



2016 By The Numbers

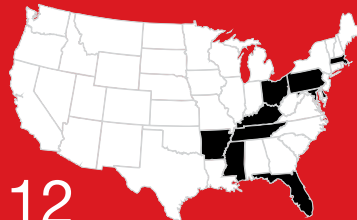


2,067
TOTAL STUDENT
ENROLLMENT

\$3,568,563
IN SCHOLARSHIPS
PROVIDED TO STUDENTS



529 ACADEMIC
SEMINAR
PARTICIPANTS
(U.S. and International)



12
STATES PROVIDED FINANCIAL
SUPPORT FOR STUDENTS



440
COLLEGES AND UNIVERSITIES
SENT STUDENTS TO TWC



1,538
ACADEMIC INTERNSHIP
PROGRAM PARTICIPANTS

\$2,056,880
IN INTERNATIONAL
SCHOLARSHIP SUPPORT



650 INTERNSHIP SITE
PARTNERS



46 STATES REPRESENTED
BY OUR STUDENT BODY
(including Puerto Rico, Guam and U.S. Virgin Islands)



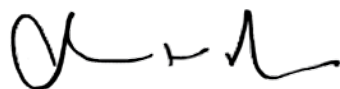
20
COUNTRIES
REPRESENTED BY
OUR STUDENT BODY

From the President

2016 was a year of massive social and political change worldwide and a reminder of the crucial need for skilled leaders to navigate 21st-century challenges. The Washington Center is committed to producing those leaders by offering them pathways for success. This work would not be possible without the vital support of our partners, both domestic and international.

The past year brought a series of new partnerships for TWC, including welcoming our first cohort of U.S. Department of State Thomas R. Pickering Foreign Affairs Fellows and launching an annual Women's Empowerment Seminar for the State of Sonora, Mexico. 2016 also marked milestones in longstanding partnerships; the University of New Hampshire marked its 40th year as a TWC affiliate in December. Finally, close collaboration with Baldwin-Wallace University in Ohio and Temple University in Pennsylvania enabled us to provide nearly 300 students the life-changing opportunity to experience the Republican and Democratic National Conventions last summer.

Few organizations offer a more comprehensive array of programs than TWC. We make sure to provide an unmatched experience thereby allowing participants to become their very best selves. I invite you to learn more about these and other important partnerships in this Annual Report, and I encourage you to join us in building upon them in 2017 and beyond. Together, we can provide more students from all backgrounds the opportunity to discover, develop and realize their potential to become the 21st-century leaders we need.



Christopher Norton, President



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Helping colleges & universities provide transformative experiences

Each spring, summer and fall, we enable more than 400 college and university partners to extend their reach, geographically and academically, to Washington, D.C.

In 2016, six institutions—Earlham College (Ind.), Samford University (Ala.), University of Michigan-Dearborn, Rutgers University, Camden (N.J.), Kalamazoo College (Mich.) and Dominican University of California—became new TWC partners. Last year, more than 1,500 students:

- enjoyed only-in-DC experiences like the White House and attending congressional committee hearings,
- heard from distinguished leaders such as former Secretary of State Madeleine Albright, and former Senators Tom Daschle and Trent Lott, and
- experienced a variety of professional environments, from a traditional federal government office to a business incubator space.







1

1: Fieldwork placements brought many students onto the convention floor at the DNC, held in the Philadelphia Sports Complex.

2: Students enjoyed opportunities to engage outside the RNC convention hall, including at Progressive Field, home of the Cleveland Indians.

3: RNC seminar students like Sergej Michaud (center) learned from leaders including former Congressman and current Interior Secretary Ryan Zinke (left) and U.S. Sen. Steve Daines (R-MT) (Right).

4: DNC seminar student Ayah Galal (right) met CNN legend Wolf Blitzer (right) after her fieldwork placement with Talk Media News.

6



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“ Watching the political process unfold right in front of me, working with the media and seeing the coverage of history—it’s hard to put into words how exciting it was. ”

Lexi Desrosiers '16

*Republican National Convention
Academic Seminar Participant
Institution: Newbury College*

Front-row seats to an historic presidential election

Once every four years, TWC expands our partners’ horizons even further—to the floors of the Republican and Democratic National Conventions. In coordination with Baldwin-Wallace University in Cleveland and Temple University in Philadelphia, we hosted nearly 300 students from 88 institutions for the 2016 RNC and DNC. The Cleveland cohort for the RNC included 12 students from Cuyahoga Community College, thanks to additional support from the Cleveland Foundation. Nine students from Gallaudet University (D.C.) attended the DNC in Philadelphia in a special program that provided American Sign Language interpretation.

Participants at each convention received an insiders’ look at both candidates thanks to Tim Tripepi, who ran advance operations for the Donald Trump campaign, and the Rev. Leah Daughtry, CEO of the Democratic National Convention Committee. They also enjoyed access to different aspects of the conventions through fieldwork placements, including:

- media outlets, such as CBS News, FOX News, Agence France-Presse and Univision Network,
- state delegations from California, New York and South Carolina at the RNC, and Kentucky and New Hampshire at the DNC and
- host committees in both cities.



Enabling corporations & governments to open more professional doors

New career pathways for veterans

A supporter for two decades, the Prudential Foundation partnered with TWC in 2016 to create the Veteran's Employment Trajectory (VET) Initiative, which equips America's student veterans with a new set of skills to help them navigate the transition from military to civilian careers. Recruited through our deep network of college and university partners nationwide, participants receive full scholarships to attend the program at TWC. Members of the cohort complete internships, attend professional development courses tailored to veterans' unique strengths and challenges and, through a VET Summit event, receive exclusive human resources guidance direct from Prudential. We pair each participant with a mentor—a fellow veteran who has successfully moved into a civilian career. Our first 25 VET Initiative participants will arrive in summer 2017. We're proud to help the Prudential Foundation fulfill its laudable goal to support America's veterans.

Empowering women in Mexico

In 2016, 328 international students participated in our seminars and academic internship programs, joining the ranks of more than 4,000 international TWC alumni. Many took part in a new partnership that launched in May 2016. The Women's Empowerment in the 21st Century Seminar welcomed 59 women, ages 20 to 84, from the State of Sonora, Mexico.





Sonora's new—and first-ever woman—governor, Claudia Pavlovich Arellano, believes that providing women the tools and competencies for professional success is key to strengthening the state's economy and sustaining its growth. The Women's Empowerment seminar encouraged participants to examine the role of women in Latin America and the United States, hone professional development skills like personal branding and networking and learn how civil society partnerships can create lasting change in their communities.

To cap their 10-day experience, seminar attendees presented five social impact project proposals addressing topics from childhood obesity to adolescent drug addiction to the lack of business training available for women. Energized by feedback from a panel of judges from Washington-area nonprofits, the Sonoran women left Washington eager to put their plans into action. They created a new Sonoran Women's Alliance Group so they could continue sharing knowledge among their cohort. Each woman returned to Mexico prepared to support the Governor in her efforts to strengthen the state.

Advancing global professional development

The Advanced Leadership Foundation, American Consortium on Education and the Government of Gibraltar supported the inaugural Global Competencies Program in fall 2016. These partners realized that recent graduates—particularly those who attended institutions outside of the United States—lacked some of the professional development skills necessary to obtain the top jobs they seek. Through the Global Competencies Program, 46 international students completed internships and attended intensive career management courses on topics such as Navigating Organizational Dynamics and Leveraging Your Strengths for Cross-Functional Capacity.

The result: The cohort left TWC in December armed with skills to not only succeed in their first jobs, but to successfully manage their career path in the future.

Enriching Puerto Rico's leadership

One of our longest-standing government partnerships, the Córdova y Fernós Program, serves outstanding college and university students from Puerto Rico. Since 1994, more than 700 students have come to Washington to complete internships in congressional offices. Many Córdova y Fernós alumni have returned to Puerto Rico armed with new skills and perspectives they've applied to help lead the territory through one of the most difficult economic times in its history. Other alumni whose careers have taken them elsewhere have become vocal and fervent advocates for Puerto Rican interests from afar.

Several alumni accomplishments in 2016 illustrated the tangible impact of the Córdova y Fernós program in Puerto Rico and beyond. Following the 2016 election, three alumni were named to the cabinet of the new governor's administration. Another alumnus' Córdova y Fernós capstone project was presented to and implemented by the Puerto Rican government. And another alumnus' TWC capstone project was at the core of her successful application for the highly competitive Harry S. Truman Scholarship, which provides graduate-study support for students committed to leadership and public service. More than 150 Córdova y Fernós alumni and friends celebrated these accomplishments and others from the past two decades of this thriving public-private partnership at a December celebration hosted by the government of Puerto Rico.

“ I was able to realize how women can contribute to Sonora ...59 women were able to form a great team that is committed to not only helping ourselves but helping the women around us. ”

Jessica Irais Moreno Dihort '16

Women's Empowerment in the 21st Century participant



1



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1: Juan Verde Suarez, president of the Advanced Leadership Foundation, addressed students during the Global Competencies program.
2: More than 50 women from Sonora, Mexico, took part in a variety of workshops during the Women's Empowerment in the 21st Century Seminar.
3: Natalia Rivera Grijalva, chief of staff for the Sonoran governor, spoke during a networking reception for the Women's Empowerment Seminar participants.

Strengthening the U.S. federal workforce through diversity

Developing the next generation of Foreign Service officers

In 2016, we partnered with the U.S. Department of State in its efforts to build a more diverse Foreign Service. TWC became the administrator of the Thomas R. Pickering Foreign Affairs Fellowship Program, which provides undergraduate and graduate students from historically underrepresented groups with financial support, mentoring and professional development training to prepare them for careers in the U.S. Foreign Service.

The 30 inaugural TWC Pickering Fellows—20 graduate and 10 undergraduate students—were selected in April 2016 and started their first Pickering-funded school year in the fall. Their institutions, which administer some of the nation's top international affairs programs, include Tufts University (Mass.), New York University, Columbia University (N.Y.), Johns Hopkins University-SAIS (D.C.), Georgetown University (D.C.) and George Washington University (D.C.). Many fellows bring extensive experience abroad and in professional internships.

In summer 2017, the first cohort will return to Washington, D.C., for internships at the Department of State and in-depth professional training at TWC.







In September 2016, the Department of State chose to partner with TWC once again in another important recruitment and training endeavor, the Foreign Affairs IT Fellowship Program. The application process for this new partnership is under way and will select five students to fill a specialized program for rising IT professionals within the Department of State.

Additional federal partnerships

Through our relationships with several federal agencies, TWC opens doors to fulfilling careers for students who wouldn't otherwise have access to such paths. Those federal agencies benefit as well, tapping into our extensive network of colleges and universities to discover future

employees whose talent and backgrounds become key assets to workforces more representative of our country.

For the eighth year, TWC hosted 100 students in Washington, D.C., and around the country as part of the Summer Transportation Internship Program for Diverse Groups (STIPDG) and the Federal Diversity Internship Initiative. A cohort of 31 took part in internships at the Naval Research Laboratory in TWC's first year administering a program that introduces students from historically black colleges and universities and minority serving institutions to career paths that focus on laboratory research.



“ My experience in the Federal Diversity Internship Initiative has easily been the most enthralling career opportunity that I have ever had. This program gave me the opportunity to experience the life of a full-time government employee and spend my time in policy writing and analyzing data. This summer helped me reaffirm my career goals and strengthen my passion for my academics. ”

Ndome Essoka '15

Internship: U.S. Department of Veteran Affairs

Institution: Rutgers University

PHOTOS

1: TWC's first cohort of the State Department's Thomas R. Pickering Fellows gathered for a reception at Headquarters in June 2016.

2: Participants in the 2016 STIPDG program closed their summer session with a reception at the National Press Club.

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Celebrating leadership & legacy

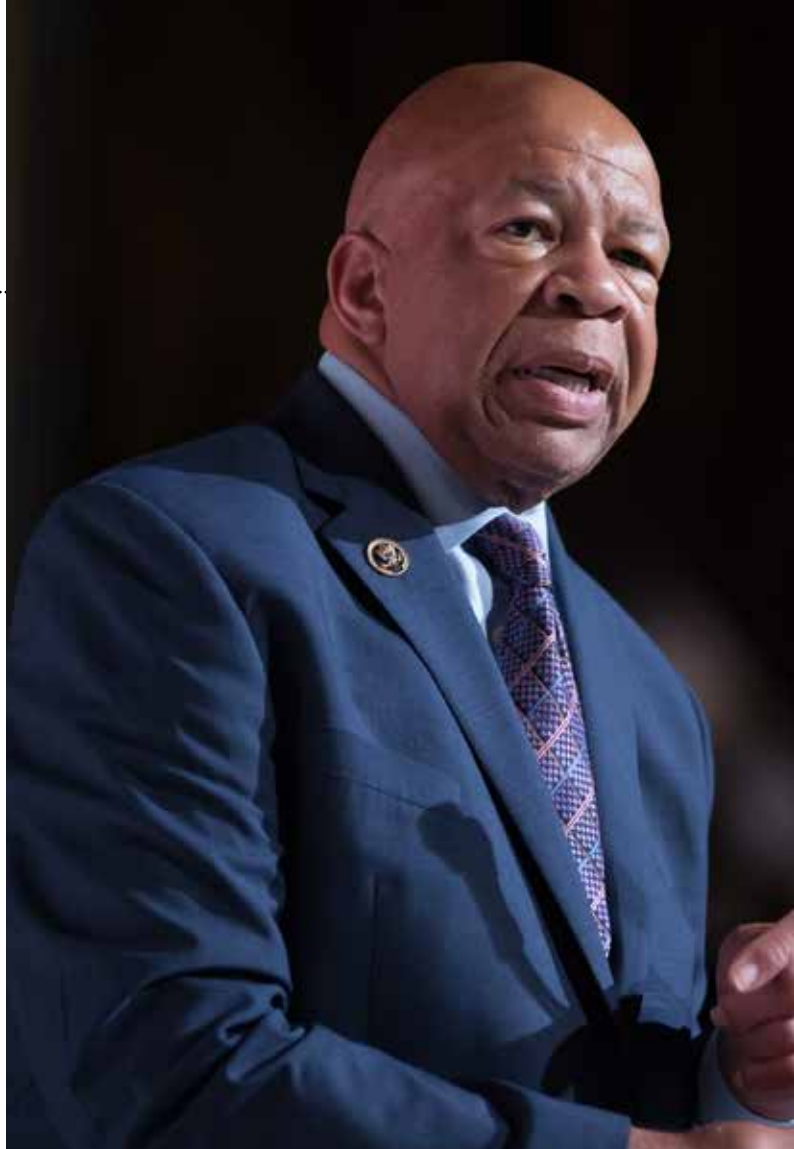
The Annual Gala is TWC's signature event celebrating the individuals and partners who both inspire and enable us to serve thousands of students each year. But the 2016 Gala, with its Leadership and Legacy theme, had a special focus: honoring former TWC President Mike Smith. Smith, who retired in August, received the Lifetime Achievement Award in recognition of his four decades of service to TWC.

Later in the evening, several public servants received Pillar Awards, including Claudia Pavlovich Arellano, Governor of the State of Sonora, Mexico, recognized for Civic Engagement; U.S. Rep. Elijah Cummings (D-MD), recognized for Professional Achievement; and U.S. Rep. John Katko (R-NY)—a 1989 TWC alum—for Leadership.

Earlier in the day, we recognized 10 colleges and universities for their commitments to higher education and TWC. At this event TWC also recognized Higher Education Civic Engagement Award recipients, who demonstrate a commitment to forging partnerships beyond their campuses to address issues of public concern, included Purdue University (Ind.), Marquette University (Wis.), Buffalo State University (N.Y.), the University of San Diego (Calif.) and the University of North Carolina—Charlotte.

The TWC Academic Affairs Awards, which recognize outstanding current partners, went to:

- Saint Joseph's University (Pa.)—Private Institution of the Year
- Frostburg State University (Md.)—Public Institution of the Year
- Samford University (Ala.)—New Affiliate of the Year
- Temple University (Pa.)—Academic Seminar Partner of the Year
- Janet Spain, High Point University (N.C.)—Liaison of the Year.





1



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PHOTOS

1. U.S. Rep. Elijah Cummings (D-MD) accepts the Pillar Award for Professional Achievement.
2. TWC alumnus and U.S. Rep. John Katko (R-NY) receives the Pillar Award for Leadership.
3. Claudia Pavlovich Arellano, governor of the State of Sonora, Mexico, accepts the Pillar Award for Civic Engagement.



3



Fiscal Year 2016 Financials

Statement of Financial Position

Assets	August 31, 2016	August 31, 2015
Cash and Cash Equivalents—Unrestricted	\$3,032,106	\$2,111,447
Investments	\$2,555,591	\$2,550,132
Accounts Receivable*	\$6,392,717	\$5,268,928
Promises to Give*	\$910,715	\$976,553
Prepaid Expenses	\$771,671	\$745,910
Cash and Cash Equivalents—Designated	\$233,109	\$740,384
Security Deposits	\$167,244	—
Promises to Give—Long-Term Portion	\$766,852	\$10,337
Property and Equipment**	\$42,201,606	\$43,608,380
Loans Issuance Costs**	\$725,193	\$970,509
Total Assets	\$57,756,804	\$56,982,580
Liabilities and Net Assets		
Liabilities		
Accounts Payable and Accrued Expenses	\$911,540	\$1,129,264
Deferred Revenues—Internship Program and Housing Fees	\$2,939,788	\$2,761,881
Notes Payable—Current Portion	—	\$500,000
Loans Payable—Current Portion	\$817,295	\$1,010,000
Notes Payable—Long-Term Portion	—	—
Interest Rate Swap Obligation	\$422,429	1,084,400
Loans Payable—Long Term Portion	\$38,125,339	37,640,000
Total Liabilities	\$43,216,391	\$44,125,545
Net Assets		
Unrestricted	\$10,168,808	\$9,350,634
Temporarily Restricted	\$3,074,460	\$2,210,406
Permanently Restricted	\$1,297,145	\$1,295,995
Total Net Assets	\$14,540,413	\$12,857,035
Total Liabilities and Net Assets	\$57,756,804	\$56,982,580

* Net of allowance for doubtful accounts

** Net of accumulated amortization/depreciation

The Washington Center is tax-exempt under section 501(c)(3) of the Internal Revenue Code. All grants and contributions are tax deductible to the extent permitted by federal law.

Statement of Activities

	Year Ended August 31, 2016				Year Ended August 31, 2015			
	Unrestricted	Temporarily Restricted	Permanently Restricted	Total	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
<i>Operating Revenues and Support</i>								
Internship Program and Housing Fees	\$17,035,194	—	—	\$17,035,194	\$15,690,400	—	—	\$15,690,400
Less Financial Assistance	(\$2,612,125)	—	—	(\$2,612,125)	(\$1,504,541)	—	—	(\$1,504,541)
	\$14,423,069	—	—	\$14,423,069	\$14,185,859	—	—	\$14,185,859
Paid Placements and Grants	\$3,518,129	—	—	\$3,518,129	\$2,626,147	—	—	\$2,626,147
Contributions	\$259,003	\$3,298,907	\$1,150	\$3,559,060	\$2,743,075	\$1,645,756	\$6,000	\$4,394,831
Interest and Dividends	\$4,731	—	—	\$4,731	\$14,812	1,949	—	\$16,761
Miscellaneous Revenue	\$180,111	—	—	\$180,111	\$59,414	—	—	\$59,414
Total	\$18,385,043	\$3,298,907	\$1,150	\$21,685,100	\$19,629,307	\$1,647,705	\$6,000	\$21,283,012
Net Assets Released from Restrictions	\$2,434,853	(\$2,434,853)	—	—	\$2,046,859	(\$2,046,859)	—	—
Total Operating Revenues and Support	\$20,819,896	(\$864,054)	\$1,150	\$21,685,100	\$21,676,166	(\$399,154)	\$6,000	\$21,283,012
<i>Operating Expenses</i>								
Total Program Services	\$15,854,397	—	—	\$15,854,397	\$15,924,810	—	—	\$15,924,810
Supporting Services								
General and Administrative	\$3,789,686	—	—	\$3,789,686	\$4,598,352	—	—	\$4,598,352
Fundraising	\$242,796	—	—	\$242,796	\$204,697	—	—	\$204,697
Total Supporting Services	\$4,032,482	—	—	\$4,032,482	\$4,803,049	—	—	\$4,803,049
Total Operating Expenses	\$19,886,879	—	—	\$19,886,879	\$20,727,859	—	—	\$20,727,859
Changes in Net Assets from Operations	\$933,017	\$864,054	\$1,150	\$1,798,221	\$948,307	(\$399,154)	\$6,000	\$555,153
<i>Nonoperating Gains (Losses)</i>								
Investment Gain (Loss)	\$75	—	—	\$75	\$5,509	—	—	\$5,509
Extinguishment of Loan Issuance Costs	(\$776,888)	—	—	(\$776,888)	—	—	—	—
Change in Fair Value of Interest Rate Swap Agreement	\$661,970	—	—	\$661,970	\$912,521	—	—	\$912,521
Total Nonoperating Gains (Losses)	(\$114,843)	—	—	(\$114,843)	\$918,030	—	—	\$918,030
Changes in Net Assets	\$818,174	\$864,054	\$1,150	\$1,683,378	\$1,866,337	(\$399,154)	\$6,000	\$1,473,183
Net Assets at Beginning of Year	\$9,350,634	\$2,210,406	\$1,295,995	\$12,857,035	\$7,484,297	\$2,609,560	\$1,289,995	\$11,383,852
Net Assets at End of Year	\$10,168,808	\$3,074,460	\$1,297,145	\$14,540,413	\$9,350,634	\$2,210,406	\$1,295,995	\$12,857,035

Recognition and Gratitude

Annual Giving Circles

The Washington Center's annual giving circles honor the commitment of our most generous partners. Through gifts made in fiscal year 2016, these donors have helped make possible the outstanding learning opportunities that define The Washington Center experience.

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\$500,000 and up

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\$100,000 to \$249,000

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The Washington Center

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