance agreements, and communication costs for local, long-distance, and international telephone service. Fees for services such as on-site facility maintenance, renovation, supplies, repair and electric/wiring work are negotiated through GSA. Funds are routinely committed from this line through the use of Reimbursable Work Authorizations (RWAs).

**APPENDICES**  
**CONSOLIDATED STATEMENTS, FY 2006, FY 2007, AND FY 2008**  
(Dollars in Thousands)

Total - All Programs	<u>Non-appropriated Funds</u>				
	Beginning <u>Assets</u>	Income & <u>Transfers</u>	Expense & <u>Transfers</u>	Ending <u>Net Assets</u>	<u>Appropriation</u>
FY 2006 (actual)	\$88,830	\$27,355	\$27,144	\$89,221	\$9,021
FY 2007 (estimate)	\$89,221	\$20,624	\$25,080	\$84,765	\$9,066
FY 2008 (estimate)	\$84,765	\$18,649	\$21,824	\$81,590	\$8,857

As detailed below, non-appropriated fund income derives from a wide range of competitively awarded grants, gifts, endowment income, and *The Wilson Quarterly's* subscription sales and advertising. Non-appropriated expenses represent the financial activity entailed in the execution of the programs and projects so funded, along with support for a proportional share of the Center's overall administrative budget. The column titled "Appropriation" displays the federal fund amounts detailed on the preceding pages. In each case, FY 2007 and FY 2008 non-appropriated fund 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 exceed current levels for FY 2007 and FY 2008.

General Center	<u>Non-appropriated Funds</u>				
	Beginning <u>Net Assets</u>	<u>Income</u>	Expense & <u>Transfers</u>	Ending <u>Net Assets</u>	<u>Appropriation</u>
FY 2006 (actual)	\$83,215	\$11,680	\$13,055	\$81,840	\$ 5,337
FY 2007 (estimate)	\$81,480	\$ 8,554	\$12,062	\$78,332	\$ 5,604
FY 2008 (estimate)	\$78,332	\$ 8,891	\$11,630	\$75,593	\$ 5,555

General Center non-appropriated funds derive from foundation grants, gifts, endowment income, and overhead recovery on grants. Expenses consist of the salaries of 32 administrative personnel, reimbursement to the Smithsonian Institution for certain administrative services, staff and related expenses of the Development and Outreach and Communications offices, conferences and meetings funded from grants. The net asset value for the remainder of the 30 years of contracted Ronald Reagan Building facility costs (rent and security) is \$82.079 million. The Center will recognize \$6.167 million each year.

In FY 2008 an amount of \$250,000 for conference support is included in the General Center's appropriation figure. Allocations of conference support for FY 2007 have been awarded to the various programs.

Fellowships	<u>Non-appropriated Funds</u>				
	Beginning <u>Net Assets</u>	<u>Income</u>	<u>Expenses</u>	Ending <u>Net Assets</u>	<u>Appropriation</u>

FY 2006 (actual)	\$0	\$N/A	\$N/A	\$0	\$ 0
FY 2007 (estimate)	\$0	\$N/A	\$N/A	\$0	\$ 1,312
FY 2008 (estimate)	\$0	\$N/A	\$N/A	\$0	\$ 1,080

The Fellowship Program provides funding for approximately 21-23 appointments each fiscal year. Once the annual competition is completed and fellowship awards are accepted, each fellow, according to his/her research project, is assigned to a program/project within the Center.

Center trust funds also support numerous research scholars who spend time at the Center under a variety of programs. The trust fund amounts expended on scholar appointments are distributed throughout the appropriate sections below where the funding is received.

Africa Program and Leadership Project	<u>Non-appropriated Funds</u>				
	<u>Beginning Net Assets</u>	<u>Income</u>	<u>Expenses</u>	<u>Ending Net Assets</u>	<u>Appropriation</u>
FY 2006 (actual)	\$ 430	\$ 2,747	\$ 2,822	\$ 355	\$ 135
FY 2007 (estimate)	\$ 355	\$ 1,000	\$ 1,001	\$ 354	\$ 0
FY 2008 (estimate)	\$ 354	\$ 458	\$ 470	\$ 342	\$ 0

The Africa Program was established at the Woodrow Wilson International Center for Scholars in 1999 with the generous support of the Ford Foundation. The program serves as a bridge for academics, diplomatic practitioners, policymakers, and the private sector, from Africa and the United States, who share a common interest in developing informed and effective policy decisions on Africa.

The Africa Program proceeds from the perspective that Africa is important to the United States. Economically, the United States is drawing an ever-increasing share of oil imports from Africa. The vast African market holds important economic potential for American commerce and industry. Moreover, in the post 9/11 world, it is clear that American national security interests are impacted by conditions and developments well beyond our shores. Failed and failing states provide fertile ground for the spread of terrorism and make far more difficult the international cooperation required to address such challenges as the proliferation of weapons of mass destruction, international criminal syndicates, the spread of AIDS and other diseases, and environmental degradation. International contributions to the resolution of African conflicts and to the continent's democratization and economic growth serve the interests not only of Africa but of the entire globe.

The Africa Program sponsors the Congressional Staff Forum on Africa (CSFA). This series is designed to respond to the needs of key Congressional staffers who are positioned to impact American foreign policy toward Africa. These seminars focus on contemporary African social and political dynamics, and are closely coordinated to coincide with the legislative agenda.

In 2002, the Africa Program launched a major leadership capacity-building initiative in war-torn Burundi to enable leaders of former belligerent parties to meet four principle challenges in achieving durable peace: shift from a zero-sum mindset to one that recognizes interdependence;

rebuild trust between leaders, which had been shattered by war; strengthen communication skills; and rebuild a consensus on how power should be organized and decisions made. Due to the success in Burundi, the international community and Congolese leaders asked that a similar program be launched in the Democratic Republic of Congo, to assist with that nation's transition. Since January 2006, more than 300 national and provincial leaders have participated in these training workshops, across all ethnic, regional, and political lines, with the aim of rebuilding the cohesiveness of the Congolese state.

The Africa Program also publishes a series of occasional papers designed to highlight timely issues in Africa policy and provide expert analyses. Recent papers have focused on the implications of the role of international election observation in promoting democracy, emerging challenges in African development, and the interrelated crises plaguing southern Sudan, northern Uganda, and Darfur. These papers are supplemented by conference reports offering in-depth and diverse exchanges on current issues.

The Africa Program administers three residency programs that offer African scholars, policymakers and American Africanists access to the Woodrow Wilson Center's substantial research facilities and to the Washington policymaking community. Two programs aimed at senior African experts – the Open Society Institute African Policy Scholar Award and the Distinguished African Scholar Award – offer African leaders and policymakers the opportunity to spend four to six months in Washington, D.C. pursuing independent research projects and interacting with the Wilson Center's international community of scholars and policy makers. The Africanist Doctoral Candidate Fellowship offers American doctoral candidates the opportunity to spend a summer at the Wilson Center preparing Africa-related dissertations.

Africa Program activities are made possible thanks to the generous support of other partners, including: the Canadian International Development Agency, the Carnegie Corporation of New York, the Department for International Development (United Kingdom), the European Commission, The Ford Foundation, Foundation Open Society Institute, Dr. Timothy and Mrs. Joy Light, the Mai Family Foundation, the Norwegian Ministry of Foreign Affairs, the Pfizer Foundation, the U.S. Agency for International Development, and the World Bank.

Under the Africa Program, the Center hosts a Leadership Project (formerly Conflict Prevention Project) that hosts thematic public meetings, conferences, and forums, through which academics, trainers, diplomatic practitioners, and policymakers engage in informed debate about the multiple facets of conflict transformation. In addition, the Leadership Project sponsors a standing Working Group on Preventing and Rebuilding Failed States comprised of distinguished United States Government diplomats, policymakers, trainers, and academic specialists that meets periodically to distill the "leading lessons" from a series of case studies of internationally facilitated peace processes and post-conflict high-level interventions. The working group roundtables have two principal objectives: first, to expand the knowledge base of organizations, policymakers, and diplomats involved in peace-building and state transformation initiatives; and second, to enable diplomats, policymakers, and trainers to learn from each other and to develop an appreciation of what they each contribute to the peace-building process.

The Leadership Project is engaged in a second phase of the Working Group project that aims to examine the impacts of two current, ongoing process-centric interventions that are being carried out in the post-conflict and failed states of the Democratic Republic of the Congo and Liberia. The project entitled "On the Frontlines of Post-Conflict State Building: Capturing the Lessons from Second Generation' Process Interventions will identify the valuable lessons these initiatives are generating about what works and what does not in galvanizing national leaders behind post-conflict agendas, and bring those lessons directly to policymakers and practitioners who can put them to immediate use.

The applied dimension of the Leadership Project features an ongoing series of training workshops, in Washington and in different global regions, that seek to strengthen the training and facilitation capacities of both trainers and diplomatic practitioners; to encourage their effective collaboration in the tasks of state-building and post-conflict reconstruction; and to expand the cadre of trainers that would be available for deployment to states in crisis or engaged in post-conflict reconstruction. These workshops draw heavily upon the empirical experience of both trainers and diplomats and upon contemporaneous peace processes.

Additionally, the Leadership Project collaborates with the American government, other governments, and international organizations in implementing country-specific leadership training interventions that are designed both to prevent violent conflict and to build collaborative capacity in post-war environments. The Leadership Project works closely with the relevant diplomatic actors in mobilizing the human and financial resources required for effective and sustainable interventions. Country-specific leadership interventions are modeled after the Burundi Leadership Training Program (BLTP) that the Center has been implementing in war-torn Central Africa over the past two years.

The Leadership Project activities are made possible through the generous support of our partners, who include: the Carnegie Corporation of New York, the Ford Foundation, the United Nations Foundation, and the United States Agency for International Development.

Asia Program	<u>Non-appropriated Funds</u>				
	<u>Beginning Net Assets</u>	<u>Income</u>	<u>Expenses</u>	<u>Ending Net Assets</u>	<u>Appropriation</u>
FY 2006 (actual)	\$ 584	\$ 314	\$ 291	\$ 607	\$ 421
FY 2007 (estimate)	\$ 607	\$ 355	\$ 427	\$ 515	\$ 234
FY 2008 (estimate)	\$ 515	\$ 337	\$ 411	\$ 441	\$ 247

Non-appropriated funds derive from two Asia Program-dedicated endowments – one for activities on Japan and U.S.-Japan relations and one for the Korean Peninsula and U.S.-Korea relations. Additional funding has been obtained from foundations, corporations, and individuals, including a grant from the Taipei Economic and Cultural Representative Office in the United States (TECRO) for the study of China and Taiwan, a grant from the Fellowship Fund for Pakistan to support programming and publications related to Pakistan, and a grant from the GE Foundation for programming on institutional and capacity building in Southeast Asia. These funds make possible seminars, workshops, and conferences that focus not only on bilateral and

multilateral relations, but also on events and developments within Asia that are of importance to American taxpayers. 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, and the media. These monies enable the Asia Program to fund a visiting scholar from Pakistan each year for a 9-month stay at the Center. In addition, the Asia Program has initiated a new Australian Scholar program that brings Australian scholars to the Center for 2-4 month residencies.

The Asia Program has given special emphasis since 9/11 to political Islam in Southeast, South, and Central Asia. Recent Asia Program events have looked at developments in Afghanistan since the fall of the Taliban, security and political issues in Pakistan, upcoming elections in Bangladesh, and energy security in the Strait of Malacca. Other Asia Program events over the past year have explored topics as varied as the Chinese People's Liberation Army, Mongolia, diplomacy and North Korea, Pakistan's energy sector, private-public partnerships as a means for combating the threat of avian flu in Southeast Asia, a possible U.S.-Taiwanese free trade agreement, U.S.-Australian ties, history and democratic institutions in the Philippines, and labor migration in Asia.

In the months ahead, the Program plans events on, among other issues, sectarian violence in India, Japanese urbanization, Chinese Muslims, the military situation in Afghanistan, Chinese activities in Latin America, India's founding father Jawaharlal Nehru, sectarian conflict in Pakistan, Sino-Japanese tensions, and the long-term prospects for the Chinese Communist Party.

Canada Institute	<u>Non-appropriated Funds</u>				
	<u>Beginning Net Assets</u>	<u>Income</u>	<u>Expenses</u>	<u>Ending Net Assets</u>	<u>Appropriation</u>
FY 2006 (actual)	\$ 468	\$ 854	\$ 776	\$ 546	\$ 10
FY 2007 (estimate)	\$ 546	\$ 123	\$ 604	\$ 65	\$ 0
FY 2008 (estimate)	\$ 65	\$ 979	\$ 629	\$ 415	\$ 0

The Canada Institute at the Woodrow Wilson Center was established in 2001. Supported largely through donations from the private sector, it explores one of the United States' most important bilateral relationships. Canada is the United States' largest trading partner, with more than \$600 billion (USD) in merchandise trade not including services flowing between the two nations in 2006. For decades, the two neighbors have cooperated closely on international diplomacy, regional defense, and an array of cross-border issues ranging from environmental challenges to law enforcement and border security operations.

The Canada Institute seeks to promote policy debate and analysis of key issues of bilateral concern between Canada and the United States; highlight the importance of the U.S. Canada relationship, both in the United States and in Canada; increase knowledge about Canada among the U.S. policymakers; and create new channels of communication among scholars, business leaders, public officials, and non-governmental representatives in Canada and the United States. The Canada Institute shares relevant programming and publications with appropriate partners in

Canada to encourage dialogue on those issues among a Canadian audience, to promote greater knowledge of U.S. government policy priorities there, and to bring an American perspective to bilateral issues.

In its programs, events, and publications, the Canada Institute highlights the broader issues between the two countries, including energy, trade, the border, security challenges, regional economic integration, demographic change and immigration, globalization, environmental pressures, regulatory questions, investment, technological change, and cultural protection. The Canada Institute hosts various public policy scholars from the United States and Canada, including the Fulbright Woodrow Wilson Center Research Chair in Canada-United States Relations.

The Canada Institute receives a very small amount of Congressionally-appropriated funds. The bulk of its revenue comes from fund-raising dinners in Canada through the support of the Center's development office. A portion of these funds have been used to set up an endowment, income from which supports a variety of projects and scholars at the Center. The majority of the remaining funds are grants from the private sector and from the Canadian Embassy in Washington, D.C. that support specific programs and publications. These programs include a recent forum on agricultural interdependence, a survey of the current state of the U.S.-Canada relationship, and the semi-annual forums on energy issues which, among other topics, have studied energy security, non-traditional sources of energy, and electricity trade. A personal gift from Warren Goldring of AGF Management in Toronto supports the annual C. Warren Goldring Lecture Series: Susan Schwab, the United States Trade Representative, will speak at the next lecture in Toronto in early 2007. The Canadian Imperial Bank of Commerce has given a substantial gift to host a series of private dinners in Toronto with prominent Americans so that Canadian corporate leaders can gain a better understanding of U.S. thinking. Tom Ridge, Lee Hamilton, and Brent Scowcroft have recently spoken at these dinners.

The Canada Institute's "One Issue, Two Voices" publication series brings an American and a Canadian author together to have a dialogue on current concerns in the bilateral relationship. Issues have focused on energy challenges, the management of water resources in the Great Lakes Basin, the renewal of NORAD, public perceptions of threat, corporate governance, and intelligence sharing. The Occasional Papers series includes titles on Quebec's defense policy and climate change politics in North America.

Recent Canada Institute programs looked at Canada-U.S. defense cooperation, China and NAFTA, and Canada's public diplomacy in Washington. Upcoming programs include the Underground Railroad in Canada and Black Canadian Studies, Arctic sovereignty, and the role of states and provinces in border security.

In addition to supporting the conferences, events, and publications noted above, monies from non-appropriated funds are used for the Canada Institute's staff salaries, contractors and to facilitate travel to conferences focusing on U.S.-Canadian affairs.

Comparative Urban Studies Project	<u>Non-appropriated Funds</u>			Ending Net Assets	Appropriation
	Beginning Net Assets	Income	Expenses		
FY 2006 (actual)	\$ 0	\$ 164	\$ 164	\$ 0	\$ 40
FY 2007 (estimate)	\$ 0	\$ 220	\$ 220	\$ 0	\$ 0
FY 2008 (estimate)	\$ 0	\$ 75	\$ 75	\$ 0	\$ 0

The Comparative Urban Studies Project (CUSP) is guided by a working group of internationally recognized urban researchers and practitioners who meet each year to examine the Project's priorities which include urban governance, health, poverty alleviation, youth populations and immigrant communities. The goal is to (a) advance our understanding of the relationship of urban governance to urban growth and management, with particular attention to issues of social equity; and (b) bring together policymakers and urban researchers in a substantive discussion about how to build viable urban governance structures and strong democratic civic culture that are essential for sustaining cities. The Comparative Urban Studies Project is committed to improving knowledge, expertise, and practice of sustainable urban development.

CUSP derives non-appropriated funds through a cooperative agreement with the Urban Programs Team of the U.S. Agency for International Development (USAID). These funds are used to pay the salary of a project associate, project assistant, and to make possible a range of seminars, workshops and conferences devoted to contemporary urban studies. Research findings are disseminated to a broad international audience in policy briefs, occasional papers and conference reports available in print and on the web.

Three major projects underway in FY 2007 are:

- **Inclusive Cities Research Initiative** – CUSP is working to advance knowledge about inclusive pluralism as an essential aspect of sustainable urban development. A working group of international specialists will undertake a major study of the intellectual and practical challenges of urban diversity.
- **Global Urban Poverty: Setting the Research Agenda** – A series of seminars will identify new research and activity emerging from the field on issues facing policymakers and practitioners working to alleviate urban poverty, such as municipal service delivery, infrastructure, slum upgrading, security and access to land.
- **Cities and Fundamentalism** – CUSP is working to advance knowledge about the intellectual and practical challenges posed by fundamentalist groups, movements, and organizations with a special but not exclusive focus on religious ones. A working group of international specialists will examine popular religious movements and their effect on cities in the hopes of attaining a better understanding of the complexities embedded within fundamentalist practices and their subsequent influence on urban life.

East European Studies, West European Studies, & Southeast Europe Project	<u>Non-appropriated Funds</u>					
	Beginning				Ending	
	<u>Net Assets</u>	<u>Income</u>	<u>Expenses</u>	<u>Net Assets</u>	<u>Appropriation</u>	
FY 2006 (actual)	\$ 273	\$ 564	\$ 489	\$ 348	\$ 385	
FY 2007 (estimate)	\$ 348	\$ 499	\$ 542	\$ 305	\$ 235	
FY 2008 (estimate)	\$ 305	\$ 564	\$ 496	\$ 373	\$ 249	

East European Studies (EES) receives the vast majority of its non-appropriated funds from Title VIII, the Program for Research and Training on Eastern Europe and the Independent States of the Former Soviet Union (formerly the Soviet and East European Research and Training Act of 1983), which is administered by the U.S. Department of State. The Title VIII grant supports residential research stipends for American specialists on the countries of Eastern Europe. Fellows are selected through national, peer-reviewed competitions. EES organizes various events, most of which are open to the public. These events include presentations by EES scholars and other specialists, some from Eastern Europe, concentrating on the political and economic transitions in Eastern Europe and security issues relevant to U.S. policy (NATO and EU expansion, Bosnia and Herzegovina, Serbia, Montenegro, Kosovo, Macedonia, Albania, etc.).

EES publishes a bi-monthly newsletter, a series of Occasional Papers and Special Reports, which are disseminated to a local, national, and international audiences. In addition, the EES homepage on the Wilson Center website contains complete listings of the Program's activities, as well as downloadable publications. The Title VIII grant funds travel for speakers, publishing expenses, and some office and salary expenses. It also supports the Junior Scholars' Training Seminar (now in its 20th year) which is cosponsored by the American Council for Learned Societies. This annual seminar brings together American graduate students and recent MA and PhD recipients, chosen through a national competition, to discuss their work and the state of the field with senior scholars.

West European Studies (WES) cooperates on a number of Europe-wide issues with East European Studies, particularly on topics such as the evolution of NATO and the European Union, and the expansion and deepening of democracy in Europe. West European Studies also focuses on broad issues that are significant for the United States in its relations with Europe. It looks at the development of civil society and open institutions throughout Europe and also investigates European approaches to policy issues of importance to the United States including social insurance, education, and the role of the state in economic activity. Seminars and conferences on the role of the United States and Europe in global financial issues and trade policy are also part of its mandate. At a time of continuing transatlantic tension, West European Studies explores the widening differences in the role of government in society, social values, and the use of force in international affairs. In light of the war against terrorism, West European Studies will also examine the changing roles for European and U.S. forces in Balkan and Middle East peace keeping and place special emphasis on U.S.-European cooperation in counterterrorism.

WES has responsibility for the biennial alumni meetings that focus on topics of broad concern to all of Europe and the United States. In 2006, the European Alumni Association

conference on "Europe and the Muslim World" was held in Istanbul, Turkey. These meetings are largely self-funded by association members with some support from trust fund donations to the Center.

The Southeast Europe Project (SEP) was established in January 2005, after the merger of the Western Policy Center with the Woodrow Wilson International Center for Scholars, to promote scholarly research and informed debate about the full range of U.S. political, commercial, and security issues and interests in the eastern Mediterranean, southern Balkan, and adjacent regions.

SEP research and public affairs programs focus on regional and functional issues centered on Greece, Turkey, Cyprus, and Bulgaria, with particular attention to European Union enlargement and NATO expansion and realignment in the geopolitical landscape of the 21st century.

SEP organizes various events, most of which are open to the public, including conferences, forums, roundtables, book events, and meetings where scholars and policy professionals can exchange ideas, perspectives, and information on U.S. and European options and objectives in the region.

It actively solicits innovative in-residence and adjunct scholars to illuminate essential public policy issues and identify emerging or unexplored issues through professional networks in the U.S., Greece, Turkey, Cyprus, and Bulgaria, and solicits and publishes original articles and commentaries by contributing colleagues and associates.

To honor the benefactors of the Southeast Europe Project, the Tsakopoulos-Kounalakis Lecture Series was instituted to uphold and advance Democracy and Reason as gifts of the Classical Hellenistic era to the modern world by providing a forum for world leaders and distinguished scholars who study, understand, and manifest the lessons of classical antiquity in contemporary statecraft, diplomacy, and society.

SEP also aims to broaden the global network of professional expertise upon which U.S., European, and other regional policymakers, diplomats, business and civic leaders, journalists, and scholars can draw to help expand successful alliances, strengthen partnerships, build opportunities, and resolve problems among southeastern European countries. It received a grant from the Smith Richardson Foundation for a major research project titled "Reshaping the U.S.-Turkish Relationship," led by SEP Public Policy Scholar Dr. Ian O. Lesser, to explore whether the deteriorated U.S.-Turkey relationship can be rebuilt.

Foresight and Governance Project	Beginning <u>Net Assets</u>	<u>Non-appropriated Funds</u>		Ending <u>Net Assets</u>	<u>Appropriation</u>
		<u>Income</u>	<u>Expenses</u>		
FY 2006 (actual)	\$ 249	\$ 1,326	\$ 1,423	\$ 152	\$ 15
FY 2007 (estimate)	\$ 152	\$ 1,696	\$ 1,673	\$ 175	\$ 0
FY 2008 (estimate)	\$ 175	\$ 1,500	\$ 1,509	\$ 166	\$ 0

The Foresight and Governance Project at the Wilson Center works to identify emerging issues (technological, social, and economic) with potential public policy impacts and to improve the capacity for long-term planning in the public sector. Recent and on-going projects include work to examine the public policy impacts and implications of advances in nanotechnology, genetics, gaming and simulation, and computation. The Project focuses on the following broad areas:

**Governance:** The Project works to support better foresight in the public sector. On-going projects include work with various offices within the Environmental Protection Agency (EPA) to examine emerging technologies and their impacts on environmental policy and work to explore new approaches for technology assessment and the funding of high-risk, long-term research.

**Strategic Studies:** Through both internal and collaborative research, we are working to identify critical future issues and make key findings easily accessible to policymakers and other interested parties. The Pew Charitable Trusts, in cooperation with the Wilson Center, has created the Project on Emerging Nanotechnologies, with a \$3 million, 2-year grant. This project is dedicated to helping business, government and the public anticipate and manage possible health and environmental implications of nanotechnology. Recent work under this grant includes an inventory of nanotech-related environmental, health, and safety research in the U.S. government; an inventory of nanotechnology consumer products; testimony before the House Science and Senate Commerce Committees; an analysis of the federal oversight system for nanotechnologies; and a strategic analysis of nanotech risk-related research. The Lounsbery Foundation is funding work to explore applications of computer-based games and simulations to public policy challenges, with a specific focus on the development of a prototype National Budget Game.

**Outreach:** The Project works to support public sector foresight efforts through the building of networks of scholars and practitioners and the provision of information resources. Foresight has developed a "virtual neighborhood" to provide quick access to the multiple project websites at <http://www.foresightandgovernance.org>.

To fulfill its mission, the Project has worked with a number of public and private sector entities including AT&T, IBM, Affymetrix, RAND, American Association for the Advancement of Science (AAAS), Institute for Alternative Futures, Environmental Law Institute, Yale University School of Forestry and Environmental Studies, University of Virginia School of Engineering, and the Millennium Project (American Council of the United Nations University).

Division of International Security Studies	<u>Non-appropriated Funds</u>			Ending <u>Net Assets</u>	<u>Appropriation</u>
	<u>Beginning Net Assets</u>	<u>Income</u>	<u>Expenses</u>		
FY 2006 (actual)	\$ 483	\$ 768	\$ 910	\$ 341	\$ 929
FY 2007 (estimate)	\$ 341	\$1,151	\$1,319	\$ 173	\$ 505
FY 2008 (estimate)	\$ 173	\$ 573	\$ 620	\$ 126	\$ 528

Non-appropriated funds are derived from foundation grants. These funds are used to support the staff salaries and activities of several multi-year projects, including the "Environmental Change and Security Program" (ECSP), the "History and Public Policy Program" (HAPP), the "Nonproliferation Forum," and the "Terrorism and Homeland Security Seminar Series." These projects – each pre-eminent in its respective issue area – provide objective coverage of new scholarship in fast-moving subject areas. Through a range of publications and meetings, these projects provide a forum through which scholars and practitioners can debate new ideas and learn about cutting-edge academic and policy initiatives in the United States and abroad.

The Woodrow Wilson Center's Environmental Change and Security Program (ECSP), which receives significant outside grant support, provides specialists and other interested individuals with a "road map" to the myriad views, activities, and policy initiatives falling under the rubric of environment, population, and security. Through meetings, publications, and the activities of the staff, ECSP explores a wide range of academic and policy-related topics including various conceptual linkages among environment, population, and security; how these ideas are nested in broader debates over redefining security; how policymakers in the United States and other countries are utilizing these ideas and making policy; and how governments, non-governmental organizations (NGOs), and businesses are responding to the causes and symptoms of important environmental and demographic issues. Through its China Environment Forum, the Program also aims to identify critical environmental and sustainable development issues in China and explore creative ideas and opportunities for governmental and non-governmental cooperation. Current thematic areas of focus include the future of water and sanitation; population, health and conservation connections; and environmental security.

ECSP has helped to expand the network of experts from diverse professional backgrounds, fostering new dialogue and comparative insights in its dual capacity as a neutral forum and an information clearinghouse. The Program publishes two annual journals, The Environmental Change and Security Program Report and The China Environment Series, as tools for researchers, policymakers, and educators. Both the Report and the Series feature articles by scholars and practitioners, summaries of meetings, and reviews of recent literature in the field. All copies of the publication are available at <http://www.wilsoncenter.org/ecsp>.

The History and Public Policy Program (HAPP) builds on the 13 year long, \$4 million investment the Wilson Center and supporting foundations have made in the Center's highly successful Cold War International History Project (CWIHP), which has become 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. Moving beyond the confines of the Cold War era and CWIHP's strongly empirical focus, HAPP serves as a crucial bridge between the scholarly community and the world of public affairs by creating a nonpartisan forum for fast but sober, critical, and scholarly assessment of the impact of newly released historical materials on public policy.

HAPP seeks to integrate the insights of social scientists with experienced public policy practitioners both inside and outside government in order to provide in-depth context on critical foreign policy issues and to identify opportunities for the effective use of historical scholarship in the policy process. The Program also serves as a clearinghouse for the coordination and dissemination of new international sources and research on the most pressing threats to U.S. national interests and international security, on the forces shaping these problems, and on their historical and conceptual foundations.

The Nonproliferation Forum series, co-sponsored with the Los Alamos National Laboratory, sponsors monthly meetings and occasional workshops on important topical issues (from securing fissile material in the former Soviet Union to the ongoing nuclear crises with North Korea and Iran). The "Terrorism and Homeland Security Seminar Series," co-sponsored with the Georgetown University's Center for Peace and Security Studies, is designed to stimulate informed discussion and debate on the problem of terrorism and the most effective means to address it. These two meeting series provide forums in which experts from government, business, journalism and academia can meet on a regular basis to hear presentations by preeminent international experts on topical issues and to exchange views and information.

In September 2005, the Wilson Center launched the Global Health Initiative to provide a forum for an interdisciplinary examination of critical health challenges facing the United States and the world. By leveraging, building on, and coordinating the Wilson Center's strong regional and cross-cutting programming, this initiative seeks to promote dialogue about health issues among policy leaders. The Global Health Initiative brings practitioners, scientists, scholars, business leaders, and policymakers together in a neutral forum to discuss the most pressing health concerns of the 21st century. It is our hope that such a forum will ultimately increase understanding of health issues and inspire policy decisions that will improve the lives of citizens around the world.

Kennan Institute	<u>Non-appropriated Funds</u>				
	<u>Beginning</u> <u>Net Assets</u>	<u>Income</u>	<u>Expenses</u>	<u>Ending</u> <u>Net Assets</u>	<u>Appropriation</u>
FY 2006 (actual)	\$1,194	\$4,511	\$3,568	\$2,137	\$ 329
FY 2007 (estimate)	\$2,137	\$4,162	\$3,875	\$2,424	\$ 221
FY 2008 (estimate)	\$2,424	\$2,947	\$3,262	\$2,109	\$ 235

The Kennan Institute receives part of its non-appropriated funding from an annual competitive grant award from the U.S. Department of State's Program for Research and Training on Eastern Europe and the Independent States of the Former Soviet Union (Title VIII). The Title VIII grant currently provides salary support, stipends for American research scholars, research

assistance for those scholars, stipends for short-term scholars, funding for Kennan Institute publications such as the monthly calendar and meeting reports, workshop support, and the cost of travel for seminar and noon discussion speakers. Each year funding brings approximately 16 American scholars from around the nation to Washington, D.C. for one- to nine-month periods. Recent scholars' research topics have included: "Citizen Participation in Local Government" and "The Russian Orthodox Church and the State: Prospects for Democracy." The Kennan Institute also hosts approximately 70 to 90 public meetings, conferences, and working group sessions per year and provides a wide range of news digests, meeting reports, and paper-length publications to the public free of charge.

The Kennan Institute, in collaboration with Carnegie Corporation of New York, the John D. and Catherine T. MacArthur Foundation, the Ministry of Education and Science of the Russian Federation, and the ISE Center (Information. Scholarship. Education), has created nine thematic research centers at regional Russian universities as part of the Centers for Advanced Study and Education (CASE) initiative. The ISE Center in Moscow administers this program in Russia while the Kennan Institute coordinates programming for the project outside of Russia. The CASE program provides support to Russian scholars through the creation of horizontal networks within the academic community, by means of engaging scholars in domestic and international research projects, providing training in contemporary research methodologies, supporting the creation of modern libraries, and offering publications support. To date, over 3,500 scholars from across Russia have benefited from the CASE program either through direct fellowships or through engagement in CASE programs. In addition, the CASE program provides the Kennan Institute with further salary support.

Through the Galina Starovoitova Fellowship on Human Rights and Conflict Resolution, the Kennan Institute offers nine months of support (one six-month and one three-month grant) to prominent scholars and policymakers from the Russian Federation who have successfully bridged the worlds of ideas and public affairs to advance human rights and conflict resolution. Fellows in recent years have focused their research on racial discrimination, religious freedom, non-government organizations and government, and human rights.

The Kennan Institute continues to partner with the Fulbright Program to bring scholars from Russia and Ukraine to Washington, D.C. Under this five year agreement which ends in 2008, the Kennan Institute hosts up to 12 competitively selected scholars a year from Russia and Ukraine to conduct research for six months in the fields of the humanities and social sciences. Fulbright-Kennan Institute Research Scholarships are available to researchers and lecturers from academic and higher educational institutions and research centers who are actively involved in academic and research work. Preference is given to those applicants whose research informs discussion of key public policy issues, enhances development of scholarship in the former Soviet Union, and fosters communication between the world of scholarship and the world of public affairs. The Memorandum of Understanding is in the process of being renewed for continued support of this program.

The Kennan Institute attracts corporate contributions through an annual fundraising dinner with the guidance of its Kennan Council. The Council is a private sector advisory board that is

charged with helping to ensure the financial strength of the Institute and provide guidance on issues of importance to the private sector in Russia and the surrounding area. In 2006, the Kennan Institute received a commitment from Katherine Davis for three years of support to the Institute's programming. Also, the Kennan Institute derives income from interest on its endowment, which supports non-American short-term scholars, conferences, office operations in Moscow and Kyiv, and general office expenses and salary support in Washington, D.C.

During FY 2008, the Kennan Institute will support several multi-year projects which focus particular attention on migration and border regions between the EU and post-Soviet states; social safety net issues in Russia such as health and poverty; and religion in post-Soviet society.

The Institute will also host the first part of the workshops on "International Development Assistance in the Post-Soviet Space," aiming to grapple with the implications of the billions of dollars in public and private sector funds invested in the region over the past 15 years.

To locate additional information about the Kennan Institute and to learn about upcoming events and review recent news digests, meeting reports, and occasional papers, visitors may access the Center's website (<http://www.wilsoncenter.org/kennan>).

Latin American Program	<u>Non-appropriated Funds</u>				
	<u>Beginning Net Assets</u>	<u>Income</u>	<u>Expenses</u>	<u>Ending Net Assets</u>	<u>Appropriation</u>
FY 2006 (actual)	\$ 270	\$2,165	\$1,302	\$1,133	\$ 398
FY 2007 (estimate)	\$1,133	\$1,064	\$1,322	\$ 875	\$ 186
FY 2008 (estimate)	\$ 875	\$ 396	\$ 791	\$ 480	\$ 209

Non-appropriated funds are derived from foundation grants, donations, and private corporations. They 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; the consolidation of democratic governance in the hemisphere; peace-building and conflict resolution, particularly in Colombia; the politics of energy; hemispheric defense policy post- 9/11; the alleviation of poverty and inequality; citizen security and police reform; decentralization, local governance, and citizen participation; and trade policy.

In addition, given their importance for hemispheric affairs and for U.S.-Latin American relations, Brazil and Mexico are a central focus of The Latin American Program. The Brazil Institute seeks to increase awareness of Brazil and its international role by providing information and analysis on political and economic developments in Brazil and its bilateral relations with the United States and on such key topics as environment, agricultural policy, and trade. The Mexico Institute seeks to increase understanding, communication, and cooperation between the United States and Mexico and highlight issues related to Mexico in the United States. In cooperation with the Mexican Council on Foreign Relations, the Mexico Institute sponsors a fellowship

program that brings Mexican scholars to Washington for brief periods of residency at the Wilson Center.

Projects devoted to democratic governance, security, and poverty alleviation use the Wilson Centers unquestioned reputation for nonpartisan debate and the highest academic standards to convene high-level meetings and commission cutting-edge research that informs key members of the policy community in this country and throughout the hemisphere.

Non-appropriated funds also enable the Latin American Program to disseminate the results of these meetings and this research in the form of publications, such as *Rethinking the Economics of War: The Intersection of Need, Creed, and Greed*; *Getting Globalization Right: The Dilemmas of Inequality*; *The United States and Mexico: Forging a Strategic Partnership*; *Latin America and the United States: The Future of the Relationship*; *NAFTA at Ten*; "The Peace Process in Colombia with the ELN;" "The Mensalao Scandal in Brazil and the Future of the Workers Party (PT);" and "Defining Brazil's Security Agenda: From Favelas to the United Nations." In addition, non-appropriated funds cover the cost of most seminars and conferences held by the Latin American Program at the Woodrow Wilson Center, including briefings for Congressional staff. Examples of conferences held in the past year with non-appropriated and appropriated funds were: *The Domestic and Foreign Policies of Venezuelan President Hugo Chavez*, *Mexico's 2006 Election and its Implications for Mexican Foreign Policy*; *International Trade and Biotechnology in Brazil*; *The Future of the Andean Region*; *The International Relations of Latin America: Explaining Strategies and External Alliances*; *Brazil's 2006 Presidential Election*; and *Towards a New U.S.-Mexico Agenda* (held in the U.S. Capitol Building). Current projects include an ambitious three-year project on new political movements in Latin America; research on bio-fuels in Brazil; and a working group on security cooperation between Mexico and the United States.

Middle East Program	<u>Non-appropriated Funds</u>			Ending Net Assets	<u>Appropriation</u>
	<u>Beginning Net Assets</u>	<u>Income</u>	<u>Expenses</u>		
FY 2006 (actual)	\$ 157	\$ 526	\$ 421	\$ 262	\$ 186
FY 2007 (estimate)	\$ 262	\$ 50	\$ 273	\$ 39	\$ 129
FY 2008 (estimate)	\$ 39	\$ 130	\$ 130	\$ 39	\$ 143

The Middle East Program deals with an area of the world which is of abiding importance to the United States due to its oil resources, strategic location, and as a region where many of the most difficult problems associated with modernization, democratization, and also of Islamic radicalism are playing themselves out. The events of September 11, the war on terrorism and the wars in Afghanistan and Iraq, the still unresolved Palestinian/Israeli conflict, and Iran's determined pursuit of nuclear technology have underlined the significance of the region for the United States and its allies.

The Middle East Program will continue, through its public meetings, to look at short-and long-term developments in the Middle East region and the Persian Gulf. Security of oil supplies, prevention of weapons proliferation, fighting terrorism and containment of potentially dangerous states remain long-term U.S. policy goals. Powerful social forces indigenous to Middle East states and Islamic radicalism require imaginative responses from governments in the region.

Women continue to be an important force for change in social, political and economic developments and are demanding expanded rights and access to decision-making positions. A younger generation is calling for jobs, meaningful education, and social freedoms. Everywhere, there is a hunger for more openness, more transparency, and greater respect for the rule of law and democratic principles by governments. The Wilson Center's Middle East Program addressed these key issues in the past year and will continue to do so. The program held a meeting in December 2006 in Amman, Jordan on Women's Political and Economic Participation in the Middle East.

Among its future plans the Middle East Program will focus on the role moderate and pro-democracy groups in the region will play in counterbalancing the more radical elements. As part of its Iran series the Middle East Program will devote a number of meetings to social, political and economic developments in that country, including growing restrictions on political and intellectual activity, Iran's emergence as a regional power, and the implications of Iran's close ties with Russia and China on its relations with the West. The Middle East Program's Iran series, which has received generous foundation support, is widely acknowledged to be the best program of its kind in Washington.

The Middle East Program intends to expand its overall programming in 2008-2009, to keep abreast of regional developments, to look ahead to emerging trends and potential problem areas, to serve the Washington community through lectures, seminars and discussion groups, and to remain at the forefront of Washington area research centers dealing with the Middle East. The Program will also continue serving as a forum for dialogue between experts and thinkers from the region and their counterparts in the U.S.—journalists, policymakers, academics, and analysts.

Science, Technology, America & the Global Economy	<u>Non-appropriated Funds</u>				
	<u>Beginning Net Assets</u>	<u>Income</u>	<u>Expenses</u>	<u>Ending Net Assets</u>	<u>Appropriation</u>
FY 2006 (actual)	\$ 31	\$ 174	\$ 146	\$ 59	\$ 18
FY 2007 (estimate)	\$ 59	\$ 23	\$ 28	\$ 54	\$ 0
FY 2008 (estimate)	\$ 54	\$ 20	\$ 20	\$ 54	\$ 0

The Program on Science, Technology, America & the Global Economy (STAGE) receives non-appropriated funds from foundations and other non-governmental organizations. Started under an initial Ford Foundation grant, STAGE has grown from its initial focus on the American economy, international trade and finance, and globalization to add an emphasis on the impact of science and technology policy on the American and global economies.

From its inception, STAGE has worked to foster a number of Wilson Center-wide or cross-regional activities. For instance, In FY 2007, STAGE will continue to work with the Asia Program with a special focus on the Chinese, Indian, and Japanese economies. In a similar fashion, STAGE will continue to work with the Kennan Institute on the progress of Russia and Ukraine toward accession to the World Trade Organization.

STAGE continues to work on programs related to the Doha Round of multilateral trade negotiations. In FY 2006, STAGE received a grant from the Hewlett Foundation to explore the issues of agriculture and capacity building in the Doha negotiations. Meetings are scheduled for February and March of 2007. Under a separate FY 2007 Hewlett grant, STAGE will focus on how changes in the FY 2007 farm bill could influence the Doha negotiations. In part, the work on agriculture builds on a day-long conference focused on trade negotiations over cotton exports from Africa.

In FY 2006, STAGE received a grant from the Sloan Foundation to examine new thinking in international trade on the impact of innovation and shifting comparative advantage. At our first session in mid-FY 2006, Nobel laureate Paul Samuelson, William Baumol, the Harold Price Professor of Entrepreneurship and Academic Director of the Berkeley Center for Entrepreneurial Studies in the Stern School of Business at New York University, and Ralph Gomory, president of the Sloan Foundation discussed their recent research work on the implications for U.S. gains from trade of overseas changes in comparative advantage. The conference proceedings and a number of related papers will be published in mid-FY 2007. The second conference held in FY 2007, focused on how advanced and emerging market economies are investing in ways to strengthen their innovation systems and change their comparative advantage in key industries. STAGE is seeking added funding for FY 2007 and FY 2008 to continue to explore the growing importance of trade, the changing nature of trade, and new thinking in trade theory and policy.

In FY 2007, STAGE will also be active in exploring current trends in science and technology policy. In FY 2007 STAGE received a grant from the German University Liaison Office to host a February conference on "Knowledge Transfer of Tomorrow." STAGE will continue with its monthly breakfast series focused on American and global science and technology policies. STAGE has also developed and sent out a proposal seeking three-year funding to support a new Science and Technology Policy Institute at the Wilson Center.

STAGE has also taken on an active role in leading or supporting Wilson Center activities in global health, energy, education, and domestic health. It has secured some funding for global health and are seeking financial support for research and programs in the other areas.

Division of United States Studies	<u>Non-appropriated Funds</u>				<u>Appropriation</u>
	<u>Beginning Net Assets</u>	<u>Income</u>	<u>Expenses</u>	<u>Ending Net Assets</u>	
FY 2006 (actual)	\$ 76	\$ 31	\$ 66	\$ 41	\$ 460
FY 2007 (estimate)	\$ 41	\$ 4	\$ 11	\$ 34	\$ 241
FY 2008 (estimate)	\$ 34	\$ 4	\$ 6	\$ 32	\$ 251

The Division of United States Studies received non-appropriated funds from the Carnegie Corporation of New York for a major conference on May 5, 2006 on Arab-Americans and Political Participation, and for the resulting publication. It received several private contributions to support a conference on the experiences of civil rights lawyers, and to publish the findings, which are now being used in college classrooms. It is currently talking with possible funders for a workshop that will bring together government officials and Muslim activists from the United States and Western Europe, to discuss how governments can identify interlocuters in the Muslim communities. The Division is also seeking funding for a conference on Muslims in the United States that would be held in the Middle East, and is working with the Thurgood Marshall Foundation to fund a series of seminars featuring the research of young professors in historically black colleges and universities.

The Daniel and Joanna Rose Fund continues to assist in operating the Division's meetings and planning projects, and the Maurice Falk Fund and private contributions support a series of meetings on new research on race and ethnicity.

The Division recently played an important role in the Center conference on the legacy of Woodrow Wilson. Its schedule of conferences and seminars for 2007 include those on the topics of health care disparities in the United States, the history of women in the legal profession, ways to measure the voting rates of various ethnic constituencies, the integration of Muslims in the United States, race and gender in state legislatures, and best practices in building mixed-income housing in urban areas.

In November 2007, the Congress Project will begin a new, two-year series of programs under the theme, "Congress and the President." The emphasis of the new series will be on executive-congressional relations and the difficult balance Congress must achieve both to work with the President on important policy issues, and to serve as a check on the executive branch through oversight and control of the purse-strings.

The Congress Project usually conducts five seminars and/or roundtables each fiscal year that highlight how the policy process in Congress works. The seminars for fiscal year 2008, leading up to the presidential and congressional elections in November of that year, will likely focus on those policy issues most likely to play a part in the election campaigns of candidates for the White House and Congress. The second year of seminars will continue exploring the relationships between the two branches as both maneuver to set new priorities and directions for the Nation.

The Congress Project was established in 1999 for the purpose of bringing together current and former Members of Congress and senior staff from both parties, administration officials, journalists, and congressional scholars, to engage in an ongoing public dialogue on the politics, processes, and policy challenges to our representative democracy and their implications for the future. The Congress Project operates on a modest annual budget and also receives support from federal conference funds for the expenses of the four to five seminars a year. The remainder of the annual budget is taken from unrestricted monies for the salary and benefits of the Project director.

The Congress Project reaches out to a broad audience both in the Washington area and around the world. Its seminars are open to the public and often carried by C-SPAN. The seminars draw a mix of congressional staff, executive branch personnel, political scientists and historians, embassy representatives, the media, and the general public. The materials from each seminar are available on the Project website to students of Congress, interested citizens, and persons from around the world interested in learning more about how the Congress operates. The Project also conducts an average of one special program a year, often in co-sponsorship with other organizations, for example, with the Governance Institute on assessing the work of Congress; and with the Stennis Center on the impact of information technology on deliberations in Congress.

<i>The Wilson Quarterly</i>	<u>Non-appropriated Funds</u>				
	<u>Beginning Net Assets</u>	<u>Income &amp; Transfers</u>	<u>Expenses</u>	<u>Ending Net Assets</u>	<u>Appropriation</u>
FY 2006 (actual)	\$ 0	\$1,711	\$1,711	\$ 0	\$ 340
FY 2007 (estimate)	\$ 0	\$1,723	\$1,723	\$ 0	\$ 374
FY 2008 (estimate)	\$ 0	\$1,775	\$1,775	\$ 0	\$ 374

In its effort to bring the best of the world of ideas to a broad readership, The Wilson Quarterly operates largely as a self-sustaining enterprise. Its trust fund income is derived from its 70,000 subscriptions nationwide, list rental, single-copy sales, advertising, fund-raising efforts and, when necessary, transfers from general Center funds. Contributing to income, non-appropriated cash reserves will be drawn down approximately \$450,000 in FY 2006, covering current year's operating losses. A further \$489,000 in FY 2007 and \$492,000 in FY 2008 drawn from non-appropriated cash reserves available for such purposes are estimated to be needed to offset annual deficits for FY 2007 and FY 2008. Income is used to cover the expense for salaries and benefits, manuscripts, illustrations, printing, paper and distribution, administration, acquisition of new subscribers, and fulfilment of orders. Federal funds partially support the cost of postage.

**ENDOWMENT PRINCIPAL FY 2006**

(Dollars in Thousands)

Based on Market Value

**GENERAL CENTER**

Carried Forward From FY 2005	\$22,495
Change in Value During FY 2006	\$ 695
Balance End of FY 2006	\$23,190

**KENNAN INSTITUTE**

Carried Forward From FY 2005	\$ 7,396
Change in Value During FY 2006	\$ 181
Balance End of FY 2006	\$ 7,577

**LATIN AMERICAN PROGRAM**

Carried Forward From FY 2005	\$ 1,250
Change in Value During FY 2006	\$ 28
Balance End of FY 2006	\$ 1,278

**ASIA PROGRAM**

Carried Forward From FY 2005	\$ 3,625
Change in Value During FY 2006	\$ 85
Balance End of FY 2006	\$ 3,710

**EAST EUROPEAN STUDIES**

Carried Forward From FY 2005	\$ 41
Change in Value During FY 2006	\$ 1
Balance End of FY 2006	\$ 42

**WEST EUROPEAN STUDIES**

Carried Forward From FY 2005	\$ 62
Change in Value During FY 2006	\$ 1
Balance End of FY 2006	\$ 63

**CANADA INSTITUTE**

Carried Forward From FY 2005	\$ 323
Change in Value During FY 2006	\$ 9
Balance End of FY 2006	\$ 332

**ENDOWMENT PRINCIPAL FY 2007**

(Dollars in Thousands)

Based on Book Value

**GENERAL CENTER**

Carried Forward From FY 2006	\$23,190
Estimated to be Received During FY 2007	\$ 0
Estimated Balance End of FY 2007	\$23,190

**KENNAN INSTITUTE**

Carried Forward From FY 2006	\$ 7,577
Estimated to be Received During FY 2007	\$ 0
Estimated Balance End of FY 2007	\$ 7,577

**LATIN AMERICAN PROGRAM**

Carried Forward From FY 2006	\$ 1,278
Estimated to be Received During FY 2007	\$ 0
Estimated Balance End of FY 2007	\$ 1,278

**ASIA PROGRAM**

Carried Forward From FY 2006	\$ 3,710
Estimated to be Received During FY 2007	\$ 0
Estimated Balance End of FY 2007	\$ 3,710

**EAST EUROPEAN STUDIES**

Carried Forward From FY 2006	\$ 42
Estimated to be Received During FY 2007	\$ 0
Estimated Balance End of FY 2007	\$ 42

**WEST EUROPEAN STUDIES**

Carried Forward From FY 2006	\$ 63
Estimated to be Received During FY 2007	\$ 0
Estimated Balance End of FY 2007	\$ 63

**CANADA INSTITUTE**

Carried Forward From FY 2006	\$ 332
Estimated Change in Value During FY 2007	\$ 0
Estimated Balance End of FY 2007	\$ 332

**ENDOWMENT PRINCIPAL FY 2008**

(Dollars in Thousands)

Based on Book Value

**GENERAL CENTER**

Estimated to be Carried Forward From FY 2007	\$23,190
Estimated to be Received During FY 2008	\$ 0
Estimated Balance End of FY 2008	\$23,190

**KENNAN INSTITUTE**

Estimated to be Carried Forward From FY 2007	\$ 7,577
Estimated to be Received During FY 2008	\$ 0
Estimated Balance End of FY 2008	\$ 7,577

**LATIN AMERICAN PROGRAM**

Estimated to be Carried Forward From FY 2007	\$ 1,278
Estimated to be Received During FY 2008	\$ 0
Estimated Balance End of FY 2008	\$ 1,278

**ASIA PROGRAM**

Estimated to be Carried Forward From FY 2007	\$ 3,710
Estimated to be Received During FY 2008	\$ 0
Estimated Balance End of FY 2008	\$ 3,710

**EAST EUROPEAN STUDIES**

Estimated to be Carried Forward From FY 2007	\$ 42
Estimated to be Received During FY 2008	\$ 0
Estimated Balance End of FY 2008	\$ 42

**WEST EUROPEAN STUDIES**

Estimated to be Carried Forward From FY 2007	\$ 63
Estimated to be Received During FY 2008	\$ 0
Estimated Balance End of FY 2008	\$ 63

**CANADA INSTITUTE**

Estimated to be Carried Forward From FY 2007	\$ 332
Estimated Change in Value During FY 2008	\$ 200
Estimated Balance End of FY 2008	\$ 532