

**WOODROW WILSON INTERNATIONAL
CENTER FOR SCHOLARS**

Fiscal Year 1987

Justification of Estimates of Appropriations
To the Office of Management and Budget

GENERAL STATEMENT

Founded on October 28, 1968, with the signing into law of Public Law 90-637, the Woodrow Wilson International Center for Scholars was created as a "living memorial" to a former President. The goal of the Center, as expressed in its congressional charter, is to symbolize and strengthen the fruitful relations between the world of learning and the world of public affairs. The Wilson Center is (along with the National Gallery of Art and the Kennedy Center) one of the three national institutions created by statute in the Smithsonian Institution, yet governed by its own Presidentially-appointed Board of Trustees. The Center sponsors basic research and original scholarship in the humanities and social sciences, with special emphasis in international and area studies through its eight programs: American Society and Politics; Asia Program; East and West European Programs (within a European Institute); International Security Studies Program; the Kennan Institute for Advanced Russian Studies; Latin American Program; and an omnibus program called History, Culture, and Society.

The major purposes of the Center are (1) to produce scholarship of the highest quality on subjects that are of concern to our civilization and (2) to communicate that scholarship to a wider audience within and beyond Washington through publication and dialogue.

The first of these purposes--to produce scholarship of the highest quality --is met by the Center's fellowship and guest scholar program. Scholars are selected annually in open international competition by outside panels of experts on the basis of their project proposals and on the strength of their professional reputation. Since the Center opened in 1970, approximately 1,000 fellows and guest scholars representing virtually all of the world's regions have been in residence.

Having validated its scholarship selection procedure over the past decade, the Center plans to devote increasing attention to the fulfillment of its second major purpose, the dissemination of its scholarly research. Dissemination is accomplished in three ways. One of these is through major multiday conferences, of which the Center sponsors approximately fifteen each year, and of shorter meetings and seminars, which number more than 200 annually and are attended by a total of approximately 7,000 people. A second means is through an increasingly active publications program. The Center produces and widely distributes a range of papers and conference reports. Some 40 books (about the number of fellows that are in residence at any given time) are published during the course of a year as a result of work done at the Center. There are, in addition, many articles, essays, and working papers. In FY 1985, the Center began providing substantive reports on its monthly meetings along with the monthly calendar of events which reaches about 4,000 people. Perhaps the most significant means by the Center of disseminating knowledge is through its scholarly journal, the Wilson Quarterly. Drawing upon the fellows and guest scholars at the Center and on participants in conferences, the Quarterly publishes five issues a year. Its paid subscription of 110,000 is the highest of any quarterly journal in the United States. A third method of disseminating knowledge is through electronic media. Also relying on fellows and guest scholars, the Center produces a weekly half-hour radio show, DIALOGUE, that is distributed free to 387 radio stations throughout the nation.

The European Institute

In FY 1985, the Wilson Center established a European Institute to bring into an integrated structure its West European Program, a new East European Program, and the European aspects of International Security Studies. The European Institute will provide a focus for fellowship programs, meetings, and conferences

across the whole of Europe, stressing historical, comparative, and theoretical research on trans-European issues as well as those specifically related to eastern and western Europe.

Through the new Institute, the planning, funding, and administration of programs bearing upon Europe will benefit from coordinated direction. The three components of the European Institute will provide--uniquely among centers for advanced study--potential integration of issues involving eastern Europe, western Europe, and such contemporary concerns as the defense of Europe, and the military-political balance of forces. Thus the full sweep of European issues, historical and contemporary, eastern and western, Nordic and Mediterranean, Iberian and Balkan, comparative and theoretical are open for research within the European Institute.

FY 1987 Budget Priorities

In October 1985, the Wilson Center will celebrate its fifteenth anniversary. After fifteen years of proven operation, the Center has established three major objectives in its FY 1987 budget request to the Office of Management and Budget. Fulfillment of these objectives will place the Wilson Center on a solid foundation as it moves forward as a major intellectual force in the nation, and a major international asset for the nation's capital.

The first objective is to achieve a secure federal base of administrative support. The growth of the Center's programs has far outpaced the availability of basic resources that are essential to carry them out. A small infusion of federal monies would enable the Center to establish an appropriate and effective administrative structure.

The second major objective is to secure a federal contribution to major conferences. Mindful of the public/private form in which the Center was created,

outside fund-raising efforts will continue to support a substantial share of conference costs. A federal underwriting of a portion of these major conference costs will enable Center staff to focus more energy on long-term planning and on intellectual substance. A mature Presidential memorial should not be relying exclusively on time-consuming ad-hoc private fund-raising for all of its conferences, now that these have become a predictable and proven public service function of the Center.

The third objective addressed in this budget is essential to the continued creative operation of the Center, namely, the establishment of an endowment of sufficient size to support a substantial portion of programmatic activities. A presidential memorial with a congressional mandate requires (1) a long-term planning capability; (2) the flexibility to seize upon special initiatives as they arise; and (3) greater independence from the short-term priorities of private donors. The FY 1987 budget seeks a one-time special appropriation of federal monies to serve as the challenge portion of a matching federal/private endowment fund, again emphasizing the historic public-private nature of the Center's support.

Details and justifications are contained in the following sections.

WOODROW WILSON INTERNATIONAL CENTER FOR SCHOLARS

Funding Estimates and Appropriation Request

For FY 1987, the Wilson Center requests an appropriation of \$7,033,000 an increase of \$4,181,000 over the FY 1986 estimate. As outlined in the chart below and explained in the following pages, the proposed would be applied to the Center's five functional areas, as follows:

I. Fellowship Program (+\$120,000)--to fund the Center's 35 fellowship years at the agreed upon GS-13 step one level and to establish two additional fellowships, a minimal requirement necessary to sustain the new East and West European Programs;

II. Scholar support (+\$54,000)--to provide an adequate base for the purchase of books and serials and to fund the full cost of the Center's intern and work-study program;

III. Public Service (+5 positions and +\$3,745,000)--to fund the cost of five new positions that result mainly from the establishment of the European Institute in FY 1985; to provide a significant federal base in partial support of the Center's major conferences; and to establish a matching endowment challenge fund that would generate sufficient interest to meet a substantial portion of the Center's program expenses;

IV. General Administration (+2 positions and \$215,000) -- to strengthen the Center's administrative support staff and programs and to correct a base shortage in core nonsalary items of expense.

V. Building Requirements (+\$50,000) -- to increase the reimbursement given to the Smithsonian for administrative services, consistent with the present value of these services.

Funding Estimates and Appropriations Request

	FY 1985		FY 1986		FY 1987	
	Work Years	Amount	Work Years	Amount	Work Years	Amount
I. Fellowship Program	-	\$1,199,000	-	\$1,271,000	-	\$1,391,000
II. Scholar Support	7	235,000	7	244,000	7	295,000
III. Public Service	17	715,000	17	748,000	22	1,003,000
A. Conference Development	-	-	-	-	-	490,000
B. Endowment Challenge*	-	-	-	-	-	3,000,000
IV. General Administration	9	452,000	9	514,000	11	729,000
V. Building Requirements	-	73,000	-	75,000	-	125,000
Totals	33	\$2,674,000	33	\$2,852,000	40	\$7,033,000

*One-time special appropriation

I. Fellowship Program

<u>FY 1985</u> <u>(appropriated)</u>	<u>FY 1986</u> <u>(estimate)</u>	<u>FY 1987</u> <u>(proposed)</u>	<u>Requested</u> <u>Increase</u>
\$1,199,000	\$1,271,000	\$1,391,000	\$120,000

Analysis of Increase

In FY 1983 an agreement was reached between Congress and the Office of Management and Budget to equate each of the Center's fellowship years to the GS-13 step one level. As a result of the January 1985 pay raise, an additional amount of \$45,000 will be required in FY 1987 to maintain this comparability.

A further sum of \$75,000 is requested to establish two additional fellowships made necessary by the creation in FY 1985 of the new East and West European Programs. The Center has an existing base of 35 fellowships which are allocated among its eight programs.

II. Scholar Support

	FY 1985 (<u>appropriated</u>)	FY 1986 (<u>estimate</u>)	FY 1987 (<u>proposed</u>)	<u>Requested Increase</u>
Personnel Costs	\$191,000	\$200,000	\$213,000	\$13,000
Library	30,000	30,000	45,000	15,000
Research Assistants	<u>14,000</u>	<u>14,000</u>	<u>37,000</u>	<u>23,000</u>
Totals	\$235,000	\$244,000	\$295,000	\$51,000

This program category includes personnel associated with the Center's library; the receptionist; the coordinator and staff of secretarial services; the books and serials budget; and the cost of the research assistance and the work study programs. The proposed increase of \$13,000 for personnel represents the anticipated FY 1987 cost of existing staff. The increases requested for the books and serials budget and for the intern and work study programs are justified as follows:

	FY 1986 (<u>estimate</u>)	FY 1987 (<u>proposed</u>)
1. <u>Books and Serials</u>	\$30,000	\$45,000

The Wilson Center's existing library budget for the purchase of books and serials totals \$30,000. Since FY 1976, when the books and serials budget amounted to \$26,000, only \$4,000 in additional monies have been provided for these purchases, and there has been no increase since FY 1983. Although fellows and staff are fortunate to have access to the Library of Congress, it is essential to the scholarship being accomplished at the Center (and to avoid overloading the Library of Congress with routine demands) to maintain a basic library of approximately 22,000 volumes and to have current periodicals accessible in the library. With the new East and West European Programs established in FY 1985 and the expansion of the Asia Program to include south and southeast Asia, it

has been necessary to purchase additional specialized periodicals and books. Moreover, an inflation rate of more than 10 percent per year in the publication industry has severely reduced the Library's purchasing power. To accommodate the new programs and maintain the existing ones and to compensate partially for the effects of inflation, an increase of \$15,000 is requested. If approved, the annual rate of increase for book and serial purchases since FY 1976 would be approximately seven percent.

	FY 1986 (<u>estimate</u>)	FY 1987 (<u>proposed</u>)
2. <u>Interns and Work Study Programs</u>	\$14,000	\$37,000

Research assistance to fellows and guest scholars is provided at the Wilson Center through interships and work study opportunities for college students. Interns and work study students are assigned to fellows and guest scholars on a one-to-one basis, assisting them with their research and learning a great deal on the job from the master-apprentice relationship. Experience has shown that this program has proven to be extremely beneficial to both scholars and students; it is also highly cost effective, the average cost for each student being \$1,000 per year.

Currently, only \$14,000 in federal monies is available for the intern and work study program. The Center has been supplementing this amount regularly by almost \$20,000 because the demand for interns has been so considerable. An increase of \$23,000 is sought for FY 1987 in order to establish a secure base of \$37,000 for this program--providing one intern for each federal fellowship year available at the Center.

III. Public Service

	FY 1985 (<u>appropriated</u>)	FY 1986 (<u>estimated</u>)	FY 1987 (<u>proposed</u>)	<u>Requested Increase</u>
Personnel Costs	\$704,000	\$736,000	\$ 991,000	\$ 255,000
Travel	6,000	6,000	6,000	-
Consultants	5,000	6,000	6,000	-
Conference Development	-	-	490,000	490,000
Endowment Challenge	<u>-</u>	<u>-</u>	<u>3,000,000</u>	<u>3,000,000</u>
Totals	\$715,000	\$748,000	\$4,493,000	\$3,745,000

This category presently consists of the personnel costs of the heads (Secretaries) of the Center's major programs and their principal administrative assistants; the publications program; and the Development Office. In addition, the travel and academic advisory council fees are included for the broad omnibus program History, Culture and Society.

For FY 1987, a total of five new positions and an additional \$255,000 are sought to cover the cost of these positions (\$220,000) and to defray the anticipated FY 1987 salaries and benefits of existing staff (\$35,000). The five new positions are needed for the following purposes: (1) to establish the new positions of Associate Director and Program Assistant to the Associate Director; (2) to support the positions of Program Secretary for the West European Program and a Program Assistant to the West European Program; and (3) to assume a share (along with the Center's private funds) of basic staff costs of scheduling and making audio-visual and other arrangements for conferences and meetings by conversion to the federal budget of one of the two "special events" positions, currently charged to overhead monies.

A sum of \$490,000 is requested to continue the federal underwriting of part of the Center's significant major conference program. At its initiative,

the House of Representatives added a total of \$490,000 to its version of the FY 1986 Interior and Related Agencies Appropriation Bill in order to support a portion of the cost of the Center's FY 1986 Conference Program borne entirely up to this point by ad hoc private funds. The Bill currently is pending before the Senate.

Acting on the advice of key contributors to the Center and building upon discussions at recent congressional budget hearings, a one-time appropriation of \$3 million is proposed for FY 1987 to be used as the challenge portion of a three to one (private to federal) matching endowment fund. The increases requested for new staff, conference planning and the endowment challenge fund are justified as follows:

A. Additional Program and Support Staff +5 pos. & workyrs. & \$220,000

1. Associate Director and Head of the European Institute:

In October 1984, the Center initiated a European Program and subsequently, in May 1985, established a European Institute with West European and East European program components.

With the creation of these new programs, it became evident that an additional executive position was necessary to provide integrated supervision of the European Institute (including the International Security Studies Program as well as the East and West European Programs) and also to assist with the overall management and direction of the Center. Therefore, the dual position of Head of the European Institute and Associate Director has been established, and an additional position and workyear (GS-16) and \$77,000 for salary and benefits are requested.

2. Program Assistant to the Associate Director

This new position is needed to assist the Associate Director with his administrative responsibilities, including review of all accounts,

initiation of personnel actions, supervision of secretarial staff, and follow through with administrative duties such as making travel arrangements for conference and meeting participants. An additional position and workyear (GS-9) and \$28,000 are requested.

3. Program Secretary for Western Europe

By FY 1987, the West European Program will have been in existence for two years. Accomplishments for that Program to date and anticipated for the future are significant. For example, during FY 1985, high-level multi-day conferences are scheduled on the subjects of "Spain in the 1980's: The Domestic Transition and Changing International Role," and "West German Ostpolitik and the Atlantic Alliance." Among the conferences planned for FY 1986 and FY 1987 are "Neutrality in Europe in Historical Perspective" (a conference to be held jointly by the East and West European Programs) and "Portugal in the 1980s: The Domestic Transition to Democracy and a Changing International Role."

In FY 1983, the Office of Management and Budget and Congress accepted the principle that heads of programs and their program assistants would be federally-funded positions. It has been the Center's policy to initiate programs with private monies, and to seek permanent federal resources only after they have established a proven record of success. The West European Program has given evidence of significant achievement and was supported in its initial stages by private monies from both Europe and the United States. Our commitment to a West European Program is clearly longterm and therefore the Center requests a new position and workyear (GS-15) and \$67,000 for the position of Program Secretary.

4. Program Assistant for the West European Program

Consistent with the Center's other programs, a federal position and workyear has been provided for a program assistant to each program

secretary. The program assistant is responsible for maintaining all program accounts, initiating personnel actions, scheduling conferences, meetings and advisory councils and otherwise assisting the Program Secretary. An additional position and workyear (GS-8) and \$25,000 are requested for this new position.

5. Special Events Assistant

The Center allocates two positions, both currently charged to its private monies, to plan all events associated with conferences, meetings and special occasions. Responsibilities include list maintenance, reception scheduling, arrangements for rooms, audio-visual, guard and other services and general oversight of the events. The Center plans to continue to fund the Special Events Coordinator position with private monies. In recognition of the shared public/private nature of this function, an additional federal position and workyear (GS-7) and \$23,000 are sought for the Special Events Assistant.

B. Conference Development +\$490,000

At the direct urging of the Chairman of the House Interior and Related Agencies Appropriations Subcommittee during the Center's FY 1986 budget hearings, the Wilson Center submitted to the subcommittee a request totalling \$825,000 to cover a significant portion of the costs associated with major conferences. The House of Representatives has recommended a sum of \$490,000 for Center-sponsored conferences in its version of the FY 1986 Interior and Related Agencies Appropriation Bill. The identical amount is sought for FY 1987 for major conference planning and development.

Each year the Wilson Center sponsors approximately 15 major conferences. (These are in addition to the more than 200 shorter meetings, seminars and evening dialogues that the Center holds every year.)

These conferences are complex, high level undertakings on subjects of international significance and result in major publications. For example, in FY 1985, conferences were held or are scheduled at the Center, on the following subjects: "Japan and the Middle East in Alliance Politics;" "Getting America Ready for Japanese Science and Technology;" "West German Ostpolitik and the Atlantic Alliance;" and "The Role of Political Parties in the Return to Democracy in the Southern Cone."

The Center also co-sponsored three major bilateral conferences with institutions of other countries: "The Anglo-American Alliance since 1945: The Transformation of a Wartime Partnership," a series of five meetings which took place here and at the Ditchley Foundation, Oxfordshire, England. A volume resulting from the conference will be published by the Oxford University Press in 1986. The second brought together for the first time anywhere distinguished American specialists on America and Japanese specialists on Japan to discuss "Japanese and American Responses to an Unknown Future." The conference volume is being published by the University Press of America in English entitled Blind Partners and is also available in a Japanese-language edition from Japan's National Institute of Research Advancement. The third will take place in late September, 1985, on "Spain in the 1980's: the Domestic Transition and a Changing International Role." This is co-sponsored with the Instituto de Cooperacion Iberoamericano in Madrid and involves the present and past Spanish Prime Ministers and several Cabinet officers as well as noted Spanish and European scholars.

The core resources and proven experience of the Wilson Center assure that its conferences are of major importance. The Center's resident body of fellows and staff provides a solid scholarly base and quality control and guarantees a distinctive atmosphere of non-partisanship in which

long-term perspectives and fundamental questions can be considered. Moreover, the Wilson Center's established linkages to a broader public permits conference results to be given a wide dissemination -- through the Wilson Center's weekly DIALOGUE series (distributed free to 387 radio stations throughout the nation), and the Center's on-going publications program (including The Wilson Quarterly's 110,000 paid subscribers).

The uncertainty of private fund-raising efforts coupled with the need for advance planning have resulted in foregone opportunities and the unfortunate need to reduce the scope of several conferences. A firm and secure federal base of support, would enable the Center to establish a major conference schedule far enough in advance to assure the attendance of key participants and the accomplishment of adequate preparatory work. Moreover, the provision of federal support would permit program staff to spend more of their time in substantive conference planning.

The federal funds being sought would be used to defray conference expenses including travel and per diem of participants, participant's honoraria, typesetting, editing and support services, and related administrative expenses. The proposed federal base would still have to be supplemented by substantial private fund-raising, but the conference program would for the first time be a secure part of the presidential memorial.

The Center's tentative schedule for FY 1986 and FY 1987 includes conferences of American and Chinese Soviet specialists on contemporary Soviet society and foreign policy, of Japanese and American specialists on the Soviet economy, of Soviet and American historians on the history of World War II, and conferences on Soviet agriculture, and on Soviet policy in the Balkans (the Kennan Institute for Advanced Russian Studies); conferences on the space and telecommunications revolution in the Pacific that will explore the telecommunications future in Asia as a challenge to the U.S.

space and telecommunications industry, on rethinking the base of Korean thought and society, an eight part seminar series that will explore psychological, literary and anthropological approaches to Korea, on the policy relevance of Japanese studies in America, on new priorities in China Studies, and on the India-Pakistan rivalry (Asia Program); conferences on reconceptualizing the Latin American City, and on Latin America's "usable past," a re-examination of Latin American historical trends as a starting point for analysis of the region's present and future (Latin American Program); conferences on neutrality in Europe in historical perspective (to be held jointly by the West European and East European Programs); on the idea of "liberty" in France and America in conjunction with the centennial of the Statue of Liberty, and on the widespread cultural impact of the French Revolution (West European Program); conferences on the Polish economy and Polish indebtedness and on Yugoslavia--federal and regional relations in a multi-national context (East European Program); conferences on strategic defense and its implications for Soviet-American relations, and on theories of "nuclear winter" and their impact on Soviet-American strategic relations (International Security Studies Program); a conference on religion and the history of American intellectual life (American Society and Politics), and on the historic role of governments in the creation, and use of social sciences (American Society and Politics); and a series of meetings on religion and politics, on the cultural consequences of the modernization of Turkey, and on African development issues (History, Culture, and Society).

To carry out this ambitious series of meetings from the initial planning through to final publication requires raising funds from many sources. A base of federal conference support (which would have to be matched by

at least as much private money) would permit increased attention to the intellectual agenda, to hand-tailoring the high-level guest list (specially crafted for each conference), to the quality of the result, and to maximizing its subsequent dissemination to wider audiences.

C. Endowment Challenge Fund

+\$3,000,000

The Wilson Center's highest priority currently is to communicate the results of its research and meetings to a wider national audience through both the printed and the electronic media. Having validated its scholarship selection procedure over the past decade and having recently expanded its international program structure with the creation of the European Institute and the East and West European Programs, the Center now plans to devote increasing attention to the dissemination of its scholarly research.

Such outreach activity traditionally has been supported almost exclusively by contributed private monies. Each year, the Center raises more than \$2 million in private funds to support its programs (meetings, conferences, publications, radio, etc.) and--increasing in recent years--simply to cover various administrative costs. While the Center has maintained its ability to raise these funds in recognition of the excellence of its programs, more and more time and energy are being devoted each year just to reach the break-even point.

A presidential memorial with a congressional mandate requires (1) a long-term planning capability in order to carry out major meetings and conferences; (2) the flexibility to seize upon special opportunities as they arise; and (3) independence from the short-term priorities of private donors. Accordingly, the Center is engaged in a major endowment campaign designed to build a fund that would generate sufficient interest to cover a significant part of the programmatic expenses currently covered by

exhaustive, annual private fund-raising. If a significant portion of those expenses not covered by annual federal appropriations could be secured by an endowment, fund raising activities, which would continue, could be more focused on events that have a secure planning base. Fund-raising efforts then could be expected to achieve even greater success.

At the House and Senate appropriations subcommittee hearings on the FY 1985 budget request, Congressmen raised and discussed the concept of a one-time endowment grant which would make federal endowment funds available to the Center if matched on a three-to-one basis by private contributions. This federal grant would be intended as a spur to private contributors, placing the primary burden on private fund-raising but continuing to emphasize the historic public/private nature of the Center's support. The Senate included the following language in its version of the FY 1985 Interior and Related Agencies Appropriations bill:

ENDOWMENT CHALLENGE FUND

For the purpose of an endowment challenge fund for the Woodrow Wilson International Center for Scholars, \$3,000,000, to remain available until September 30, 1987: Provided, that such funds shall become available only to the extent matched on a three-to-one basis by private funds obtained by the Center through new or increased donations: Provided further, that these funds may be invested in securities approved by the Board of Trustees and the income from such investments may be used to support programs of the Center deemed appropriate by the Trustees and by the Director of the Center.

For FY 1987, the Center requests a one-time grant in the amount of three million dollars for an Endowment Challenge fund, using the language as passed by the Senate in FY 1985, but with funds to remain available until September 30, 1990. If matched on a three-to-one basis by that date, the federal monies would become part of the Center's permanent endowment. The Center believes, as corroborated by key private donors, that a federal matching contribution to an endowment fund is crucial to

the successful development of such a fund. A measure of endowed support would permit the Center to continue effective long-term planning with a maximum of short-term flexibility.

A substantial endowment ultimately would result in cost savings in the federal appropriation. When the endowment builds to the point at which earned interest will be sufficient to support a significant part of the Center's programmatic activities, annual federal funding for major conference development could be relinquished.

IV. General Administration

The General Administration program category consists of the positions of Deputy Director, Assistant Director for Administration, Special Assistant to the Director and their staffs; and virtually all of the federal nonsalary objects expense available to the Center. The following table displays these costs by object class for FY 1985 and FY 1986 and FY 1987 estimates and shows proposed increases for FY 1987.

	<u>FY 1985</u> <u>(appropriated)</u>	<u>FY 1986</u> <u>(estimate)</u>	<u>FY 1987</u> <u>(proposed)</u>	<u>Requested</u> <u>Increase</u>
Personnel Costs	\$279,000	\$291,000	\$355,000	\$ 64,000
Travel	10,000	10,000	10,000	-
Rental and Maintenance of Office Machines	31,000	31,000	31,000	-
Duplicating	28,000	28,000	28,000	-
Printing	3,000	3,000	3,000	-
Computer Services	10,000	10,000	10,000	-
Office Automation	-	42,000	100,000	58,000
Communications	29,000	34,000	77,000	43,000
Shipping	2,000	2,000	2,000	-
Miscellaneous Services	27,000	30,000	50,000	20,000
Supplies	23,000	23,000	33,000	10,000
Equipment	10,000	10,000	10,000	-
Space Rental	<u>-</u>	<u>-</u>	<u>20,000</u>	<u>20,000</u>
Totals	\$452,000	\$514,000	\$729,000	\$215,000

For FY 1987, two new positions and an additional \$215,000 are sought to defray the anticipated FY 1987 salaries and benefits of existing staff (\$14,000),

to correct a base deficiency and to meet essential expenses in nonsalary items (\$151,000); and to provide two additional support positions (\$50,000).

A. Core "Other Objects" Support +\$151,000

The Wilson Center believes that the provision of basic core administrative support for the operation of a "living presidential memorial" appropriately should be a federal responsibility. An analysis of available other objects funding compared with actual costs indicates that the Center has been operating under a deficit situation in recent years, with the deficiency being made up from private monies. Two undesirable consequences flow from using private monies to meet core administrative expenses. One is that the Center's "General Fund," a pool of unrestricted monies, has become badly depleted. Second, in order to raise the essential administrative support funds, the Center's fund-raising efforts have been deflected, in part, from a larger programmatic focus. With a relatively modest infusion of federal funds, the base shortage in core support that has developed gradually as the Center has expanded its activities can be corrected and, at the same time, steps to rebuild a positive fund balance in the Center's private general fund can be taken.

Of the additional \$151,000 sought in FY 1987 for nonsalary objects of expense, a total of \$73,000 would correct base deficiencies in monies available for communications, miscellaneous services and supplies. A further \$78,000 would continue at an accelerated rate the office automation program which is expected to begin in FY 1986 (+\$58,000) and to defray a small portion of space rental costs (+\$20,000). These proposed increases are justified as follows:

	FY 1986 (<u>estimate</u>)	FY 1987 (<u>proposed</u>)
1. <u>Communications</u>	\$34,000	\$77,000

In FY 1986, the Center expects to have an amount of \$34,000 in its communications budget, only \$5,000 more than was available in FY 1983. These monies cover the cost of FTS local and long distance telephone calls as well as overseas calls. The creation of the new East and West European Programs has resulted in increased usage. Moreover, a higher rate structure compounded by a new billing system instituted by the Smithsonian during FY 1985 that charges the Wilson Center for actual calls rather than selected samplings has resulted in a serious base shortage. Efforts are being made to hold down costs by charging telephone calls to grants, when appropriate, and by monitoring the volume and purposes of calls. Nevertheless, the Center is experiencing an actual deficit of \$36,000 in the current year which is expected to increase to \$43,000 in FY 1987. An additional amount of \$43,000 therefore is requested to offset the rising telecommunications costs.

	FY 1986 (<u>estimate</u>)	FY 1987 (<u>proposed</u>)
2. <u>Miscellaneous Services</u>	\$30,000	\$50,000

Funding available in this category has increased by only \$3,000 since FY 1984. Included under miscellaneous services are fees for audio-visual, guards, and building management services (for which reimbursement is made to the Smithsonian) and contractual fees paid for manuscript word processing. Costs for the services obtained from the Smithsonian have increased, and the basic stenographic support for Center fellows has always been far less than at other comparable institutions for advanced study. The Center plans to keep these costs to a minimum (largely by continuing to contract for secretarial assistance for

manuscript typing on an as-needed basis in order to hold down the size of the permanent staff). To defray the anticipated costs of these essential services in FY 1987, however, an additional amount of \$20,000 is requested.

	FY 1986 (<u>estimate</u>)	FY 1987 (<u>proposed</u>)
3. <u>Supplies</u>	\$23,000	\$33,000

The Center has not received an increase to cover the cost of essential supplies and materials since FY 1983. As a result, insufficient monies are available to cover even such basic items as pads, pencils, and copy machine paper. The Center has been compelled to cease purchasing with federal monies these items at the end of the third quarter of the fiscal year. An additional amount of \$10,000 is needed in FY 1987 to establish an adequate base for supplies.

	FY 1986 (<u>estimate</u>)	FY 1987 (<u>proposed</u>)
4. <u>Office Automation</u>	\$42,000	\$100,000

For FY 1986, encouraged by the Office of Management and Budget, the Center sought funding of \$42,000 to begin a computer purchase program. Presently, the Center is not equipped for office automation, with the exception of a few personal computers purchased by programs with private monies and of older word processing machines. Computers are needed throughout the Center not only to perform word processing, but also to build data bases including list management, information about fellows and their publications, and to provide essential accounting, personnel and supply data.

The Wilson Center is taking steps to avoid a situation in which hardware and software is purchased without an integrated purchase and training plan. Accordingly, a comprehensive study has been scheduled

during the first quarter of FY 1986. The study, to be funded with foundation grant funds, will result in a specific purchase plan and implementation strategy, including considerations of integration with Smithsonian systems. At present, we anticipate that a total of \$150,000 to \$200,000 will be needed for computer purchases Center-wide. With \$42,000 expected in FY 1986 for initial purchases, a further \$100,000 is requested for FY 1987 (an addition of \$58,000) to complete the majority of hardware and software acquisition and to defray maintenance costs for those items bought during FY 1986. A sum of approximately \$50,000 will be required in FY 1988 and beyond to complete the purchase program and to cover continuing maintenance costs.

	FY 1986 (<u>estimate</u>)	FY 1986 (<u>proposed</u>)
5. <u>Commercial Space Rental</u>	-	\$20,000

In September 1985, the Kennan Institute for Advanced Russian Studies will occupy some 2,200 square feet of commercially leased space in L'Enfant Plaza. This space is needed to accommodate an active program of guest scholars and short-term grantees who presently are housed in exceptionally crowded space at the Center. The annual space rental cost is approximately \$60,000, of which the Kennan Program plans to defray 67 percent using program monies raised independently from the annual federal appropriation. In recognition of the fact that the Kennan Institute will relinquish offices in the Castle, thus making available badly needed administrative space, the Center believes that the remaining 33 percent of the space rental costs appropriately should be paid with federal monies. Accordingly, a sum of \$20,000 is requested for FY 1987.

B. Additional Support Staff +2 positions and workyears and \$50,000

Other than establishing federal positions for Program Secretaries (heads of the Center's programs) and their principal administrative assistants (Program Assistants), the Center has not sought any additional staff positions since FY 1979. The current authorized staff of 33 workyears directs the Center's programs through the Offices of the Director, Deputy Director, Associate Director and Assistant Director for Administration, eight programs, and related support activities including the library, publications, and secretarial support services.

For FY 1987, an additional two positions and workyears and \$50,000 are sought to provide essential clerical assistance in the Office of the Director by providing an additional typist position; and to support the computer system that will be initiated in FY 1987.

1. Typist--Office of the Director

The Director's immediate staff consists of two positions--a Special Assistant and a Secretary. The Special Assistant is involved with all administrative aspects of the Director's office, and also serves as Secretary to the Board of Trustees who have no independent staff support except that of the Director's office. The Secretary in the Director's office must handle scheduling, reception, and a vast amount of typing, Trustee correspondence and travel arrangements. With no staff expansion for approximately a decade and a considerably increased level of activity over that time, a backlog in routine typing continually exists. The Office has dealt with this backlog by borrowing assistance from other offices. However, the clerical support staff already is stretched to the limit and therefore such a solution is unsatisfactory. To provide

an adequate level of support to the Director's office and to eliminate a constant and critical backlog of work, a Clerk-Typist position and workyear (GS-4) and \$16,000 are urgently needed.

2. Administrative/Computer Specialist -- Office of
the Assistant Director for Administration

In FY 1986, the Wilson Center anticipates the introduction of computers throughout the Center on a phased basis over three years. A careful equipment purchase and implementation strategy is being developed in order to assure that computerization reaches its maximum potential. While we anticipate that the major portion of the equipment and software applications will be in place during FY 1987, there will be a continuing need for a position with the following responsibilities: (a) coordinate all maintenance and service contracts; (b) assess and develop additional training and software applications as necessary; (c) troubleshoot software difficulties and respond immediately to routine questions; and (d) plan future applications and equipment needs. With a considerable investment of approximately \$200,000 anticipated for hardware and software purchases and an additional \$100,000 expected for planning and implementation, it will be advisable to have an individual on hand full-time to assure that the system is operating at its full capacity, that computer operators are receiving the necessary instructions and that future options are studied and considered. A position and workyear (GS-11) and \$34,000 therefore are requested for a Computer Specialist.

V. Building Requirements

	FY 1985 <u>(appropriations)</u>	FY 1986 <u>(estimate)</u>	FY 1987 <u>(proposed)</u>	Requested <u>Increase</u>
Smithsonian payment	\$75,000	\$75,000	\$125,000	\$50,000

This amount is used to reimburse the Smithsonian for various services provided to the Wilson Center, including legal, accounting, personnel, supply, security and buildings management. The last increase for this reimbursement was received in FY 1983 when an additional \$27,000 was appropriated. The monetary value of these services has increased steadily in recent years and we believe that a reimbursement payment of \$125,000 would be consistent with the support received from Smithsonian administration.

WOODROW WILSON INTERNATIONAL CENTER FOR SCHOLARSCONSOLIDATED STATEMENT, FY 1985October 1, 1984 - September 30, 1985INCOME

1. Federal Appropriation		\$2,674,000
2. Non-Appropriated funds carried forward from FY 1984:		
General Center	\$ 594,000*	
Kennan Institute	522,000**	
Latin American Program	555,000***	
International Security Studies	151,000	
Asia Program	21,000	
American Society and Politics	8,000	
History, Culture and Society	--	
East European Program	--	
West European Program	<u>1,000</u>	\$1,852,000
3. Non-Appropriated funds estimated to be received during FY 1985:		
General Center	\$1,213,000	
Kennan Institute	654,000	
Latin American Program	328,000	
International Security Studies	543,000	
Asia Program	155,000	
American Society and Politics	58,000	
History, Culture and Society	56,000	
East European Program	160,000	
West European Program	<u>207,000</u>	\$3,374,000
4. Wilson Quarterly		
P&L balance, start of year	\$ <416,000>	
Estimated subscription income, FY 1985	1,600,000	
Contributions carried forward from 1984	188,000	
Contributions received, FY 1985	<u>101,000</u>	\$1,473,000
 Total Income, FY 1985		 <u>\$9,373,000</u>

*General Center endowment: \$301,000 of the \$594,000.

**KIARS endowment: \$427,000 of the \$522,000.

***LAP working reserve: \$409,000 of the \$555,000.

WOODROW WILSON INTERNATIONAL CENTER FOR SCHOLARSCONSOLIDATED STATEMENT, FY 1985October 1, 1984 - September 30, 1985EXPENDITURES

	<u>Federal</u> <u>Appropriated</u>	<u>Non-</u> <u>Appropriated</u>	<u>Total</u>	
1. General Center				
A. For General Administration				
Personnel	\$644,000	\$270,000	\$914,000	
Other*	290,000	144,000	434,000	
B. For fellowships	--	36,000	36,000	
C. For programs, conferences, etc.	--	281,000	<u>281,000</u>	\$1,665,000
2. Kennan Institute				
A. For General Administration				
Personnel	86,000	68,000	154,000	
Other*	--	100,000	100,000	
B. For fellowships	105,000	115,000	220,000	
C. For programs, conferences, etc.	--	62,000	<u>62,000</u>	\$ 536,000
3. Latin American Program				
A. For General Administration				
Personnel	89,000	114,000	203,000	
Other*	--	105,000	105,000	
B. For fellowships	212,000	7,000	219,000	
C. For programs, conferences, etc.	--	134,000	<u>134,000</u>	\$ 661,000
4. International Security Studies				
A. For General Administration				
Personnel	87,000	36,000	123,000	
Other*	--	30,000	30,000	
B. For fellowships	176,000	4,000	180,000	
C. For programs, conferences, etc.	--	245,000	<u>245,000</u>	\$ 578,000
5. Asia Program				
A. For General Administration				
Personnel	78,000	---	78,000	
Other*	--	10,000	10,000	
B. For fellowships	127,000	42,000	169,000	
C. For programs, conferences, etc.	--	29,000	<u>29,000</u>	\$ 286,000

(continued)

CONSOLIDATED STATEMENT, FY 1985 (continued)EXPENDITURES

	<u>Federal</u> <u>Appropriated</u>	<u>Non-</u> <u>Appropriated</u>	<u>Total</u>	
6. American Society and Politics				
A. For General Administration				
Personnel	\$ 85,000	\$ --	\$ 85,000	
Other*	--	7,000	7,000	
B. For fellowships	249,000	--	249,000	
C. For programs, conferences, etc.	--	1,000	<u>1,000</u>	\$ 342,000
7. History, Culture, and Society				
A. For General Administration				
Personnel	105,000	--	105,000	
Other*	11,000	--	11,000	
B. For fellowships	216,000	56,000	272,000	
C. For programs, conferences, etc.	--	--	<u>--</u>	\$ 388,000
8. East European Program				
A. For General Administration				
Personnel	--	36,000	36,000	
Other*	--	9,000	9,000	
B. For fellowships	7,000	--	7,000	
C. For programs, conferences, etc.	--	2,000	<u>2,000</u>	\$ 54,000
9. West European Program				
A. For General Administration				
Personnel	--	53,000	53,000	
Other*	--	30,000	30,000	
B. For fellowships	107,000	--	107,000	
C. For programs, conferences, etc.	--	52,000	<u>52,000</u>	\$ 242,000
10. Wilson Quarterly				
A. For General Administration				
Personnel	--	468,000	468,000	
Other*	--	1,532,000	1,532,000	
B. For fellowships	--	--	--	
C. For programs, conferences, etc.	<u>--</u>	<u>--</u>	<u>--</u>	\$2,000,000
Expenditure Totals	\$2,674,000	\$4,078,000		\$6,752,000
FY 1985 program funds to be carried forward to FY 1986				<u>\$2,621,000</u>
TOTAL				<u>\$9,373,000</u>

*Includes travel, advisory panels, supplies, equipment, printing, etc.

WOODROW WILSON INTERNATIONAL CENTER FOR SCHOLARSESTIMATED CONSOLIDATED STATEMENT, FY 1986October 1, 1985 - September 30, 1986INCOME

1. Federal Appropriation		\$2,852,000
2. Non-Appropriated funds carried forward from FY 1985:		
General Center	\$1,076,000*	
Kennan Institute	831,000**	
Latin American Program	523,000***	
International Security Studies	379,000	
Asia Program	95,000	
American Society and Politics	58,000	
History, Culture and Society	--	
East European Program	113,000	
West European Program	<u>73,000</u>	
		\$3,148,000
3. Estimated Non-Appropriated funds scheduled to come in during FY 1986:		
General Center	\$ 588,000	
Kennan Institute	540,000	
Latin American Program	20,000	
International Security Studies	30,000	
Asia Program	91,000	
American Society and Politics	13,000	
History, Culture and Society	130,000	
East European Program	323,000	
West European Program	<u>--</u>	
		\$1,735,000
4. Non-Appropriated funds needed to be raised in FY 1986 for FY 1986 program:		
General Center	\$ 280,000	
Kennan Institute	228,000	
Latin American Program	677,000	
International Security Studies	281,000	
Asia Program	207,000	
American Society and Politics	28,000	
History, Culture and Society	--	
East European Program	--	
West European Program	<u>401,000</u>	
		\$2,030,000

(continued)

ESTIMATED CONSOLIDATED STATEMENT, FY 1986 (continued)

INCOME

5. Wilson Quarterly

P&L balance, start of year	\$ <416,000>	
Estimated Income, FY 1986	1,881,000	
Contributions received forward from 1985	549,000	
Contributions received, FY 1986	<u> --</u>	\$ <u>2,014,000</u>

Total Estimated Income, FY 1986 \$11,779,000

*General Center Endowment: \$478,000 of the \$1,076,000.
 **KIARS Endowment
 ***LAP Working Reserve

WOODROW WILSON INTERNATIONAL CENTER FOR SCHOLARS

ESTIMATED CONSOLIDATED STATEMENT, FY 1986

October 1, 1985 - September 30, 1986

EXPENDITURES

	<u>Federal</u> <u>Appropriated</u>	<u>Non-</u> <u>Appropriated</u>	<u>Total</u>	
1. General Center				
A. For General Administration				
Personnel	\$657,000	\$163,000	\$820,000	
Other*	342,000	267,000	609,000	
B. For fellowships	73,000	50,000	123,000	
C. For programs, conferences, etc.	--	400,000	<u>400,000</u>	
				\$1,952,000
2. Kennan Institute				
A. For General Administration				
Personnel	91,000	158,000	249,000	
Other*	--	103,000	103,000	
B. For fellowships	145,000	133,000	278,000	
C. For programs, conferences, etc.	--	291,000	<u>291,000</u>	
				\$ 921,000
3. Latin American Program				
A. For General Administration				
Personnel	95,000	154,000	249,000	
Other*	--	27,000	27,000	
B. For fellowships	145,000	16,000	161,000	
C. For programs, conferences, etc.	--	448,000	<u>448,000</u>	
				\$ 885,000
4. International Security Studies				
A. For General Administration				
Personnel	94,000	138,000	232,000	
Other*	--	109,000	109,000	
B. For fellowships	145,000	15,000	160,000	
C. For programs, conferences, etc.	--	184,000	<u>184,000</u>	
				\$ 685,000
5. Asia Program				
A. For General Administration				
Personnel	84,000	30,000	114,000	
Other*	--	28,000	28,000	
B. For fellowships	145,000	58,000	203,000	
C. For programs, conferences, etc.	--	216,000	<u>216,000</u>	
				\$ 561,000

(continued)

ESTIMATED CONSOLIDATED STATEMENT, FY 1986 (continued)EXPENDITURES

	<u>Federal</u> <u>Appropriated</u>	<u>Non-</u> <u>Appropriated</u>	<u>Total</u>
6. American Society & Politics			
A. For General Administration			
Personnel	\$ 92,000	\$ --	\$ 92,000
Other*	--	18,000	18,000
B. For fellowships	254,000	--	254,000
C. For programs, conferences, etc.	--	64,000	<u>64,000</u>
			\$ 428,000
7. History, Culture, and Society			
A. For General Administration			
Personnel	114,000	--	114,000
Other*	12,000	--	12,000
B. For fellowships	254,000	50,000	304,000
C. For programs, conferences, etc.	--	80,000	<u>80,000</u>
			\$ 510,000
8. East European Program			
A. For General Administration			
Personnel	--	158,000	158,000
Other*	--	43,000	43,000
B. For fellowships	37,000	63,000	100,000
C. For programs, conferences, etc.	--	60,000	<u>60,000</u>
			\$ 361,000
9. West European Program			
A. For General Administration			
Personnel	--	116,000	116,000
Other*	--	40,000	40,000
B. For fellowships	73,000	--	73,000
C. For programs, conferences, etc.	--	266,000	<u>266,000</u>
			\$ 495,000
10. Wilson Quarterly			
A. For General Administration			
Personnel	--	478,000	478,000
Other*	--	1,514,000	1,514,000
B. For fellowships	--	--	--
C. For programs, conferences, etc.	<u>--</u>	<u>--</u>	<u>--</u>
			\$1,992,000
Total Estimated Expenditures FY 1986	\$2,852,000	\$5,938,000	\$8,790,000
FY 1986 program funds to be carried forward to FY 1987			<u>2,989,000</u>
TOTAL			<u>\$11,779,000</u>

*Includes travel, advisory panels, supplies, equipment, printing, etc.

WOODROW WILSON INTERNATIONAL CENTER FOR SCHOLARSESTIMATED CONSOLIDATED STATEMENT, FY 1987October 1, 1986 - September 30, 1987INCOME

1. Federal Appropriation		\$7,033,000
2. Non-Appropriated funds carried forward from FY 1986:		
General Center	\$ 992,000*	
Kennan Institute	914,000**	
Latin American Program	575,000***	
International Security Studies	244,000	
Asia Program	61,000	
American Society and Politics	17,000	
History, Culture and Society	--	
East European Program	112,000	
West European Program	<u>52,000</u>	\$2,967,000
3. Estimated Non-Appropriated funds scheduled to come in during FY 1987:		
General Center	\$ 588,000	
Kennan Institute	540,000	
Latin American Program	20,000	
International Security Studies	30,000	
Asia Program	91,000	
American Society and Politics	13,000	
History, Culture and Society	130,000	
East European Program	323,000	
West European Program	<u>--</u>	\$1,735,000
4. Non-Appropriated funds needed to be raised in FY 1987 for FY 1987 program:		
General Center	\$ 208,000	
Kennan Institute	--	
Latin American Program	531,000	
International Security Studies	281,000	
Asia Program	207,000	
American Society and Politics	28,000	
History, Culture and Society	--	
East European Program	--	
West European Program	<u>401,000</u>	\$1,656,000

(continued)

ESTIMATED CONSOLIDATED STATEMENT, FY 1987 (continued)INCOME

5. Wilson Quarterly

P&L balance, start of year	\$ <416,000>	
Estimated Income, FY 1987	1,881,000	
Contributions carried forward from 1986	549,000	
Contributions received, FY 1987	<u> --</u>	
		<u>\$ 2,014,000</u>

Total Estimated Income, FY 1987		<u>\$15,405,000</u>
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*General Center Endowment: \$525,000 of the \$992,000.

**KIARS Endowment

***LAP Working Reserve

WOODROW WILSON INTERNATIONAL CENTER FOR SCHOLARSESTIMATED CONSOLIDATED STATEMENT, FY 1987October 1, 1986 - September 30, 1987EXPENDITURES

	<u>Federal</u> <u>Appropriated</u>	<u>Non-</u> <u>Appropriated</u>	<u>Total</u>	
1. General Center				
A. For General Administration				
Personnel	\$ 861,000	\$ 163,000	\$1,024,000	
Other*	581,000	267,000	848,000	
B. For fellowships	75,000	50,000	125,000	
C. For programs, conferences, etc.	490,000**	400,000	890,000	
D. For endowment challenge fund	3,000,000	--	<u>3,000,000</u>	
				\$5,887,000
2. Kennan Institute				
A. For General Administration				
Personnel	96,000	158,000	254,000	
Other*	--	103,000	103,000	
B. For fellowships	150,000	133,000	283,000	
C. For programs, conferences, etc.	--	291,000	<u>291,000</u>	
				\$ 931,000
3. Latin American Program				
A. For General Administration				
Personnel	100,000	154,000	254,000	
Other*	--	27,000	27,000	
B. For fellowships	150,000	16,000	166,000	
C. For programs, conferences, etc.	--	448,000	<u>448,000</u>	
				\$ 895,000
4. International Security Studies				
A. For General Administration				
Personnel	99,000	138,000	237,000	
Other*	--	109,000	109,000	
B. For fellowships	150,000	15,000	165,000	
C. For programs, conferences, etc.	--	184,000	<u>184,000</u>	
				\$ 695,000
5. Asia Program				
A. For General Administration				
Personnel	89,000	30,000	119,000	
Other*	--	28,000	28,000	
B. For fellowships	150,000	58,000	208,000	
C. For programs, conferences, etc.	--	216,000	<u>216,000</u>	
				\$ 571,000

(continued)

ESTIMATED CONSOLIDATED STATEMENT, FY 1987 (continued)EXPENDITURES

	<u>Federal</u> <u>Appropriated</u>	<u>Non-</u> <u>Appropriated</u>	<u>Total</u>
6. American Society & Politics			
A. For General Administration			
Personnel	\$ 98,000	\$ --	\$ 98,000
Other*	--	18,000	18,000
B. For fellowships	264,000	--	264,000
C. For programs, conferences, etc.	--	64,000	<u>64,000</u>
			\$ 444,000
7. History, Culture, and Society			
A. For General Administration			
Personnel	120,000	--	120,000
Other*	12,000	--	12,000
B. For fellowships	264,000	50,000	314,000
C. For programs, conferences, etc.	--	80,000	<u>80,000</u>
			\$ 526,000
8. East European Program			
A. For General Administration			
Personnel	--	158,000	158,000
Other*	--	43,000	43,000
B. For fellowships	75,000	63,000	138,000
C. For programs, conferences, etc.	--	60,000	<u>60,000</u>
			\$ 399,000
9. West European Program			
A. For General Administration			
Personnel	96,000	116,000	212,000
Other*	--	40,000	40,000
B. For fellowships	113,000	--	113,000
C. For programs, conferences, etc.	--	266,000	<u>266,000</u>
			\$ 631,000
10. Wilson Quarterly			
A. For General Administration			
Personnel	--	478,000	478,000
Other*	--	1,514,000	1,514,000
B. For fellowships	--	--	--
C. For programs, conferences, etc.	<u>--</u>	<u>--</u>	<u>--</u>
			\$ <u>1,992,000</u>
Total Estimated Expenditures, FY 1987	\$7,033,000	\$5,938,000	\$12,971,000
FY 1987 program funds to be carried forward to FY 1988			<u>2,434,000</u>
TOTAL			<u>\$15,405,000</u>

*Includes travel, advisory panels, supplies, equipment, printing, etc.

**Allocation to be made to the Center's eight programs.

SMITHSONIAN INSTITUTION LIBRARIES



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