



President
East-West Center
Honolulu, Hawai'i

THE SEARCH

The East-West Center (EWC) seeks an entrepreneurial and visionary leader to serve as its next President. Headquartered in Honolulu, HI, the East-West Center is a leading education, research, training, and convening organization dedicated to strengthening international relations and understanding among the peoples and nations of Asia, the Pacific, and the United States. At a defining moment in world politics, fueled by global political unrest, health crisis, and increased attention to the world's interconnectedness, the President will propel the Center into its next era of growth and distinction, fulfilling its promise to be a central force and unbiased entity in the advancement of global security, environmental stewardship, and a stronger network of Pacific Island nations. Furthermore, in a world hungry for nonpartisan solutions, leadership, and foreign diplomacy in the Indo-Pacific, the Center is poised for tremendous impact. By leveraging its convening power and applying its educational and research strengths, the President will continue to build on the Center's mission of promoting better relations and understanding among the people and nations of the United States, Asia, and the Pacific through cooperative study, research, and dialogue. The vision of the East-West Center, in collaboration with partners, is to be the premier institution in the Indo-Pacific to convene, develop, and equip a network of leaders to solve challenges of common concern.

Established by the U.S. Congress in 1960 as the Center for Cultural and Technical Interchange between East and West, the East-West Center is an independent, public, nonprofit organization with core funding from the U.S. government, and additional support from foundations, corporations, other public agencies, and international organizations. A truly nonpartisan entity, the EWC is governed by an 18-member board with appointees of the U.S. Secretary of State, the Governor of Hawai'i, five elected international members, and three ex-officio members. Conducting advanced educational, research, and professional development programs for scholars and fellows from the United States and the Indo-Pacific region, the Center boasts an alumni base of more than 68,000 distinguished leaders, many of whom are located throughout Asia and the Pacific and the United States. Based in Honolulu, on 21 acres adjacent to the University of Hawai'i at Mānoa, the EWC is comprised of numerous residential, research, and conference facilities, in addition to its Washington, D.C. office which provides connection and programming to congressional offices and other agencies. The Center has a multinational, multidisciplinary staff of 164, including members of the American Federation of State, County, and Municipal Employees (AFSME) trade

union. The EWC also serves as a critical communicator and bridge builder to the local and native Hawaiian communities through various arts and educational outreach initiatives.

The President will further invigorate and extend the East-West Center's influence, expanding its visibility and partnership activity with a wide range of stakeholders (including regional government leaders in Asia, NGOs, businesses, think tanks, military leaders, and academic partners). In so doing, the President will be expected to address a wide range of opportunities and challenges, outlined below and in detail starting on page eleven:

- In close collaboration with the Board and other key stakeholders, advance the mission, vision, and the 2023-2027 Foundational Strategy established by the bipartisan Board of Governors at the time the strategy was approved in 2022;
- Expand and sustain the revenues and resources necessary to fulfill the Center's aspirations, including clarifying and strengthening the role of the EWC Foundation Board;
- Continue to build upon the elevated status of the East-West Center as the "go-to" organization for thought leadership and capacity development on critical challenges facing the Indo-Pacific region;
- In collaboration with the Board and other stakeholders, align programs and activities with the East-West Center Strategy to meet the established goals and objectives outlined in the implementation plan;
- Provide inclusive leadership and support to fellows, staff, and administration as they implement the strategy;
- Further steward EWC's key relationship with the State Department, the U.S. Congress, the Hawai'i State Legislature, and donors as well as establish and expand ties with other U.S. and international agencies and organizations;
- Develop key partnerships and affiliations to fully leverage a broader set of intellectual assets in the Indo-Pacific region and Hawai'i;
- Establish a close working relationship with the EWC Board of Governors, fully leveraging the many assets of the governing body;
- Be a positive and visible representative of the Center in the civic, military, and business communities in Hawai'i, the region, the U.S. Mainland, especially Washington, DC; and
- Fortify U.S./Indo-Pacific relations and multinational cooperation into this decade and beyond.

ABOUT THE EAST-WEST CENTER

For 64 years, the East-West Center has supported U.S. goals in the Indo-Pacific to deepen governmental, commercial, and people-to-people bonds based on shared values such as the rule of law, transparency and free flow of information, and ethical and responsible governance. At a time when the emergence of aggressive competitors requires a vigorous defense of U.S. values and interests, the EWC is the only congressionally established U.S. institution dedicated to engagement with the Indo-Pacific region on substantive issues.

As a national institution, the EWC plays an important part in diplomatic affairs as a primary liaison with the U.S. State Department and other foreign affairs agencies and institutions. Additionally, the East-West Center is a hub for cooperative research, education, and dialogue on issues of vital importance to the U.S. and its allies and partners in the Indo-Pacific. The Center's collaborative research provides timely and policy-relevant information and analysis through publications, media, seminars, lectures, and interviews. It has built one of the best-known and respected American institutions in the region by bringing together current and future leaders from across the U.S. and the Indo-Pacific to study, train, conduct research, and exchange ideas in many areas critical to the Indo-Pacific. On March 15, 2023, the convening of the U.S. Indo-Pacific Strategy at One Year was presented by Assistant Secretary of State Dan Kritenbrink, who said during the event, "It's convening events like this, to supporting people to people exchanges, and to helping demonstrate to the American people why the Indo-Pacific matters, the EWC is at the forefront of these discussions in the region...What I can conclude is that the East-West Center matters."

The Center's nearly 70,000 alumni promote engagement and it is uniquely positioned to expand the role of people-to-people exchange to develop the necessary capacity and expertise to meet the region's challenges. The Center has credibility and access in the region based on earned trust, effective regional engagement, and applied expertise.

THE EDUCATION PROGRAM

The Education Program prepares the next generation to meet the complex challenges facing Asia, the Pacific, and the United States. The Center provides scholarships for degree study at the University of Hawai'i and a multicultural learning community in the Center's residence halls. Program activities are specifically designed for students to develop leadership and professional development as well as to foster understanding, community service, and collaboration across disciplinary, cultural, and national boundaries. Throughout the year, students take part in student-led activities including the annual International Graduate Student Conference; the innovative weekly forum The Exchange; and the East-West Fest cultural celebration in the spring.

With increased funding and outreach, the number of participant awards granted to degree students in FY24 reached its highest number in over two decades. Additionally, in alignment with the Center's strategic goal of partnering with the Pacific, the Education Program further expanded representation of Pacific Islands students to a record 17% of the overall student population; in particular, the number of new DOS-funded U.S. South Pacific Scholarship Program (USSP) students doubled, with 8 starting in fall 2024 (including the first hearing-impaired USSP student). The Education Program also implemented important residential life enhancements: hiring a full-time Residential Life Coordinator, formalizing the Residential Community Associates program (a pilot program started in 2023, in which student leaders bolster residential programming and well-being), and upgrading different campus spaces for cooperative study and community building.

THE RESEARCH PROGRAM

The Center's Research Program (RP) executes policy-relevant, actionable research projects in a number of key areas, including climate change and the environment, public health, regional geopolitics, and economics and demographic change. The RP provides expertise to EWC programs and activities and fosters collaboration throughout the region to help carry out the Center's mission. EWC researchers and program office staff support ongoing sponsored projects, a speaker series, and occasional webinars. Research fellows are actively engaged in publishing and help connect the Center to partner institutions, including US and foreign governments, private foundations, IGOs, NGOs, think tanks, and universities.

With the support of the Rockefeller Foundation, EWC brought together 50 community organizers from Bangladesh, Cambodia, India, Indonesia, Myanmar, Thailand, and Vietnam across two convenings in Chiang Mai, Thailand, and Makassar, Indonesia, to discuss community perspectives and strategies to support community-led action on climate change. These convenings were part of a series under the **Building Bridges for Community-Centered Climate Resilience** project aimed at bridging gaps between broad climate policy and marginalized local communities who are often on the front lines of climate risk. The **Vulnerable Deltas in Southeast Asia: Climate Change, Water Pollution, and Socio-Economic Transformation**, supported by the Henry Luce Foundation, is aimed at addressing multidimensional vulnerabilities facing three major river deltas in Southeast Asia: the Mahakam Delta (Indonesia), Chao Phraya Delta (Thailand), and Mekong Delta (Cambodia and Vietnam). EWC has supported the development of innovative research and educational initiatives to understand complex socio-environmental challenges in these river deltas in close collaboration with the Wilson Center and seven research and higher education institutions in Southeast Asia.

Other projects include, among others, the **Education for Afghanistan** initiative, sponsored by the Freeman Foundation, is empowering Afghan students through digital education, developing and digitizing the entire Afghan school system through a trilingual online Learning Management System/LMS; a study funded by the **Government of the Federated States of Micronesia** to assess the barriers and enablers for clean and efficient cooking solutions in Pacific islands; and the **North Pacific Arctic Conference**, supported since 2011 by the Korea Maritime Institute, which each year brings together leading experts to explore complex regional issues in the North Pacific region.

In cooperation with the EWC in Washington, the RP launched a new fellowship program in 2024, the **Research Innovation Collaboration & Exchange (RICE)**, to foster projects that help strengthen networks, partnerships, and shared outcomes in the region. Open to researchers, practitioners, policy experts, and journalists, the inaugural RICE Fellowships are covering work on Asia's role in the Arctic, the US-Australia alliance and Southeast Asia, and water resources in the Pacific.

THE PROFESSIONAL DEVELOPMENT PROGRAM

The Professional Development Program (PDP) conducts capacity building, leadership training, professional exchanges, and career development for officials, experts, scholars, journalists, and emerging leaders from Asia, the Pacific, and the United States. Leadership programs create communities of action leading to a more peaceful, prosperous, and just Indo-Pacific region. Seminars and journalism programs deepen knowledge and networks of regional policymakers and media professionals.

In 2024, the Center launched two new cutting-edge leadership programs to address key regional challenges with funding from external partners. The **Indo-Pacific Leadership Lab (IPLL)**, a partnership with the Japan Foundation, launched in January 2024 in Honolulu with a dynamic cohort of 16 accomplished mid-career leaders from 12 different countries and a wide range of sectors focused on climate adaptation and resilience in their communities. The one-year program included virtual engagement and three one-week in-person seminars in Honolulu, Fiji, and Japan. Through meetings and visits with experts, local leaders, innovators, and community members, Fellows explored new ways to address the rapidly accelerating impacts of our changing climate. In partnership with the Doris Duke Foundation, the EWC launched the **Equitable Futures Fellowship (EFF)**, bringing together diverse leaders from government, advocacy, media, technology, arts and business to tackle inequities in income, healthcare, education, climate impact and society. The inaugural cohort of 16 Fellows from 15 countries spent two weeks in Honolulu in October/November 2024 and will conclude their 6-month program with one week in New Zealand in May 2025. Through meetings, visits and exploration, Fellows will explore innovative approaches and transformative leadership for addressing systemic inequality across the Indo-Pacific region, an issue that can threaten stability and prosperity.

These new programs added to the ongoing flagship leadership programs. The **Asia Pacific Leadership Program** convened its 23rd cohort with 27 mid-career leaders from 19 different countries and a wide variety of sectors for a two-month residential program to energize and expand their capacity as transformative leaders. One of the region's oldest and most widely recognized leadership programs, the APLP network includes nearly 650 alumni from 40 countries taking on significant leadership roles throughout the region. The **Changing Faces Women's Leadership Seminar**, launched in 2002, brought together 16 innovative female entrepreneurs and business leaders from 11 countries for a 12-day professional training, dialogue and travel seminar in July and August. The active Changing Faces network includes 228 women from 36 countries.

The EWC led two 5-week Academic Fellowship Programs on the environment as part of the Young Southeast Asian Leadership Initiative (YSEALI) through the Center's partnership with the University of Montana. Large and diverse cohorts of 25 for each session included the first deaf participant, and a new partnership with Gallaudet University in Washington, DC, where the cohorts stayed. Assistant Secretary Satterfield met the Fellows in Honolulu. The EWC was part of the winning bid for the next 3 years of the YSEALI program from 2025-2027, which includes an annual first ever reciprocal exchange for American youth. In the past year, YSEALI Alumni held 25 virtual and in-person programs throughout the region,

reaching 600+ youth. The EWC also was part of the successful bid in partnership with the University of Nebraska Omaha (UNO) for the opportunity to build America's next youth leadership initiative for the 400 million youth of South Asia, the Young South Asian Leaders Initiative (YSALI). Through 2027, EWC and UNO will reach over 500 youth running large, regional workshops and one US workshop.

The Center's Professional Fellows Program welcomed the final 2 cohorts of the Special Professional Fellows Program Opportunity for Young Economic Empowerment Leaders to the United States. 21 Fellows from 13 Pacific Islands programs spent 5 weeks in the U.S. which included a week of educational and cultural programs, 3-weeks in a customized work-placement and a week in Washington, DC. 14 American participants joined outbound exchange programs, visiting Pacific Islands Fellows in their home countries. In addition, EWC hosted an alumni workshop in Suva, Fiji from June 24-26, 2024 where 16 Fellows got together to renew their professional relationships and support each other's projects. Finally, there was follow-on project support for the 13 Fellows working on improving economic opportunities in their communities.

The EWC also contributes to preparing the US for greater Indo-Pacific engagement through its Asian Studies Development Program. The program enhances undergraduate engagement with Asian cultures, languages and societies. Through a grant from the Henry Luce Foundation, they have focused on mainstreaming undergraduate Asian studies at Minority-Serving Institutions, including Hispanic, historically Black, and Asian American and Pacific Islander serving schools. The second year of the project (FY24/25) focuses on Southeast Asia and features a 2-week summer institute (22 participants from 11 states) and workshops hosted in Kentucky, Texas, and California to foster student interest in studying the region's strategically important languages and cultures.

This also was an exciting year for EWC journalism programs. The EWC held its eighth **International Media Conference** in Manila, attracting over 400 attendees from 35 countries. Held over four days in June, the 2024 conference was titled The Future of Facts and featured timely discussions of generative artificial intelligence and its impacts on media, democracy, societal norms, and the journalism profession itself. Other major threads of discussion included climate change, indigenous perspectives, and strategic competition in the Indo-Pacific region. Prominent speakers included oceanographer and climate advocate Sylvia Earle; Philippine Secretary of Foreign Affairs Enrique Manalo; Philippine Secretary of the National Economic and Development Authority Arsenio Balisacan; US Ambassador to the Philippines MaryKay L. Carlson; and US Executive Director to the Asian Development Bank Ambassador Chantale Yok-Min Wong. The conference generated coverage in over a hundred major news outlets worldwide and received effusive praise from attendees, particularly regarding the content of the sessions, networking opportunities, and overall attendee satisfaction.

In June, the EWC brought 6 American journalists to Taiwan for on-the-ground perspectives and first-hand sources to enhance coverage of this important US partner in this tumultuous time, and in September, the EWC facilitated a Korea-US Journalists Exchange to promote greater understanding and more nuanced coverage of this important relationship.

Finally, the Cross-Border Issues of Mutual Concern project funded by the U.S. Embassy Islamabad brought together 20 Pakistani and Indian journalists in Kathmandu to foster cross-border reporting on issues of environment across various sectors—health, economics, agriculture and water. Another 20 alumni of the Cross-Border program published cross-border stories and shared their experience at the International Media Conference in Manila. These were the final activities of this inspiring project which was conducted from 2019 to July 2024. Over the life of this initiative, with the goal of creating a resilient press corps that provides citizens in Pakistan and India with information they need to make informed decisions about their lives, their communities and public institutions while also promoting cross-border understanding between the two countries, engaged 105 journalists across India and Pakistan, producing nearly 130 collaborative or joint-byline stories, published or aired in more than 100 news organizations in India, Pakistan and internationally.

THE EAST-WEST CENTER IN WASHINGTON

The East-West Center in Washington (EWCW) provides US and regional government stakeholders and program partners with innovative training, analytical and dialogue exchange, and public-diplomacy products to meet US policy priorities and expressed needs in the Indo-Pacific region. The **Asia Matters for America** initiative is a signature example of a widely used multi-stakeholder resource. Other core programs include joint initiatives with US Congressional caucuses, Congressional Staff Programs, Young Professionals Program, and the **Asia-Pacific Bulletin** series of foreign affairs analyses.

The **Young Professionals Program** (YPP) at EWCW offers university students and recent graduates a chance to gain first-hand experience in US-Indo-Pacific research and education. This year, 36 participants from the US and nine other countries from Mongolia to Vietnam took part in the program, engaging in data research and article writing for the Asia Matters for America initiative, as well as attending issue-oriented seminars and delivering briefs.

EWCW continues to grow its successful suite of **Congressional Staff Program** certificate courses offering Capitol Hill staffers a deep dive into Indo-Pacific issues through engagements with a wide variety of expert speakers and officials. With one course offered in the past year focusing on Japan, over one hundred congressional staff members have now gone through the programs since their inception.

This year, EWCW launched the Young Trilateral Leaders Initiative in Busan, South Korea in coordination with the US Embassies in Seoul and Tokyo, the Korean Ministry of Education, the National Institute for International Education, and Busan Metropolitan City. Selected from a competitive pool of over 1100 applications, 50 young people representing the United States, Japan, South Korea, Southeast Asia, and the Pacific Islands gathered in Busan to participate in a series of workshops, collaborative projects, and cultural excursions over the course of three days.

The EWCW with support from the US Embassy Delhi led a delegation of 18 journalists from across the Indo-Pacific to Taiwan for the 2024 Indo-Pacific Journalists Study Tour and Dialogue. Under the theme of

"Enhancing Regional Connections," the delegation included participants representing India, South Korea, Japan, New Zealand, and Taiwan. During this three-day visit, the delegation engaged with various local organizations, companies, and government officials including the Ministry of Foreign Affairs, Kuma Academy, Radio Taiwan International and the Taiwan Digital Diplomacy Association, Taipower Company, and Doublethink Lab. The group heard from experts and practitioners regarding Taiwan's democratic resilience, efforts to fight disinformation, energy security, economic transformation, and diplomatic space.

The **Asia Matters for America/America Matters for Asia** initiative saw the release of a special report, *Two Decades of the Quad: Diplomacy & Cooperation in the Indo-Pacific* and concluded the second survey of American public and elites for the second edition report, *American Public & Elite Opinion on Asia Matters for America*. Other activities included the first Japan Matters Roadshow stop in North Carolina which highlighted the subnational importance of Japan relations with the United States and was made possible through funding from the Embassy of Japan in the United States. "More than 30,000 North Carolinians go to work every day at a Japanese owned company and over 225 Japanese owned companies operate in the state [of North Carolina]" said Machel Baker Sanders, Secretary of the North Carolina Department of Commerce. The Asia Matters team also received a second grant from the Embassy of Japan to hold three more Japan Matters Roadshows in FY25 to Minnesota, Iowa, and Texas as well as a grant from the US Embassy in Hanoi to produce an inaugural edition for Vietnam Matters to launch in the coming fiscal year.

In 2023, the Center reintroduced the **EWC Occasional Paper** publication series exploring Indo-Pacific topics through substantive analytical research that also helps advance collaboration and exchange. In 2024, EWC published a series of 6 Occasional Papers on Taiwan and the dynamics of US-Taiwan-China relations. 4 more Occasional papers were written on topics of the Indo-Pacific lens of the Arctic, unilateralism and cooperation in the Indo-Pacific, unilateralism and competition in the Indo-Pacific, and food insecurity in North Korea.

THE PACIFIC ISLANDS DEVELOPMENT PROGRAM

For 40 years, the Pacific Islands Development Program (PIDP) at EWC has served as a regional organization and convening hub for 20 Pacific countries and territories. PIDP supports the nations and peoples of the Pacific through interchange among regional leaders, innovative capacity-building programs, and policy-relevant research to improve livelihoods and advance the region's Blue Pacific priorities. PIDP is the secretariat of the Pacific Islands Conference of Leaders (PICL) and a founding member of the Council of Regional Organisations of the Pacific (CROP) within the Pacific Islands Forum.

In April-May 2024, the PIDP hosted the 2nd cohort of the US-funded **Resilient Pacific Islands Leaders** (RPIL) Fellowship. The six-week curriculum for the 23 fellows from 18 Pacific Islands countries and territories centered around strengthening participants' understanding of key regional issues cultivating culturally sustaining leadership capacities. It included an online module, a residency in Hawai'i, and field immersion in Washington DC.

The **Pacific Islands Leadership Program** welcomed the 9th cohort of emerging leaders from participants after a three-year pandemic pause. The group of 19 rising professionals from 10 Pacific nations spent two months learning about key regional issues and culturally sustaining leadership both at EWC and in Taiwan, in cooperation with program funder, the Republic of China (Taiwan) Ministry of Foreign Affairs. They join a vibrant network of more than 170 PILP alumni across the Pacific who are dedicated to shaping the region's future through informed, effective action.

Established in 1997 but renewed and relaunched in May 2024 on a new platform, the **Pacific Islands Report** (PIR), has been a trusted source for curated news items and summaries covering political events, economic developments, and social issues across the Pacific. The PIR is a collaboration between PIDP, EWC, and the Center for Pacific Islands Studies at the University of Hawai'i at Mānoa. It is a non-exhaustive news roundup, featuring open-access information, organized with the thematic areas of the 2050 Strategy for the Blue Pacific Continent and its implementation plan.

PIDP continues to engage Pacific Islander communities, especially those of COFA (Compact of Free Association) nations. A signature event hosted on June 15, in collaboration with Bishop Museum, the Center for Pacific Islands Studies, and leaders of Micronesian communities in Hawai'i is the **Celebrate Micronesia Festival**. The annual festival showcases traditional and contemporary art, dance, fashion, stories, poetry, food, and music of the people and cultures of the Republic of Palau, the Commonwealth of the Northern Marianas, Guåhan (Guam), Yap, Chuuk, Pohnpei, Kosrae, Kiribati and the Republic of the Marshall Islands. This festival supports better US-COFA relations.

In response to demand from professionals in educational, health, social service and law enforcement for professional development to better understand and support members of COFA nations and other islands of Micronesian region, PIDP delivered twelve courses, workshops, and public talks through two programs – **Carrying Culture: Micronesia and United We Stand** (a National Endowment for the Humanities program). These events were delivered using online, hybrid, and in-person modalities on four islands in the state of Hawai'i and trainers included professionals, parents, and students from across the region of Micronesia. This event advances stronger US-COFA relations.

THE COMMUNICATIONS & EXTERNAL RELATIONS PROGRAM

The Communications & External Relations (CER) Program advances the Center's mission through public, press, and stakeholder engagement, convening events and briefings, visual identity-building, and cross-programmatic outreach projects.

Over the course of the year, CER staff coordinated some 35 **private briefings** with EWC experts and senior staff tailored to high-level visitors including diplomats, officials, scholars, military and business leaders, and more. Key visitors this year ranged from nine US and several foreign ambassadors and Deputy Assistant Secretary Mark Iozzi from the Bureau of Conflict and Stabilization Operations to the vice mayor

of Seoul and a roundtable of US and Japan Self Defense Force military officers. The department also provided key communications and event support for the biennial **EWC International Media Conference** held in Manila. The conference brought together 400 journalists and media professionals from 35 countries, and resulted in well over a hundred media reports. Finally, **enhanced social media outreach** resulted in a net growth of around 45 percent in overall audience size and 70 percent in total impressions during the year, along with a 90 percent increase in the total number of posts.

ALUMNI ENGAGEMENT

The Office of Alumni Engagement (OAE) works to keep alumni who reside in 189 countries informed, engaged, and connected with EWC programs and staff through the East-West Center Association (EWCA) and its 50+ chapters globally. EWCA is an international network of global professionals who have an affiliation with the East-West Center and are dedicated to its mission.

The East-West Center alumni community grew in both number and impact in FY 2024. One new alumni chapter was added in Kolkata, India, with the support of the EWCA Chennai, India Chapter. New leadership was also welcomed in: Islamabad, Pakistan; Kuala Lumpur, Malaysia; Ontario, Canada; Asia-Pacific Leadership (APLP) and Asian Studies Development Program (ASDP) chapters. Meanwhile, the EWC chapters hosted many in-region events in: Beijing, China; California, USA; Chennai, India; Chiang Mai, Thailand; Fiji; Hawai'i, USA; Islamabad, Pakistan; Karachi, Pakistan; Kuala Lumpur, Malaysia; Mumbai, India; New York, USA; Okinawa, Japan; the Philippines; Seoul, South Korea; Tokyo, Japan; and Washington, DC, USA. OAE also introduced 2 new Affinity Groups and one Alumni Book Circle. Collectively, these groups organized 5 virtual events throughout the year and brought together over 300 alumni professionals from various regions and fields of study.

With a database system upgrade last year, OAE is now more connected with alumni worldwide. During the summer, OAE launched an address update campaign and received over 500 contact updates from alumni. This year, many alumni have requested to join chapters for the first time, spanning from California, USA to Pakistan and the Philippines.

OAE hosted the second EWCA Chapter Leadership Meeting, which was well attended by chapter leaders, communication liaisons, and representatives. The meeting highlighted the numerous chapter activity reports submitted, as well as chapter-organized events and new alumni who have joined chapters. A new official chapter logo was introduced to foster unity among the chapters, and each chapter was provided with its own logo for use.

The EWCA welcomed a new President and three new board members in July, bringing greater diversity from various EWC programs and regions. In early November, the EWC Association held its second virtual General Membership Meeting, with over 130 participants joining from multiple time zones. During the meeting, the Board presented exciting initiatives, including plans to update the EWCA Strategic Plan.

LEADERSHIP AND SUPPORT

An 18-member international Board of Governors directs the East-West Center and consists of five appointees of the U.S. Secretary of State, five appointees of the Governor of Hawai'i, five elected members located in Asia, and three ex-officio members. The East-West Center Foundation Board of Directors works closely with the President to fortify financial support for the Center while identifying new avenues of philanthropy. The Friends of the East-West Center supports students and affiliates of the EWC, including a host-family program for EWC graduate degree students. The Center's Arts 'Ohana is a dedicated group that supports the success and growth of arts and cultural programming, with a focus on public and educational activities.

THE ROLE OF THE PRESIDENT

Reporting to the Board of Governors, the President is the chief executive and most visible representative of the East-West Center. The President will lead the strategic direction for the Center based on the 5-year strategy approved in 2022, engage deeply with community members and external constituents, and oversee the daily operations of 164 staff, including 155 in Hawai'i and 9 in Washington, D.C. The President has 12 direct reports and oversees the Center's annual budget of roughly over \$30 million.

KEY OPPORTUNITIES AND CHALLENGES FOR THE PRESIDENT

The President will address the following opportunities and challenges:

In close collaboration with the Board and other key stakeholders, advance the mission, vision, and the 2023-2027 EWC Foundational Strategy established by the bipartisan Board of Governors at the time the strategy was approved in 2022

The next President will advance, implement, and refine the 2023-2027 EWC Foundational Strategy and implementation plans, centered on the five pillars, described below. It is important to articulate the EWC's role in partnership with alumni and key stakeholders across the Indo-Pacific region and with community partners in Hawai'i, including the University of Hawai'i leadership, Washington D.C., and other national and international partners.

- **Develop and Equip Leaders:** An influential network of current and emerging Indo-Pacific leaders who are innovative, culturally and technically competent, and collaboratively address issues of common concern.
- **Convene Impactful Dialogues:** Be a trusted and respectful convener that fosters multisectoral, multilateral dialogues to deepen mutual understanding, advance regional cooperation, and create collaborative solutions.
- **Partner with the Pacific Islands (like the rest of the Indo-Pacific):** Along with Asia partnerships, nurture an active hub for Pacific Islands expertise in the areas of culture and arts, economics, civil society,

government, environment, and sustainability; a platform to amplify Pacific Islands voices and a bridge between the region and partners.

- **Foster Environmental Solutions:** Be a regional hub of environmental expertise and collaborative action, generating just, community-based solutions that improve ecosystem health, adapt to climate change, and foster human resilience.
- **Support Good Governance:** Create a cooperative, international network of public servants and civil society leaders empowered to foster transparent, effective and inclusive institutions, peaceful dispute resolution, secure economies and respect for human rights.

Expand and sustain the revenues and resources necessary to fulfill the Center’s aspirations, including clarifying and strengthening the role of the EWC Foundation Board

The President will continue to support the core funding through federal and state appropriations as well as to increase philanthropic funding and earned revenue for the Center. This will include a focus on fundraising and supporting the Chief of Advancement who oversees the Office of Alumni Engagement and the Office of Development, in close collaboration with the EWC Foundation Board comprised of prominent leaders; and diversification of earned revenue, including increasing contracts and grants with organizations and agencies across the region.

Continue to build upon the elevated status of the East-West Center as the “go-to” organization for thought leadership and capacity development on critical challenges facing the Indo-Pacific region

The next President will further position the EWC as a primary authority and organization for knowledge and insights related to the Indo-Pacific region. This will mean expanding outreach and fortifying relationships with a diverse constituent base including Asian governmental leaders, U.S. congressional officials, members of the Hawai’i legislature, military leaders, NGO heads, Pacific Island groups, think tanks and academic institutions, as well as corporations. The President will further position the EWC as an unbiased convening organization dedicated to improving foreign relations, advancing peace and diplomacy, and addressing other critical global issues. Moreover, the President will work to build the EWC brand and visibility through various media outlets and promote the Center’s work externally.

In collaboration with the Board and other stakeholders, align programs and activities with the East-West Center Strategy to meet the established goals and objectives outlined in the implementation plan

The President will evaluate and enhance EWC product and service offerings – research, education, convening – and make investments in core services and key niche areas that differentiate the Center in the years to come. This will include leveraging the tremendous power and influence of the EWC alumni network, strong historical ties to the State Department and Congress, and the Center’s geography in Hawai’i as a majority-minority state and as a connecting point between East and West. Furthermore, the Center has an opportunity to both partner and differentiate itself from other educational and think tank organizations and NGOs operating in the region. The next President also has opportunities to enhance the

Center's ties to the University of Hawai'i to advance the educational and research mission, including the potential of re-establishing the fellows program and other possible research activities.

Provide inclusive leadership and support to fellows, staff, and administration as they implement the strategy

In concert with a strong team, the President will build a more cohesive and unified organization and work to instill a greater sense of shared purpose and direction. Preparing for a post-pandemic distributed workforce, the President will bring strong community building experience and communications skills to the role, connecting, inspiring, and supporting internal stakeholders in their work. This will entail building a more diverse, equitable, and inclusive culture including hiring and retention of a more diverse staff, professional staff development and retention, and articulation of clear and equitable policies and procedures. The next President will also continue to cultivate strong relationships with the AFSCME union.

Further steward EWC's key relationship with the State Department, the U.S. Congress, the Hawai'i State Legislature, and donors as well as establish and expand ties with other U.S. and international agencies and organizations

The President will spearhead relationship-building efforts in Washington, D.C. The Center relies on funding appropriated through the Department of State and aims to increase and diversify its funding base. Working with congressional leaders and staff in EWC's D.C. office, the President will share the EWC story broadly, working to strengthen visibility for the Center's role in shaping productive U.S./Asia relationships and engagement in this work. Further, the Hawai'i State Legislature has made financial commitments and support for EWC infrastructure and programs in Hawai'i. Other agencies such as USAID, NOAA, NEH, and many others have provided support of key critical programs to the Center.

Develop key partnerships and affiliations to fully leverage a broader set of intellectual assets in the Indo-Pacific region and Hawai'i

The President will work with key staff members to leverage one of the EWC's deepest assets: a distinguished and geographically diverse alumni base totaling more than 68,000 across Asia. The next President will define and broadcast the opportunities for enhanced intellectual collaboration and problem-solving amongst this group, creating more connection points and convening opportunities for existing and next generation leaders.

The President will also further engage and partner with EWC supporters, including the East-West Center Association (EWCA), Friends of the East-West Center, students, and local Hawai'i leaders and community members around common issues of interest.

Establish a close working relationship with the EWC Board of Governors, fully leveraging the many assets of the governing body

The next President will also further develop and engage the EWC's unique international Board of Governors, continuing to shepherd and support the group over time. As a board with appointees and elected members distributed across the world, the President will cultivate and ensure close working relationships with influential people across time zones, political parties, and backgrounds to ensure coordinated and productive governance.

Be a positive and visible representative of the Center in the civic, military, and business communities in Hawai'i

The president will champion and further embed the work of the East-West Center into the local communities in Hawai'i and around the nation. Located in one of the few majority-minority states in the country, the EWC has tremendous opportunity to further engage the public, including influential business, civic and military leaders, in the mission of the organization, as well as bridge the nation and the Indo-Pacific. This will include more engagement with the Hawai'i State Legislature, the native Hawaiian population, local schools, businesses, and other community-based organizations magnifying the opportunity for local, as well as national and international cooperation.

Fortify U.S./Indo-Pacific relations and multinational cooperation into this decade and beyond

The next president will inherit a unique platform rooted in the center of geopolitical action in the world today. Reaffirming the United States as a key stakeholder in the Indo-Pacific region, the EWC will continue to catalyze collaboration and thought leadership across nations, with the opportunity to transform the future of diplomacy, investment, and innovation in the years to come.

QUALIFICATIONS AND CHARACTERISTICS

The East-West Center seeks a seasoned organizational leader with demonstrated skills in institutional visioning and growth, leading in convening events, international experience in the Indo-Pacific, and success in fundraising. While no one candidate will embody every aspect, the successful candidate will bring many of the following professional qualifications and personal characteristics:

- Demonstrated passion for the mission of the East-West Center, knowledge of regional dynamics, and cultural sophistication in the Indo-Pacific region;
- Exceptional strategic planning skills; ability to articulate and implement a vision with organizational priorities and goals;
- Experience identifying and procuring congressional funding and other governmental and nongovernmental funding;

- Deep understanding of developing and supporting board leadership, especially international and/or matrixed board governance;
- Strong relationship-building skills and demonstrated track record of intercultural exchange;
- Experience in organizational building and change management, including systems, structures and people;
- A track record of building and motivating diverse teams, with a clear demonstrated commitment to and experience advancing equity, diversity and inclusion;
- Experience diversifying funding streams and identifying new levers for generating funds;
- A keen sense of marketing and publicity, with an openness to new and innovative models of outreach, collaboration, and movement building;
- Public presence and personal magnetism; with outstanding verbal and written communications skills and persuasive abilities.

COMPENSATION

The anticipated annual compensation range for this position is US\$250,000 – US\$350,000. This range takes into account the wide range of factors that are considered in making compensation decisions, including but not limited to experience, skills, knowledge, abilities, education, licensure and certifications, and other business and organizational needs. Salary offers are determined based on final candidate qualifications and experience.

APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, as well as application packets (CV and cover letter) should be sent via the Isaacson, Miller website for the search: <https://www.imsearch.com/open-searches/east-west-center/president> Electronic submission of materials is required.

David Bellshaw, Silvia Cheng, and Salem Adisu
Isaacson, Miller | [imsearch.com](https://www.imsearch.com)

All qualified persons, especially women, members of minority groups, veterans, and persons with a disability, are encouraged to apply. As required under Title IX, the East-West Center does not discriminate on the basis of sex in the educational programs or activities it operates, including in admissions and employment.