

Statement of the Honorable Lee H. Hamilton
Director, the Woodrow Wilson International Center for Scholars
before
The Subcommittee on Interior, Environment and Related Agencies
Committee on Appropriations
United States House of Representatives
February 15, 2006

Mr. Chairman, Mr. Dicks and distinguished Members of the Subcommittee. It is a pleasure and distinct honor for me to appear before you on behalf of the Woodrow Wilson Center to present the Center's budget request for Fiscal Year 2007.

The Woodrow Wilson Center's budget request for FY 2007 is \$9.438 million. This request includes increased costs to the Center's base for payroll adjustments related to the federal pay increase that was granted above budgeted amounts for FY 2005, the January 2006 pay adjustment, partial-year cost for the pay adjustment scheduled for FY 2007 and corresponding amounts associated with fellowship stipend increases. The Wilson Center also seeks one additional position, increasing the total full-time equivalent work years from 50 to 51. This position would be added to the Conferences and Other Outreach Program, Project and Activity (PPA). This position is needed to enable the Center to keep up with the added demands of vastly expanded programmatic activities and to be able to introduce other new and important outreach initiatives – initiatives the Congress has urged the Center to emphasize.

With the move to the Ronald Reagan Building now more than seven 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 – averaging 20 meetings per week in 2005 which we assume will grow in 2006; the output of the more than 150 scholars who visit and are in residence at 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, other cities, and indeed many other countries 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 by fostering research, study, discussion and collaboration among a full spectrum of individuals – in government, in academia, and in the non-profit and corporate sectors and in the general public – concerned with policy and scholarship in national and world affairs. At its core, the Center remains a neutral forum for free, open, and informed dialogue.

The Center is continuing to review and challenge many of the assumptions of past and current operations. These reviews have involved outreach, data bases, the best functional use of its limited 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 staff speakers, scholars, and audiences we seek to attract to the Center. In all these efforts, our objective is to maximize our effectiveness, broaden our scope, produce higher quality work, and ensure a more efficient use of all our resources.

The Wilson Center's strengths include not only a talented staff of well over 135 people, many of whom produce significant scholarship, but an engaged Board of Trustees under the able leadership of Ambassador Joseph Gildenhorn that plays a pivotal role in the Center's governance. By statute, the Board of Trustees of the Wilson Center also 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, now with more than 125 members, is also playing a vital role in the life of the Wilson Center, and under its new president, ABC Washington News Correspondent Sam Donaldson, I expect the Council to continue to provide essential leadership on many of the Center's crucial development initiatives and to maintain its commitment to excellence in the Center's work.

The Center values greatly the advice and counsel it receives from the Administration and the United States Congress. I would mention three key Congressional directives of the several years on the implementation of which the Center continues to give high priority.

First, the Congress has wanted the Wilson Center to raise more private money for its operations. I am pleased to say that at present 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 office room within the Center's existing space. Successful private fund-raising enabled the Center, working with the Board of Trustees, to conduct a space utilization study and then reconfigured several areas within our existing facility to create more office space. The latest space renovations of this initiative were completed in 2005.

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 overseas projects are broadening the scope of the Center's work, but they also challenge the Center's small, but highly effective, administrative infrastructure.

The Center will continue to depend on raising annually on \$3-4 million in unrestricted trust money, the toughest money to raise but absolutely essential for the effective operation of the Center. Seventeen fund-raising dinners were held during Fiscal Year 2005 across the United States and in Toronto, Vancouver, Berlin, and Sydney, to help the Center achieve its objectives. And 21 fund-raising dinners are planned during Fiscal Year 2006.

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 and greater webcasting of events, the production of more focused and better coordinated publications, new brochures, and a new 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 30th anniversary year and with a new design and format, continues to maintain a strong readership and boasts well over 70,000 readers. *Centerpoint*, our monthly newsletter, reaches over 12,000 people here and abroad. It is well-designed, well-edited, focused and pithy, and it provides a good, current snapshot of what happens at the Center. The Center's website now receives an average of 100,000 unique visitors each month. This year we added an alumni section in

which former fellows and scholars can keep in touch with the Center and with one another. Also on the horizon for 2006 is a multimedia portal on which all of the Center's audio and video of meetings will be archived, ensuring that Wilson Center programming has a longer shelf-life and reaches beyond the Beltway.

The Center also produces both an award winning weekly half-hour radio program and a television series called **dialogue**. **dialogue** radio is broadcast on approximately 160 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 via the GlobeCast World TV digital satellite, and is available internationally via the PBS plus satellite service. Both programs are also available to the public on the Wilson Center's website. Other broadcasts include: Close Up at the Wilson Center, 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 shows 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 the Center considers 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 recently awarded the Wilson Center a significant two-year grant to create a Project on Emerging Nanotechnologies.

Finally, the Center is focused on other broad interests of President Wilson, including government reform and an open trading system. During 2006, the 150th anniversary of President Wilson's birth, the Center will focus anew on the life and work of the 28th president.

The Center is now close to entering its seventh year of Director's Forums, a series of one-hour meetings with leaders in a variety of areas. 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 of these Director's Forums. Among the speakers at Director's Forums in fiscal and calendar years 2005 were: Associate Justices of the Supreme Court Antonin Scalia and Stephen G. Breyer; Secretary of the Interior Gale Norton; Director Robert Mueller of the FBI; former Secretary of State Henry Kissinger; Jane Goodall, Founder of the Jane Goodall Institute; the Defense Ministers of Spain and Bulgaria; Jose Miguel Insulza, now Secretary General of the OAS; former Brazilian President Cardozo; and the former Secretary General of the Organization of African Unity. Speakers also included several Members of Congress, among them Committee Chairs, higher education leaders, 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, their appointments beginning in September 2005. The Fellowship Program is the flagship scholar program at the Center and, together with the Public Policy Scholars, they constitute fully a third of the total of more than 150 scholars who come to the Center during a year.

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: the 2005 Eisenhower National Security Conference which the Woodrow Wilson Center co-sponsored and held in the Ronald Reagan Building; 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; 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 the Rand Corporation and the US Army's Eisenhower National Security Series, as well as a bimonthly series on non-proliferation issues with the Los Alamos Laboratories.

The Wilson Center is bringing its programming to diverse new audiences through a series of joint venture seminars in the cities where fund raising dinners are held. We often partner with local organizations, such as the World Affairs Council in Houston, the Hoover Institution at Stanford, Tulane University in New Orleans, and the Lowy Institute in Sydney. Topics for these seminars in 2005 ranged from "Arab Spring 2005: Have Things Really Changed in the Middle East?" and "The Prospects for U.S.-European Cooperation on China Policy" to "Creating the Future: Technology and the Shape of Things to Come." 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.

The Center is enhancing its spectrum of Program and Project activities through important new initiatives. Many of the Center's 22 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 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 second 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 policy issues confronting the U.S. while fostering a non-partisan haven for full, fair, and open debate.

The Center has also used foundation support to expand significantly the work of the newer and smaller 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 a vastly more active Middle East Program has organized numerous meetings on current issues in the Middle East, the Persian Gulf 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 issues in the Middle East peace process. It is the Center's fervent hope that more 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.

Organizations such as the Woodrow Wilson Center can't be complacent, can't stand still: they either move forward in their agenda, mission, and purpose or they quickly lose focus and become less effective. The hardest challenges now are quite varied: continually revising our

agenda to be sure that we focus on the most important public policy issues; obtaining foundation and other private funding to ensure our ability to undertake relevant activities without having foundations determine priorities; maintaining adequate balance between what we want to accomplish and what is possible; 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. It is a great challenge and distinct honor for me to help lead this important institution and very lively presidential memorial, and it is my continued commitment as Director is to ensure that we deal as effectively as we can with these tough challenges.

Mr. Chairman and members of the Subcommittee, this concludes my prepared statement. I and other members of the Center's staff here are available to answer your questions.