



Integrated Mission Strategy

American Institute in Taiwan

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1. Chief of Mission Priorities

Taiwan is on the front lines of the global contest between democracy and authoritarianism. The cross-Straits relationship has for decades required careful diplomacy and nuanced policymaking, but increasingly aggressive actions by the People's Republic of China (PRC) have made the American Institute in Taiwan's (AIT) mission of supporting Taiwan's self-defense, deepening cooperation on shared priorities, and protecting locally resident U.S. citizens even more urgent.

AIT operates in a unique policy and legal space. Created by an Act of Congress, AIT is a nonprofit corporation through which the policies and programs of the President of the United States and government agencies with respect to Taiwan are carried out. In accordance with Executive Order 13014, AIT acts under the direction of the Secretary of State and receives funding from a dedicated line in the Department of State appropriation bill. AIT is entrusted with maintaining the commercial, cultural, and other relations between the people of the United States and the people on Taiwan. The unofficial nature of the U.S.-Taiwan relationship constrains public engagement and limits high-level Administration contact, especially on defense and security matters.

U.S. support for Taiwan is long-standing, bipartisan, and rooted in our One China Policy, which is guided by the Taiwan Relations Act, the Three Joint Communiques, and the Six Assurances. Taiwan is a vibrant democracy, an advanced economy, and a strong partner. AIT works with Taiwan counterparts to advance our shared vision of a free, open, and resilient Indo-Pacific region. AIT, the primary channel for U.S. government interaction with the Taiwan authorities, plays a crucial supporting role in both regional security policy and efforts to build safer, more resilient global supply chains.

A relatively densely populated island of over 23 million inhabitants, Taiwan's location and geology makes it prone to natural disasters, including typhoons and earthquakes. Taiwan is resource poor, import dependent, and reaching the limits of current electric power generation and water capacity. Taiwan is also a primary target of PRC cyberattacks. Despite these challenges, local institutions are strong, as demonstrated by the public health system's

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successful management of the COVID-19 pandemic. With more than 75,000 U.S. citizens in Taiwan, AIT is keenly focused on emergency preparedness and response. AIT also works with Taiwan partners to increase humanitarian assistance and disaster response (HADR) capabilities, bolster domestic cybersecurity defenses, advocate for U.S. commercial solutions to Taiwan's electric power shortfall, and build comprehensive societal resilience.

The United States is committed to preserving peace and stability in the Taiwan Strait as a key component of the security of the broader Indo-Pacific region. Since President Tsai assumed office in 2016, cross-Straits relations have deteriorated as the PRC suspended official communication channels and increased economic, diplomatic, and military pressure on Taiwan and Taiwan's partners. President Tsai has demonstrated a commitment to defense reforms that would strengthen Taiwan's deterrent capacity. AIT's defense and security cooperation work is focused on policy reforms and procurements that support this shared goal.

Taiwan is a strong partner on sanctions, non-proliferation, and law enforcement issues, including drug and human trafficking, but has only limited official interactions with counterparts in the region. AIT will continue to pursue joint law enforcement training opportunities to build regional networks. AIT also will continue to work with Taiwan law enforcement and other agencies to strengthen frameworks for maritime security, combat the influence of transnational criminal actors, bolster cyber defenses, and protect U.S. technologies from illicit or inadvertent transfer.

Taiwan, an advanced manufacturing economy, is home to the world's largest independent semiconductor foundry and produces a substantial proportion of the global supply of advanced semiconductors. AIT works with Taiwan partners to support the Administration's effort to strengthen global supply chains for critical industries including semiconductors, electric vehicles, and medical devices. AIT has successfully advocated for increased investment in the United States by Taiwan's leading companies and will continue to support those investments as a key to revitalizing the U.S. semiconductor industry and maintaining the U.S. lead in advanced manufacturing. Taiwan is also a top-ten market for U.S. goods, services, and agricultural

products. AIT will continue to push Taiwan's regulatory authorities to accelerate regulatory reform, conform to international standards, and further open markets.

The PRC seeks to constrain Taiwan's international space by limiting Taiwan's participation in international organizations, pressuring its diplomatic partners, and threatening countries that seek to expand unofficial relations. AIT works with Taiwan counterparts, the State Department, and our missions overseas to understand and support Taiwan's engagement with international organizations, existing diplomatic partners, and likeminded countries. AIT developed the Global Cooperation and Training Framework (GCTF) as a vehicle to highlight the expertise Taiwan can bring to a wide range of global issues and will transition GCTF to a sustainable footing that will effectively manage future growth.

The United States and Taiwan share a commitment to democracy, human rights, and the rule of law. These values, and the institutions that protect them, are at the core of our security, political, and economic engagement and form the foundation for our enduring people-to-people ties. AIT supports efforts by the Taiwan authorities and civil society to further strengthen institutions and build societal resilience. Improved governance, more professional media reporting, and an informed civil society that constructively contributes to political discussions will enable Taiwan to further strengthen its democratic institutions while countering PRC disinformation and malign influence. AIT will continue to work closely with Taiwan to protect its democracy and free press by enhancing media literacy and combatting misinformation.

Taiwan is an active and willing partner for the United States, but it faces a growing threat from the PRC. Taiwan is a bellwether of U.S. resolve, and allies and partners in the Indo-Pacific region and beyond use the strength of the U.S.-Taiwan relationship to gauge the credibility of commitments the United States has made to them. AIT is committed to deepening and strengthening the U.S.-Taiwan relationship in support of our shared interest in a free, open, and resilient Indo-Pacific region.

2. Mission Strategic Framework

Mission Goal 1: Strengthen Taiwan's role as a regional security partner by bolstering Taiwan's ability to deter and defend itself against PRC aggression.

- **Mission Objective 1.1:** Provide Taiwan the equipment and training it needs to defend itself according to the terms laid out in the Taiwan Relations Act.
- **Mission Objective 1.2:** Collaborate with Taiwan to counter PRC disinformation and malign influence, bolster societal resilience, and share best practices.
- **Mission Objective 1.3:** Improve cooperation on shared law enforcement and maritime domain awareness by increasing communication and cooperation with Taiwan partners and likeminded regional stakeholders.

Mission Goal 2: Promote global supply chain resilience by facilitating high tech investment in the United States and bolstering Taiwan's cybersecurity.

- **Mission Objective 2.1:** Secure U.S. and regional supply chains through collaboration with Taiwan.
- **Mission Objective 2.2:** Facilitate ongoing and new high-tech investments in the United States.
- **Mission Objective 2.3:** Help bolster Taiwan's cybersecurity resilience.

Mission Goal 3: Support Taiwan's efforts to preserve and expand its international space by enabling Taiwan to share its expertise in multilateral fora and to engage with other countries.

- **Mission Objective 3.1:** Support Taiwan's efforts to maintain its official diplomatic relations and expand its unofficial relations with third countries.
- **Mission Objective 3.2:** Help Taiwan to maintain and expand its role in multilateral organizations.

Mission Goal 4: Deepen economic and people-to-people ties and increase interchange between the United States and Taiwan as a source of our mutual strength and security.

- **Mission Objective 4.1:** Use existing tools to broaden, diversify and deepen cultural and educational ties, as well as facilitate legitimate travel between Taiwan and the United States.
- **Mission Objective 4.2:** Work with key Taiwan stakeholders to accelerate regulatory reform and expand bilateral trade especially in transformative, high-growth technology sectors.

Management Objective 1: Create a strong foundation for expanded cooperation with Taiwan by implementing plans that will ameliorate current space and staffing shortages.

Management Objective 2: Bolster the security of U.S. citizens in Taiwan and AIT employees by expanding AIT's crisis preparedness and response capacity.

3. Mission Goals and Objectives

Mission Goal 1 | Strengthen Taiwan's role as a regional security partner by bolstering Taiwan's ability to deter and defend itself against PRC aggression.

Description | In the September 2021 Quadrilateral Security Dialogue Joint Statement, the White House reiterated its goal "to promote the free, open, rules-based order, rooted in international law and undaunted by coercion, to bolster security and prosperity in the Indo-Pacific and beyond." In addition, the Interim National Security Strategic Guidance specifically points to the importance of Taiwan as a critical economic and security partner. This mission goal also aligns with the draft EAP Joint Regional Strategy (JRS) goal of demonstrating U.S. global leadership and democratic values to counter negative PRC actions, influence, and messaging. AIT will leverage the Taiwan Relations Act and the U.S.-Taiwan security partnership to increase Taiwan's ability to deter and defend against PRC aggression and maintain cross-Straits peace and stability. Taiwan law enforcement and judicial institutions are respected, both domestically and internationally, as among Asia's most capable and ethical government institutions. Taiwan police, prosecutors, and judges are highly effective at addressing criminal and civil cases in a fair and impartial manner. Taiwan's law enforcement and judiciary are challenged, however, by Beijing's continued objection to Taiwan's participation in the international law enforcement and security community. This constrains Taiwan's ability to both defend itself as well as fully engage as a security partner. AIT will work with Taiwan and other partners to advance shared law enforcement and maritime security objectives.

Objective 1.1 | Provide Taiwan the equipment and training it needs to defend itself according to the terms laid out in the Taiwan Relations Act.

- **Objective 1.1 Justification** | The White House reiterated U.S. intentions to support China's neighbors, including Taiwan, in defending their rights to make independent political choices free of coercion or undue foreign influence. To maintain U.S. commitments to Taiwan and maintain Taiwan's role as a critical economic and security partner, AIT will facilitate Taiwan's timely acquisition of the equipment and training needed to defend itself. In addition, AIT will support efforts by Taiwan to establish and maintain an effective all out mobilization process to include military reserve reform and civil-military coordination.
- **Objective 1.1 Linkages** | Interim National Security Strategic Guidance, Indo-Pacific Strategy of the United States Section 4, draft Joint Strategic Plan (JSP) Strategic Objective 1.4, East Asia and the Pacific (EAP) Joint Regional Strategy (JRS) Bureau Objective 3.1.
- **Objective 1.1 Risks** | A PRC military attack on Taiwan would have catastrophic consequences for Taiwan and destabilizing effects throughout the Indo-Pacific region and across the globe. The greater the perceived military power imbalance between the PRC and Taiwan, the greater the risk of Chinese aggression. AIT must facilitate direct communication with and expedient action by the USG to strengthen Taiwan's defenses to deter, delay, and degrade any potential PRC military action.

Objective 1.2 | Collaborate with Taiwan to counter PRC disinformation and malign influence, bolster societal resilience, and share best practices.

- **Justification** | As noted in the Interim National Security Strategy Guidance, it is critical for the United States to stand with Taiwan to combat new threats aimed at our democracies, ranging from cross-border aggression, cyberattacks, disinformation, and digital authoritarianism to infrastructure and energy coercion. To facilitate this collaboration, AIT will build local partnerships to combat disinformation and malign influence and launch programs to foster civilian resilience. In addition, AIT will promote U.S. solutions to alleviate Taiwan's electric power shortfall.
- **Linkages** | Interim National Security Strategic Guidance, Indo-Pacific Strategy of the United States Section 1, draft JSP Performance Goal Statement 1.5.1, EAP JRS Bureau Goal 2, EAP JRS Bureau Objective 4.2, E.O. 14032.
- **Risks** | The White House has identified countering PRC disinformation and malign influence as a policy priority and key component of U.S. national security. Taiwan is a primary target of PRC disinformation and malign influence campaigns. By helping Taiwan strengthen its capacity to resist PRC malign influence, we will be better able to protect our own security interests in the region and can develop best practices to share with other democracies seeking to identify and counter Chinese disinformation and malign influence efforts. AIT will leverage existing relationships with Taiwan counterparts and likeminded partners to develop strategies to blunt PRC disinformation and malign influence and to strengthen societal resilience.

Objective 1.3 | Improve cooperation on shared law enforcement and maritime domain awareness by increasing communication and cooperation with Taiwan partners and likeminded regional stakeholders.

- **Justification** | The United States and likeminded government organizations specifically note the importance of respecting international law, especially the UN Convention on the Law of the Sea (UNCLOS), and its provisions on the sovereign rights and jurisdictions of States, on the obligation to settle disputes by peaceful means, and on the freedom of navigation and overflight and other internationally recognized lawful uses of the sea. The U.S.-Taiwan Coast Guard MOU (U.S.-TCG MOU) provides a mechanism to improve cooperation on shared law enforcement, maritime security, and maritime safety objectives. Taiwan is an important transit point for illicit drugs from Southeast Asia and China destined for North America. Maritime routes, involving the use of distant water fishing boats, continue to be the primary method of smuggling drugs into and out of the Taiwan Strait. Taiwan's distant water fishing fleet is the world's second largest (after the PRC's.) Taiwan's highly trained and well-equipped Coast Guard is capable of interdicting suspicious vessels. To combat the influence of transnational criminal actors, the United States works closely with Taiwan to plan and conduct international operations to seize illicit drugs and dismantle criminal organizations.
- **Linkages** | Interim National Security Strategic Guidance, Indo-Pacific Strategy of the United States Sections 1, 2, and 4; EAP JRS Bureau Goal 1, EAP JRS Bureau Objective 3.3, EAP JRS Bureau Objective 3.4, EAP JRS Bureau Objective 6.2, E.O. 14034, U.S.-EU Summit Statement June 2021.
- **Risks** | The PRC increasingly uses "gray zone" tactics to advance its objectives in the Taiwan Strait and the South and East China Seas. Mounting an effective response requires clear communication and coordination with Taiwan and our friends and allies. AIT will work with Taiwan and other partners, including under the auspices of the U.S.-TCG MOU, to develop a common operating picture and to leverage our respective strengths to advance law enforcement and maritime security objectives.

Mission Goal 2 | Promote global supply chain resilience by facilitating high tech investment in the United States and bolstering Taiwan’s cybersecurity.

Description | Taiwan is a critical supplier of component parts, especially semiconductors, to the global supply chain, as well as a top partner to U.S. businesses and institutions that research, develop, and utilize advanced innovations in technology, science, and medicine, among other fields. At the same time, as the effects of climate change intensify and the COVID-19 pandemic continues to impede global supply chains, the U.S. economy’s vulnerability to supply chain disruptions is increasingly clear. Pursuant to the Interim National Security Strategic Guidance, the United States is committed to, “science and technology investments...to enable the pursuit of numerous national strategic objectives, including in the economic, health, biotech, energy, climate, and national security domains.” AIT will support efforts in Taiwan to reduce U.S. dependence on vulnerable supply chains, particularly in critical technology sectors.

Objective 2.1 | Secure U.S. and regional supply chains through collaboration with Taiwan.

- **Justification |** The White House has specifically designated risks in the semiconductor manufacturing and advanced packaging supply chains as an area of continuing concern for the U.S. economy and national security. To address this, AIT will support bilateral and multi-partner supply chain-related initiatives, including the EPPD, the semiconductor working group, and TTIC. AIT will also expand engagement with private and public stakeholders on export controls-related capacity building and continue bilateral investment screening exchanges to encourage secure and safe investments.
- **Linkages |** Draft JSP Strategic Objective 2.4, Indo-Pacific Strategy of the United States Section 3, EAP JRS Bureau Objective 5.1, EAP JRS Bureau Objective 6.1, E.O. 14036, E.O. 14017.

- **Risks** | Taiwan is already feeling the natural limits on industrial production posed by shortages of water, power, land, talent, and labor. This comes while global supply chains have been degraded by the COVID-19 pandemic and as the PRC continues its push for technological dominance and resource supremacy. Significant collaboration between the United States and Taiwan on supply chains, especially in critical technology fields, is necessary to ensure the availability of consumer goods such as cars, appliances, phones, computers, and defense products and avoid significant disruptions in the transportation and communication sectors. Supply chain disruptions could also have serious implications for telecommunications and critical infrastructure and complicate efforts to meet some of the Administration's 2030 climate goals. AIT will leverage existing partnerships to identify additional means to mitigate supply chain disruptions, particularly in critical areas.

Objective 2.2 | Facilitate ongoing and new high-tech investments in the United States.

- **Justification** | Innovation, high-paying jobs, and investment in technology research are essential to ensuring U.S. competitiveness. Science and technology investments in the United States by leading Taiwan firms in research and development, foundational computing technologies, and leading-edge manufacturing enable the pursuit of numerous national strategic objectives. In support of this effort, AIT will work with the relevant stakeholders to facilitate TSMC's Arizona investment and its partners' relocation.
- **Linkages** | Interim National Security Strategic Guidance, Indo-Pacific Strategy of the United States Section 3, draft JSP Strategic Objective 2.1, draft JSP Strategic Objective 2.3, EAP JRS Bureau Objective 5.3, EAP JRS Bureau Objective 6.5, E.O. 14030.

- **Risks** | U.S. economic primacy is slowing in technological innovation while the PRC is making a dedicated effort to control these critical fields. The United States, with Taiwan as a key partner, must quickly pivot to revitalize these industries to avoid hampering U.S. global competitiveness. These critical high-tech fields are the economic foundation of the future. The United States must build expertise in these industries or experience decelerating rates of growth. AIT will use existing relationships, both at the people-to-people level and with high-level stakeholders, and through mechanisms like the SelectUSA Summit to facilitate ongoing and new investments in the United States.

Objective 2.3 | Help bolster Taiwan's cybersecurity resilience.

- **Justification** | In both the United States and Taiwan, cybersecurity is a foundational component of critical infrastructure and economic production. Taiwan is a primary target of advanced and aggressive cyber threats that undermine U.S. and Taiwan security objectives. To bolster Taiwan's cybersecurity resilience, AIT will work with local partners to protect sensitive U.S. technologies from illicit transfer. In addition, AIT will promote U.S. cybersecurity solutions with local stakeholders.
- **Linkages** | Interim National Security Strategic Guidance, Indo-Pacific Strategy of the United States Section 1, EAP JRS Bureau Objective 3.4, EAP JRS Bureau Objective 5.3, National Security Memorandum on Improving Cybersecurity for Critical Infrastructure Control Systems, E.O. 14034, E.O. 14028.
- **Risks** | Taiwan's fraught relationship with the PRC and its role as a major producer of critical technology makes it vulnerable to cyber threats that directly impact U.S. national security. AIT will work with Taiwan interlocutors to build up Taiwan's cybersecurity resilience and bring it in line with U.S. standards.

Mission Goal 3 | Support Taiwan's efforts to preserve and expand its international space by enabling Taiwan to share its expertise in multilateral fora and to engage with other countries.

Description | Taiwan is one of the most vibrant democracies and economies in the Indo-Pacific region and can help the United States promote democratic institutions, economic standards and norms, and the rule of law in the Indo-Pacific region. The Interim National Security Strategy calls for maintaining strong ties with Taiwan—an especially important commitment since Taiwan is on the front lines of the global contest between democracy and authoritarianism. AIT will support U.S. efforts to highlight Taiwan's success and expertise to the international community and facilitate opportunities for Taiwan to share its lessons learned and best practices with other countries around the world. This AIT goal advances the draft EAP JRS goal to, "counter PRC efforts to limit Taiwan's participation in international organizations." AIT will also support the broader U.S. effort to preserve and expand Taiwan's substantive engagement with other countries.

Objective 3.1 | Support Taiwan's efforts to maintain its official diplomatic relations and expand its unofficial relations with third countries.

- **Justification** | AIT will coordinate between Taipei, Washington, and our embassies/missions in third countries to understand and inform Taiwan's diplomatic strategy and guide U.S. efforts to advocate for Taiwan's meaningful engagement with third-country partners. AIT will support a sustainable and effective model for the GCTF platform and coordinate with likeminded partners in Taipei on advancing our shared interests with Taiwan. AIT will continue to support initiatives like the Pacific Island Dialogue to shore up support for Taiwan's existing official relations.
- **Linkages** | Interim National Security Strategic Guidance, Indo-Pacific Strategy of the United States Section 2, draft JSP Strategic Objective 1.1, draft JSP Strategic Objective 1.2, draft JSP Performance Goal Statement 2.2.3, draft JSP Performance Goal Statement 2.2.4, draft JSP Strategic Objective 3.1, EAP JRS Bureau Objective 6.3.

- **Risks** | Taiwan's formal diplomatic partners are under intense PRC pressure to break recognition even as Taiwan's informal relationships with likeminded partners are growing both in depth and scope. AIT will coordinate with Taipei, Washington, and U.S. embassies/missions in third countries to maximize the likelihood of success in maintaining and expanding Taiwan's external relations.

Objective 3.2 | Help Taiwan to maintain and expand its role in multilateral organizations.

- **Justification** | As noted in the Interim National Security Strategic Guidance, a key tenet of U.S. national security is to "join with likeminded allies and partners to revitalize democracy the world over." AIT will support Taiwan's efforts to strengthen and expand its relations with regional and international organizations. AIT will coordinate between Taipei, Washington, and our embassies/missions in third countries and at multilateral organizations to facilitate Taiwan's meaningful participation in multilateral organizations.
- **Linkages** | Interim National Security Strategic Guidance, Indo-Pacific Strategy of the United States Section 2, draft JSP Performance Goal Statement 1.5.2, EAP JRS Bureau Objective 6.3.
- **Risks** | The PRC tries to obstruct Taiwan's efforts to maintain and expand its participation in multilateral organizations to isolate Taiwan and demoralize the Taiwanese public. PRC obstructionism deprives the international community of Taiwan's experience and expertise, harms global public health and safety, hampers international trade and economic growth, and hinders Taiwan's ability to fight transnational crime or have access to the latest aviation safety and security information. AIT will redouble its efforts to coordinate with Taipei, Washington, and our embassies/missions in third countries and at multilateral organizations to encourage support for Taiwan's participation in efforts to face shared transnational challenges.

Mission Goal 4 | Deepen economic and people-to-people ties and increase interchange between the United States and Taiwan as a source of our mutual strength and security.

Description | The United States and Taiwan share a commitment to democracy, human rights, and the rule of law, and our shared values form the foundation of our security, political and economic engagement. Taiwan is also an important trading partner for the United States, with a developed market that welcomes and relies on U.S. imports and investment. These connections have helped ensure that the Taiwan public holds a positive view of the United States. At the same time, increased competition for students, tourists, and business opportunities -- coupled with restrictions on freedom of movement due to the COVID-19 pandemic -- suggest that we cannot simply rely on our common interests, robust trade relationship and shared democratic values to sustain our relationship. This mission goal addresses the draft EAP JRS goal to “advance more inclusive and sustainable growth and promote free, fair, and open trade and transparent investment that improves lives of Americans and people around the world.” The Quadrilateral Security Dialogue Joint Statements, draft JSP, and Interim National Security Strategic Guidance all point to educational and people-to-people cooperation, international exchanges and connectivity, and promoting equity and accessibility as fundamental sources of American strength and security. This mission goal also aligns with the draft EAP JRS goal to “strengthen human capital, including for marginalized and underrepresented groups, to advance regional prosperity.” AIT will work to increase, diversify, and deepen people-to-people ties as well as fair and open trade between the United States and Taiwan.

Objective 4.1 | Use existing tools to broaden, diversify, and deepen cultural and educational ties, as well as facilitate legitimate travel between Taiwan and the United States.

- **Justification** | AIT already has many tools to strengthen the people-to-people ties between the United States and Taiwan. AIT will effectively utilize press and social media to highlight shared values, including diversity, inclusion and support for marginalized groups while directly messaging the people of Taiwan. Furthermore, AIT will work with relevant stakeholders to implement cultural and educational exchange programs and sustain the U.S.-Taiwan Education Partnership Initiative and other exchange programs. In addition, AIT will partner with Taiwan as it examines its approach to reopening its borders and facilitating bilateral travel.
- **Linkages** | Draft JSP Performance Goal Statement 1.3.1, Indo-Pacific Strategy of the United States Sections 1 and 2; draft JSP Strategic Objective 1.5, draft JSP Performance Goal Statement 2.2.2, draft JSP Strategic Objective 3.2, draft JSP Strategic Objective 5.2, EAP JRS Bureau Objective 4.1, EAP JRS Bureau Objective 5.4, EAP JRS Bureau Objective 6.7.
- **Risks** | As the world recovers from the pandemic, competition for tourists, students, and commerce will increase. The United States must continue to demonstrate value as the partner of choice for Taiwan society, students, tourists, and the business community. AIT will use social media, educational and cultural outreach, among other tools, to maintain the strong ties between the United States and Taiwan.

Objective 4.2 | Work with key Taiwan stakeholders to accelerate regulatory reform and expand bilateral trade especially in transformative high-growth technology sectors.

- **Justification** | Taiwan is a top market for U.S. goods, services and agricultural products and a top 10 trading partner. AIT will engage with local consumers, influential stakeholders, and high-level policy makers to make progress on bilateral trade and investment issues. AIT will also continue to promote U.S. exports to Taiwan and Taiwan investment in the United States.

- **Linkages** | Interim National Security Strategic Guidance, Indo-Pacific Strategy of the United States Sections 1 and 3; draft JSP Performance Goal Statement 1.1.4, draft JSP Strategic Objective 1.5, EAP JRS Bureau Objective 5.2.
- **Risks** | Taiwan opinion leaders can be risk-averse and resistant to change, which has a direct impact on U.S. ability to strengthen the relationship. Taiwan has been slow to adopt regulatory reform or to take a science-based approach to reopening borders in the wake of the COVID-19 pandemic, both of which have hindered bilateral engagement and trade and investment. AIT will work with existing high-level stakeholders to encourage Taiwan to be more forward-leaning in these areas, and then focus on additional, local areas and trade and investment opportunities where accelerating lagging Taiwan reforms could be to our mutual benefit.

4. Management Objectives

Management Objective 1 | Create a strong foundation for expanded cooperation with Taiwan by implementing plans that will ameliorate current space and staffing shortages.

- **Justification** | The Administration has made it clear that for our national security strategy to be effective, we must invest in our national security workforce, institutions, and partnerships; inspire a new generation to public service; ensure our workforce represents the diversity of our country; and modernize our decision-making processes. At the operational level, AIT will work to address staffing and space shortages and incorporate the tenets of the Executive Order on Diversity, Equality, Inclusiveness, and Accessibility into our operational platform. AIT will also create a mid-term personnel and facilities growth strategy and work to finalize a lease on the land parcel neighboring AIT to open the door to future expansion.
- **Linkages** | Interim National Security Strategic Guidance, draft JSP Performance Goal Statement 4.1.2, draft JSP Performance Goal Statement 4.1.3, draft JSP Strategic Objective 4.2, draft JSP Strategic Objective 4.3, EAP JRS Bureau Cross-Cutting Management Goal 1, E.O. 14035, Memorandum on Revitalizing America's Foreign Policy and National Security Workforce, Institutions, and Partnerships.
- **Risks** | In the Interim National Security Strategic Guidance, the White House indicated that diplomacy, and not defense, is the first line in U.S. national security, and building a better, stronger, more diverse, and inclusive diplomatic corps is at the heart of Administration policy. AIT is already nearly at capacity in its new office compound even as interagency demand grows to add staff and facilities to support increasing bilateral engagement and travel, greater defense cooperation, more student and leisure travelers to the United States, a greater number of U.S. citizens residing in Taiwan, and increasing investment on both sides. If there is not a plan to expand our staff and facilities responsibly, it will significantly impact our ability to meet those commitments in the medium to long term.

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Management Objective 2 | Bolster the security of U.S. citizens in Taiwan and AIT employees by expanding AIT's crisis preparedness and response capacity.

- **Justification |** Protecting the interests of U.S. citizens is a priority for all personnel who serve overseas. In the face of increasing international instability as well as climate change-related issues and natural disasters, it is more important than ever for AIT to develop clear crisis and contingency plans. AIT will also ensure that staff understand and are adequately prepared to perform in the event it becomes necessary to implement these plans.
- **Linkages |** Draft JSP Strategic Objective 5.1, draft EAP JRS State Proposal Bureau Objective 7.1, draft EAP JRS State Proposal Bureau Objective 7.4.
- **Risks |** A large earthquake or tsunami such as the ones that hit Fukushima in 2012 could have an equally devastating effect in Taiwan. With between 70,000-100,000 U.S. citizens in Taiwan, as well as a potential loss of billions of dollars in technology and investment, AIT cannot adopt a wait-and-see attitude when it comes to emergency planning. AIT will make sure that all staff are properly prepared to carry out concrete contingency plans to cover the most likely scenarios, should the need arise. Without advance planning and preparation, evacuating some or all U.S. citizens during a crisis may be difficult or impossible.