2014 By The Numbers

1,706
TOTAL STUDENT ENROLLMENT

$1,114,000+
IN SCHOLARSHIPS DISTRIBUTED FROM U.S. & P.R.

1,490
ACADEMIC INTERNSHIP PROGRAM PARTICIPANTS

216
ACADEMIC SEMINAR PARTICIPANTS

$3,100,000 +
IN INTERNATIONAL SCHOLARSHIP SUPPORT

14
STATES PROVIDED FINANCIAL SUPPORT FOR STUDENTS

431
COLLEGES AND UNIVERSITIES SENT STUDENTS TO TWC

15
COUNTRIES REPRESENTED BY OUR STUDENT BODY

561
INTERNSHIP SITE PARTNERS

47
U.S. STATES (AND PUERTO RICO) REPRESENTED BY OUR STUDENT BODY
Message From The Chairman & President

We are honored to share The Washington Center's 2014 Annual Report with you and our valued partners around the world.

In the past year, we have achieved many successes together. We helped launch the careers of nearly 2,000 young men and women from all over the world. We implemented new programs with Japan and Mexico—bringing the total number of TWC students from outside the United States to nearly 4,000 over the past 20 years. We built infrastructure to ensure more impactful internship matches for students in all sectors, engaged nearly 1,500 students as volunteers in a range of civic engagement programs and increased the diversity of our staff and student populations.

Our work focused on four key areas: Access and Opportunity, Global Leadership, Civic Engagement and Public Life, and Professional Development. Strategic partnerships and individual philanthropy supported the great strides TWC has made in each of these areas. This report outlines that progress and highlights the partners who helped move these initiatives forward.

As we review these accomplishments, we couldn’t be more inspired by the breadth of the work we do together to fulfill our shared mission: Providing students transformational experiences that support their professional success and capacity to lead in their careers and communities.

It is a privilege to work alongside our university, corporate, foundation and worksite partners, and we look forward to our collaboration in the year ahead.

Sincerely,

Ambassador Alan J. Blinken
Chairman
The Washington Center
Board of Directors

Michael B. Smith
President
The Washington Center

Table of Contents
04 Beyond Traditional Internships
06 Access & Opportunity
08 Professional Development
10 Civic Engagement & Public Life
12 Preparing Global Leaders
14 Worldwide Professional Networks
15 Gala 2014
16 Donor Societies
18 TWC Leadership
20 2014 Financials
22 TWC Staff
Beyond *Traditional* Internships

**THE IMPACT OF EXPERIENTIAL EDUCATION**

From professional skills workshops and civic engagement programs to opportunities to learn from top practitioners, The Washington Center offers an exciting array of programs that integrate classroom learning with real-world experience, giving students the chance to put their knowledge into practice even as they acquire it.

Over the past four decades, TWC has emerged as an international leader in the field of experiential education. We bring students to Washington, D.C., for a chance to complete substantive professional work in their chosen field. They learn firsthand about global citizenship and professional issues from experts and leaders who can only be found in the U.S. capital. They work under the guidance of an adviser to integrate these experiences into a personal development plan that includes career and civic goals.

The integrity of our programs is affirmed by more than 400 colleges and universities around the globe that send their students to Washington—and provide credit for participation.

Foreign governments, foundations, private companies and universities partner with TWC because it enables civic, educational and business leaders to shape the next generation of leaders. Partnering with TWC allows colleges and universities to extend their reach beyond their core programs and geography. Our corporate partners can develop and connect with top talent for their industries and their regions.

The Washington Center is a vibrant cultural hub, providing students with countless ways to connect with one another and gain exposure to a broad spectrum of thinkers, leaders and ideas.

Our experiential education program is a unique, integrated set of modules that includes:

- A professional internship four days per week and individualized placement services that ensure a good match between the internship work and the student’s goals.
- A college-level academic course taught on-site in TWC facilities by local professors and practitioners.
- Career-specific programming led by professional advisers, featuring weekly lectures, workshops and site visits specifically focused on the student’s field of interest.
- Panels featuring high-level leaders from Congress, federal agencies, international corporations and non-governmental organizations that explore issues and policies relevant to all sectors.
- More than 30 professional development workshops covering resume writing, financial literacy, interview skills and more, arming students with the tools for personal success.
- A civic engagement program addressing a range of social issues, featuring informational workshops and 15 hours of volunteer work.
- A final portfolio that includes internship and academic work samples, a professionally reviewed resume and a goal-focused Individual Development Plan.
UNPARALLELED SEMINARS

In addition to its signature academic internship program, TWC delivers one-and two-week academic seminar programs in Washington that may be customized for partners. Highlights in 2014 included:

- **Political Communication and Electoral Campaigns:** Capitol Hill experts trained members of the Mexican Congress in campaign management, messaging, image creation and digital strategies.

- **National Security:** College and university students joined government and private-sector stakeholders in this dynamic forum that addressed the challenges of defense and intelligence in a global society.

- **Inside Washington:** Students and faculty from institutions around the world gained exclusive insights into U.S. government functions from D.C. insiders.

PHOTOS

1 & 3: Former Utah Gov. Jon Huntsman spoke with TWC students about bipartisanship in American politics.

2: Inside Washington 2014 Academic Seminar participants presented their findings based on two weeks of coursework and research about American politics.


5: TWC welcomed Supreme Court Justice Stephen Breyer and NBC News Justice Correspondent Pete Williams, for an exclusive event with Inside Washington students.

6: Tours of the nation’s capital were a highlight for Inside Washington participants.
Access & Opportunity

A COMMITMENT TO DIVERSITY, INCLUSION AND FAIRNESS

At The Washington Center, we’ve always known that our success isn’t measured solely by the number of students who participate in our programs. It’s also based on the lives we enhance. In 2014, TWC launched several new programs to increase the breadth of our reach and the resources available to help students participate. These include:

- **Bridges**: A groundbreaking program that gives college and university students from socioeconomically challenged backgrounds a chance to participate in a TWC academic internship program. The program was launched with grants from Brown Advisory Board, TD Bank, Kaiser Permanente and Pepco.

- **Veterans Leadership Training Initiative**: A critical tool that helps veterans effectively transition to civilian professional life. TWC kicked off the initiative with five scholarships named in honor of Sen. Patty Murray (D-WA), who received TWC’s 2014 Pillar Award for Leadership, and funded by Amgen, Citi and Ford.

- **Federal Diversity Initiative**: A program designed to assist the federal government with hiring and training young leaders. TWC and nearly a dozen federal agencies partnered to promote diversity in the federal workforce by providing an inclusive pool of internship candidates.

With the help of corporate, foundation and individual donors, TWC expanded two key diversity initiatives this year:

- **Muslim-American Scholars Initiative**: A $100,000 challenge grant from The Center for Global Understanding brought a $30,000 commitment from El-Hibri Charitable Foundation to provide scholarships and special weekend programming that connects Muslim-American scholars to Muslim-American leaders in government and the private sector.

- **Leadership Initiative for Students with Disabilities**: A $150,000 grant from Mitsubishi Electric America Foundation provided support for developing new tools to measure the progress of students with disabilities who participate in TWC programs against their peers entering the professional workforce. The grant also provides special training for recruiters and worksite supervisors. Coca-Cola joined AT&T and the Kessler Foundation with a $100,000 grant to support scholarships for students with disabilities—bringing the total scholarship pool to more than $210,000.

THE WASHINGTON CENTER IS GRATEFUL TO SOUTHWEST AIRLINES, WHICH THIS YEAR PROVIDED ROUNDTRIP TICKETS TO 39 STUDENTS WHO OTHERWISE WOULD NOT HAVE BEEN ABLE TO TRAVEL TO ATTEND A TWC PROGRAM.
WHO WE ARE

New demographic realities are impacting businesses, governments and societies, and preparing a diverse group of emerging leaders is critical to success for all. At TWC, we believe that a diverse student population creates a more challenging setting and facilitates personal growth opportunities for students.

IN 2014

20% FIRST-GENERATION COLLEGE STUDENTS

30% FROM COUNTRIES OUTSIDE THE UNITED STATES

30% FROM THE UNITED STATES SELF-IDENTIFIED AS "MINORITY" STUDENTS

13% AFRICAN AMERICAN/BLACK

11% LATINO/HISPANIC

3% ASIAN AMERICAN/PACIFIC ISLANDER

3% MIXED RACE OR OTHER

NEW SCHOLARSHIPS ARE TRANSFORMING TWC, GRANTING ACCESS TO DIVERSE, TALENTED STUDENTS WITH FINANCIAL NEED.

PHOTO
Prudential Global Scholars visit Capitol Hill.

RICHARD JACKSON ’14
Bridges Scholar
Internship: Let’s Move! Campaign
Institution: Baltimore City Community College, MD

I chose The Washington Center so that I could have more experience in my field of study and in corporate America. I am preparing myself for the future and gaining hands-on experience in the field of physical therapy with hopes of becoming a certified athletic trainer and eventually a doctor of physical therapy. I will work very hard and give something back to others, both as a physical therapist and to future students who, like myself, are in need of financial assistance to achieve greatness.
When students enter The Washington Center’s internship program, they select a professional focus area from those listed below. They participate in a formal curriculum of career-specific programming that complements their internship and introduces them to practitioners, policy makers, thought leaders and industry trends.

TWC interns focus their learning in one of the following professional tracks:

- Advocacy, Service & Arts
- Business & Global Trade
- International Affairs
- Law & Criminal Justice
- Media & Communications
- Politics & Public Policy
- Science, Technology & Society

The commitment of our corporate and foundation partners enables TWC to achieve its mission to develop skilled, principled and insightful leaders for all sectors who change the world in positive ways.

In 2014, TWC partnered with Motorola Solutions Foundation to build programming and scholarships for its most popular professional track, Law & Criminal Justice, which attracts nearly 300 students annually. This year, the Foundation provided a $100,000 grant for scholarships for students with a career interest in public safety and law enforcement. Motorola Solutions also taps a team of its own experts to provide career-specific programming on top industry issues.

Verizon, a valued TWC donor since 2000, provided $30,000 for science, technology, engineering and math scholarships for the third consecutive year. The funding benefits undergraduates planning to pursue a career at the frontiers of science, inspiring them to pursue careers in these vital fields. An additional $30,000 from Verizon supports TWC’s Public Policy Dialogues, which engage interns in small groups with members of Congress to discuss policy that impacts their field of interest.
TWC & PUERTO RICO CELEBRATE 20-YEAR PARTNERSHIP

In 2014, TWC’s signature public-private partnership marked 20 years of success in providing professional development skills for Puerto Rico’s emerging leaders. The Córdova and Fernós Internship Program offers students from Puerto Rico an internship placement in a congressional office and customized programming focused on how Congress and federal agencies work. The program gives students firsthand knowledge of the leadership skills needed to meet Puerto Rico’s social and economic challenges.

The program is jointly supported by the Government of Puerto Rico, Univision, Popular Community Bank and BASF. TWC welcomed a record 44 Córdova and Fernós interns in 2014.

PHOTOS
1: (Opposite page) Sen. Sheldon Whitehouse (D-RI), welcomed three TWC students to his Hart Senate Office.
2: Alumni Grace Rivera (U.S. Marshals) and Timothy Gallagher (FBI) speak about law enforcement and technology on a Motorola Solutions panel in July 2014.
3: Spring 2014 Córdova students meet with President of the Puerto Rico Senate Honorable, Eduardo Bhatia after a dinner at Union Station.
4: Commencement student speaker Clarice Gerbl shares her favorite TWC memories with her fellow interns.
5: University of Montana student Evan Fossen had a chance to discuss public policy with his member of Congress, Rep. Cynthia M. Lummis.

ALBERT MUÑOZ ’14
Motorola Solutions Foundation Scholar
Internship: U.S. Marshals Service
Institution: Westfield State University, Mass.

I am a first-generation U.S. citizen and a child of Puerto Rican parents. Being raised in Boston, I have always observed many inner-city problems, and this is the reason for my interest in law enforcement and working with delinquent youth. After graduation, I want to work for a federal law enforcement agency. My experience at TWC has made me a much stronger candidate in our very competitive economy. Thank you again for making this once-in-a-lifetime opportunity possible.

TWC PROVIDES AN ENVIRONMENT THAT INVITES STUDENTS TO EXAMINE IMPORTANT ISSUES AND MAKE CONNECTIONS BETWEEN ACADEMIC AND PROFESSIONAL EXPERIENCES.
Civic Engagement & *Public Life*

**INSPIRING A PASSION FOR SOCIAL RESPONSIBILITY**

Civic engagement and commitment to social responsibility have been cornerstones of The Washington Center’s programs since its inception. TWC has committed significant resources to ensuring that students’ learning and hands-on experiences expose them to pressing social challenges, including homelessness, immigration, environmental concerns, human trafficking and veterans’ issues.

All interns must attend meetings, lectures and hearings in one of nearly a dozen programs. They commit at least 15 hours to direct service or advocacy activities related to their chosen program. TWC partners with nonprofit organizations throughout the D.C. area to provide these opportunities.

The civic engagement component not only exposes students to social issues they may not yet have encountered, but it also provides a forum for understanding the impact of policy on these issues. It also brings to light the importance of cross-sector partnerships in finding solutions—a commitment students are encouraged to bring to their personal and professional lives.

**STRONG PROGRAM PARTNERSHIPS**

For the second consecutive year, *New York Life Foundation* again provided a $100,000 grant to TWC to sponsor The New York Life Civic Engagement Awards. The awards bring national attention to the importance of incorporating civic engagement and volunteer programs into the higher education experience.

Since 2012, these awards have annually provided $20,000 grants to five colleges or universities with outstanding civic engagement or volunteer projects. These programs are shared as best-practice models for other institutions through the American Association of American Colleges and Universities.

This year, the competition generated nominations from 126 higher education institutions representing all regions of the United States. A panel of experts evaluated the entries, and the winning schools each received a $20,000 grant to send students with civic engagement-related career goals to TWC. The 2014 winning institutions were California State University, Georgia College & State University, Rice University, Hampshire College and the University of Tennessee at Chattanooga.

*The HSC Foundation* also provided a $10,000 grant in 2014 to help TWC launch a new civic engagement program focused on disability policies and practices and their impact on education and employment. The program engaged more than 90 students of all abilities.

**THROUGH CUSTOMIZED WORKSHOPS AND SEMINARS, STUDENTS LEARN HOW TO APPLY THEIR SKILLS TO MAKE A POSITIVE DIFFERENCE IN THEIR COUNTRIES AND COMMUNITIES.**
 MARSHALL HAAS ’14  
Veterans  
Civic Engagement Project  
*Internship:* Circle of Friends for American Veterans  
*Institution:* The Citadel, S.C.  

My civic engagement project has encouraged me to take a more active and participatory role in the community when it comes to helping veterans. I realize that giving back is an important part of living and working in that community. I know that when I return home and start my career, I will draw on all these experiences and find ways to play a more active role when it comes to veterans’ issues.

PAMELA PEREZ ’14  
Immigrant Rights  
Civic Engagement Project  
*Internship:* Embassy of Peru  
*Institution:* Florida Gulf Coast University  

My civic engagement project—teaching adults how to use computers—has opened my eyes to how important it is that we, as citizens, contribute to helping others so that they, our society, and our country can benefit. I realize that, as a citizen and someday as a professional, I have a social responsibility to help my community.
Preparing *Global Leaders*

**EXTENDING INTERNATIONAL CONNECTIONS AND IMPACT**

18 years ago, TWC established the Office of Advanced Leadership Programs and International to expand the reach of its innovative academic and professional training programs around the world. In 2014, TWC’s global reach included:

- Hosting more than **300 students** from **15 countries**
- Establishing **nine new agreements** with institutions in **five countries**
- Designing and implementing **three seminars** and **10 international initiatives**.

In fall 2014, TWC developed and debuted the **Mexico 100 program**, a partnership with the Mexican Institute of Youth. The program brings 200 Mexican public university students to TWC to participate in a specially crafted professional development and academic internship program focused on using cross-sector partnerships to strengthen civil society and address social challenges.

For the second year, TWC partnered with the U.S.-Japan Council and the U.S.-Japan Research Institute in hosting **Building the TOMODACHI Generation**.

The program brings U.S. and Japanese students together to design disaster-relief programs for Japan’s Tohoku region, which continues to face challenges in the wake of a 2011 earthquake. Along with a summer volunteer experience in Japan, the program fosters cross-cultural exchange, leadership development and collaborative work for students from both countries.

**PHOTOS**

1: Sumireko Tomita joined six Building the TOMODACHI Generation alumni and several Japanese students to welcome U.S. President Barack Obama to Tokyo’s Miraikan Science and Youth Expo.

2: Japanese participants of Building the TOMODACHI Generation wrapped up a two-week D.C. experience at the Tokyo American Center at the U.S. Embassy of Japan.

3, 4 & 5: As a part of the second-annual Global Citizenship Day, TWC welcomed Evan Ryan, Assistant Secretary of State of the Bureau of Educational and Cultural Affairs, as the official keynote speaker.

**AS OUR WORLD BECOMES MORE INTERCONNECTED, TWC HAS A SPECIAL ROLE TO PLAY.**
PREPARING GLOBAL LEADERS

- **American Councils for International Education Program**: Since 2011, this program has given scholarships to seven graduates of the Kazakhstan Institute for Management, Economics and Strategic Research or the American University of Central Asia. The scholarships are funded by the U.S.-Central Asia Education Foundation and the American Councils for International Education.

- **The Belgium Initiative**: Since 2010, The Flemish Minister for Education, Youth, Equal Opportunities and Brussels Affairs has provided 11 scholarships for students from Flanders.

- **The Canada Initiative**: The Ministry of Advanced Education & Technology of Alberta, a TWC partner since 2005, provides support for at least 25 students from the province to attend TWC each year. A similar program sponsored by the Ministry of International Relations in Quebec, a TWC partner since 1999, provides support for eight students annually.

- **The Ford Motor Company Global Scholars Program**: Since 2008, Ford has sponsored 20 students per year to participate in a TWC internship program focused on international development issues. Ford Scholars hail from Brazil, China, India, Russia, South Africa and Turkey.

- **The Gibraltar Innovation & Entrepreneurship International Training Program**: This professional development program sponsored by the Government of Gibraltar has granted 60 students full TWC scholarships between 2013 and 2015.

- **Governors Internship Program**: Sponsored by several Mexican state governments, this program prepares participants to mitigate economic and social issues in their home states. Since its establishment in 1999, the Governors program has enjoyed significant expansion thanks to both new and longstanding relationships.

- **Prudential Foundation Global Citizens Program**: Beginning in 2013, the Prudential Foundation has sponsored 20 students per semester from Brazil, China, India, Japan, South Korea and Taiwan to attend an internship program focused on the financial role of private, nonprofit and government sectors in Washington, D.C.

TWC’S GLOBAL CITIZENSHIP DAY

TWC and Prudential teach interns about the importance of global citizenship skills. The day began with a keynote address from Evan Ryan, Assistant Secretary of State of the Bureau of Educational and Cultural Affairs. During the keynote, she discussed her career and professional journey, the impact of cultural exchanges and how they shape leaders from countries all over the world, and how entrepreneurship serves as one of the key vehicles to improving economic and social change. Students then attended breakout sessions on topics such as cross-cultural negotiation, global leadership perspectives and social responsibility. The day concluded with an international festival celebrating the diversity of TWC’s community.

CHLOE WINGERTER ’14
Building the TOMODACHI Generation participant
Internship: Charities Aid Foundation of America
Institution: St. Lawrence University, N.Y.

Despite all the valuable lessons I learned about cross-sector partnerships, disaster relief and the Tohoku region, the takeaway for me was how similar college students can be despite our cultural differences. Underneath the initial layer of cultural barriers, every one of us is a student who is determined to make the world a better place. I believe that is a pretty powerful thing.
Worldwide Professional Networks

POWERFUL ALUMNI CONNECTIONS

TWC’s alumni community includes more than 52,000 men and women from across the country and around the world—in laboratories and think tanks, in the halls of Congress, on the top floors of corporate headquarters and on the ground floors of grassroots nonprofit organizations. Wherever they are, our alumni carry the TWC experience with them and know the impact it has had on their professional and personal lives. Together, they comprise one of the largest and most lucrative professional networks in the world.

ERIK KING ‘08
Contract Attorney,
Lockheed Martin and
U.S. Dept. of Justice

My internship at TWC introduced me to the ways business and law intersect. Realizing that set in motion a career path that has brought me back to D.C. and provided an important way for me to contribute to the community. I believe, as a citizen and a professional, I have a social responsibility to help my community.

PATRICK IGNOZZI ‘90
Vice President,
Current Programming Development and Syndication,
ABC-Disney Television

At TWC, I had access to so many great resources from around the world. My internship helped me find a career that I love, and that’s what makes it so valuable. To be successful, you have to know what you want and love what you do. TWC helped me get there.

KAREN PRICE-WARD ‘92
Community Affairs and Grassroots Regional Leader,
Southwest Airlines

TWC prepared me for workplace reality—dealing with diverse people and personalities, solving problems and communicating effectively. It launched me into corporate America to become an advocate, change agent and person of influence.

MARTA TELLADO ‘81
President and Chief Executive Officer,
Consumer Reports

My time as a TWC intern was a game-changer. It exposed me to the ideas and networks that continue to inspire and inform my passion for making a difference.

ERIK KING ‘08
Contract Attorney,
Lockheed Martin and
U.S. Dept. of Justice

My internship at TWC introduced me to the ways business and law intersect. Realizing that set in motion a career path that has brought me back to D.C. and provided an important way for me to contribute to the community. I believe, as a citizen and a professional, I have a social responsibility to help my community.

SAORI SUZUKI ‘14
Non-Governmental Organization Capacity–Building Coordinator,
Tokyo

The TWC program was a defining moment in my career. The experience helped me become certain that the role of NGOs is a critical component of our society—and that helped me to identify my personal and professional goals.

98% OF OUR ALUMNI SAY TWC HELPED THEM DEVELOP PROFESSIONAL SKILLS AND INVALUABLE NETWORKING CONNECTIONS.
Gala 2014

CELEBRATING ACCESS & OPPORTUNITY

The Washington Center’s Annual Gala brings together leaders from colleges and universities, corporations, foundations, governments and alumni from around the world. The signature event raises funds to support TWC scholarships. The 2014 Gala, which highlighted TWC’s commitment to inclusiveness and the value of diverse voices in leadership, raised a record $491,000.

Sen. Patty Murray (D-WA) received TWC’s Pillar Award for Leadership, and a scholarship for veterans was established in her name. Sen. Kelly Ayotte (R-NH) received the organization’s Pillar Award for Professional Achievement, and a scholarship for women in politics was established in her name. Former NATO Secretary General Willy Claes received the Pillar Award for Civic Engagement to honor his instrumental role in brokering a partnership between TWC and Belgium.

Ford Motor Company served as Gala 2014’s presenting sponsor. The event’s lead sponsors were Citi, Prudential, Univision and Verizon. Event supporting sponsors were BB&T, CBS and Southwest Airlines.

PHOTOS
1: Galina Bogatova, a fall 2014 Ford Global Scholar intern from Russia, was one of several students to speak to the Gala audience.
2: Christine Park, Former President of New York Life Foundation, catches up with Ivelisse Estrada, Senior Vice President of Univision, before Gala 2014.
3: (left to right) TWC President Michael Smith, CNN Chief Political Correspondent Candy Crowley, Former Foreign Minister of Belgium Willy Claes, Sen. Kelly Ayotte, Former Secretary of Commerce Norman Mineta, and Former Ambassador to Belgium and TWC Chairman, Alan Blinken.
Donor Societies

Private support provides crucial resources that makes The Washington Center stand out among its peers. Philanthropic giving to TWC in 2014 touched every area of the organization’s activities, providing vital support for scholarships, academic and professional programs, top speakers, workshops, world-class residential facilities and strengthening our treasured partnerships with campuses around the world. TWC’s Donor Societies honor the contributions of individuals, corporations and foundations and the important role they play in TWC’s advancement.

CHAIRMAN’S HONOREES

The most prestigious of our Donor Societies, the Chairman’s Honorees recognizes corporations, foundations and individuals whose commitment and cumulative giving has had a transformational impact on The Washington Center.

Platinum Circle
$1 million and up
The Boeing Company
Ford Motor Company Fund & Community Services

Gold Circle
$750,000 to $999,999
AT&T Foundation
New York Life Foundation
Sam Rose and Julie Walters
U.S.-Japan Council

Silver Circle
$500,000 to $749,999
ARCO Foundation
Avon Products Foundation

How TWC is Funded

Each year, TWC sets fees to ensure quality programs and housing. Revenue from enrollment (either from colleges and universities or their students) comprises the most significant portion of funding. The remaining non-student revenue is derived primarily from three sources:

- **State Funding**: Fourteen states and territories appropriated scholarship money for students from their states to attend TWC programs.
- **Private-Sector Support**: Donations from corporations, foundations and individuals.
- **Federal Contracts**: TWC has contracts with seven federal agencies to recruit interns; these contracts provide grants to cover the cost of the internship program.

More than 80% of TWC participants receive financial awards from these funding sources.
ANNUAL GIVING

Through gifts made in fiscal year 2014, these individuals, companies and foundations have helped make possible the outstanding learning opportunities that define The Washington Center experience.

Founder’s Society
$500,000 and up
Prudential Foundation
U.S.-Japan Council

Legacy Leaders
$100,000 to $249,000
The Coca-Cola Foundation
Ford Motor Company
Mitsubishi Electric America Foundation
Motorola Solutions Foundation
New York Life Foundation
Sam Rose and Julie Walters

1975 Society
$50,000 to $99,000
AT&T
Southwest Airlines
Univision
Verizon Foundation

President’s Circle
$25,000 to $49,999
Center for Global Understanding
El Hibri Foundation
Fox Family Foundation
John Hotchkis
Kessler Foundation
Mr. and Mrs. Christopher Norton
Pennsylvania State System of Higher Education Foundation

Monument Society
$10,000 to $24,999
Mr. and Mrs. Stanley Barer
BB&T Bank
Blinken Family Foundation
Blue Cross Blue Shield of Massachusetts
Bowling Green State University
Nancy Cade

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Citigroup
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Ohio Northern University
Ohio Valley University
Popular Community Bank
Scott Rechler ’88*
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Wake Forest University

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$5,000 to $9,999
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Roosevelt University
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Texas Christian University
Triple-S Management Corporation
Donni Turner ’89*
University of Central Arkansas
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University of San Diego
Westfield State University
Hon. John C. Whitehead

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Elaine McGovern
Kevin McIntyre ’83*
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Ntiva
Dr. Susan Pannullo ’81*
Politank
Marta Tellado ’81*
Verizon Communications
Gregg Walker ’93*
Daniel Weaver
Kinnon Williams ’81*
*Alumni
TWC Leadership

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Politank

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Ford Motor Company

John S. Orlando*
Executive Vice President
CBS

*Alumni

1. Michelle Cooper
2. Irene Hirano Inouye
3. Lawrence J. Korb
4. Kenneth McClintock
5. Ziad S. Ojakli
6. John S. Orlando

18 IMPACT AT A GLANCE
Susan Pannullo, M.D.*
Director of Neuro-Oncology
New York-Presbyterian Hospital/Weill Cornell Medical Center

Christine Park
Former President
New York Life Foundation

Debbie Sallis
Founder
Coaching Conversations

Stanley Sloter
President
Paradigm Companies

Michael B. Smith
President
The Washington Center

Thomas J. Stanton, III
Managing Director
Jones Lang LaSalle Americas, Inc

Gregg Walker*
Senior Vice President
Sony Corporation of America

PHOTOS
1: (left to right) TWC Directors Hon. Kenneth McClintock, Senior Advisor of PolitiTank; Susan Pannullo, Director of Neuro-Oncology at New York-Presbyterian Hospital/Weill Cornell Medical Center; and Kevin McClintock attended Gala 2014.

2: TWC hosted a special reception with Eduardo Medina-Mora, Mexico’s Ambassador to the United States, in honor of the Mexico 100 Champions.

3: Director and alumna Michelle Cooper of The Institute of Higher Education Policy speaks at the 2014 Alumni Awards Breakfast.

4: Director Stanley H. Barer, Chairman Emeritus of Saltchuk Resources, Inc., and his wife Alta, attended Gala 2014.


6: Christopher Cooper, Senior Vice President, Strategic Initiatives of Prudential International Insurance (left) and Constantine Curris, President Emeritus of the American Association of State College and Universities (right) enjoyed Gala 2014.

7: Director Sheila McRevey Burke, TWC co-founder, attended a networking reception at the Old Ambassador’s Residence for Japanese and American students participating in the Building the TOMODACHI Generation program.

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His Excellency David H. Wilkins
Former United States Ambassador to Canada

His Excellency Zeid Ra’ad Zeid Al-Hussein
Former Ambassador of the Hashemite Kingdom of Jordan to the United States of America

*Alumni
## 2014 Financials

### Statement of Financial Position

<table>
<thead>
<tr>
<th>Assets</th>
<th>August 31, 2014</th>
<th>August 31, 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and Cash Equivalents–Unrestricted</td>
<td>$1,432,141</td>
<td>$1,521,198</td>
</tr>
<tr>
<td>Investments</td>
<td>$2,580,700</td>
<td>$3,315,118</td>
</tr>
<tr>
<td>Accounts Receivable</td>
<td>$5,516,645</td>
<td>$3,719,516</td>
</tr>
<tr>
<td>Promises to Give</td>
<td>$968,991</td>
<td>$1,498,308</td>
</tr>
<tr>
<td>Prepaid Expenses</td>
<td>$703,849</td>
<td>$563,373</td>
</tr>
<tr>
<td>Cash and Cash Equivalents–Designated</td>
<td>$533,602</td>
<td>$1,001,235</td>
</tr>
<tr>
<td>Security Deposits</td>
<td>$26,451</td>
<td>$27,496</td>
</tr>
<tr>
<td>Property and Equipment</td>
<td>$44,635,248</td>
<td>$45,761,053</td>
</tr>
<tr>
<td>District of Columbia Loans Issuance Costs</td>
<td>$1,063,003</td>
<td>$1,099,293</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$57,460,630</strong></td>
<td><strong>$58,506,590</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities and Net Assets</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts Payable and Accrued Expenses</td>
<td>$1,164,142</td>
<td>$889,200</td>
</tr>
<tr>
<td>Deferred Revenues–Program and Housing Fees</td>
<td>$2,795,715</td>
<td>$2,296,040</td>
</tr>
<tr>
<td>District of Columbia Bond Payable–Current Portion</td>
<td>$970,000</td>
<td>$930,000</td>
</tr>
<tr>
<td>Notes Payable–Long-Term Portion</td>
<td>$500,000</td>
<td>$1,500,000</td>
</tr>
<tr>
<td>Interest Rate Swap Obligation</td>
<td>$1,996,921</td>
<td>$2,787,665</td>
</tr>
<tr>
<td>District of Columbia Bonds Payable–Long Term Portion</td>
<td>$38,650,000</td>
<td>$39,620,000</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td><strong>$46,076,778</strong></td>
<td><strong>$48,022,905</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Net Assets</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted</td>
<td>$7,484,297</td>
<td>$6,154,507</td>
</tr>
<tr>
<td>Temporarily Restricted</td>
<td>$2,609,560</td>
<td>$3,090,481</td>
</tr>
<tr>
<td>Permanently Restricted</td>
<td>$1,289,995</td>
<td>$1,238,697</td>
</tr>
<tr>
<td><strong>Total Net Assets</strong></td>
<td><strong>$11,383,852</strong></td>
<td><strong>$10,483,685</strong></td>
</tr>
</tbody>
</table>

| Total Liabilities and Net Assets      | $57,460,630    | $58,506,590     |

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.
# 2014 Financials

## Statement of Activities

<table>
<thead>
<tr>
<th></th>
<th>Year Ended August 31, 2014</th>
<th>Year Ended August 31, 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Unrestricted</td>
<td>Temporarily Restricted</td>
</tr>
<tr>
<td><strong>Operating Revenues and Support</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Internship Program and Housing Fees</td>
<td>$14,372,574</td>
<td>—</td>
</tr>
<tr>
<td>Less Financial Assistance</td>
<td>$(1,275,924)</td>
<td>—</td>
</tr>
<tr>
<td>Paid Placements and Grants</td>
<td>$13,096,650</td>
<td>—</td>
</tr>
<tr>
<td>Contributions</td>
<td>$3,089,188</td>
<td>$1,380,959</td>
</tr>
<tr>
<td>Interest and Dividends</td>
<td>$8,180</td>
<td>—</td>
</tr>
<tr>
<td>Miscellaneous Revenue</td>
<td>$35,751</td>
<td>—</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$16,824,306</td>
<td>$1,380,959</td>
</tr>
<tr>
<td><strong>Net Assets Released from Restrictions</strong></td>
<td>$1,865,743</td>
<td>$(1,865,743)</td>
</tr>
<tr>
<td><strong>Operating Expenses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Program Services</td>
<td>$13,196,167</td>
<td>—</td>
</tr>
<tr>
<td>Supporting Services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>General and Administrative</td>
<td>$4,534,591</td>
<td>—</td>
</tr>
<tr>
<td>Fundraising</td>
<td>$413,404</td>
<td>—</td>
</tr>
<tr>
<td><strong>Total Operating Expenses</strong></td>
<td>$18,144,162</td>
<td>—</td>
</tr>
<tr>
<td><strong>Changes in Net Assets from Operations</strong></td>
<td>$545,887</td>
<td>$(484,784)</td>
</tr>
<tr>
<td><strong>Nonoperating Gains (Losses)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment Gain (Loss)</td>
<td>$(6,841)</td>
<td>$3,863</td>
</tr>
<tr>
<td>Change in Fair Value of Interest Rate Swap Agreement</td>
<td>$790,744</td>
<td>—</td>
</tr>
<tr>
<td><strong>Total Nonoperating Gains (Losses)</strong></td>
<td>$783,903</td>
<td>$3,863</td>
</tr>
<tr>
<td><strong>Changes in Net Assets at Beginning of Year</strong></td>
<td>$1,329,790</td>
<td>$(480,921)</td>
</tr>
<tr>
<td><strong>Net Assets at End of Year</strong></td>
<td>$6,154,507</td>
<td>$3,090,481</td>
</tr>
</tbody>
</table>
TWC Staff

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Michael B. Smith, Hon. D., M. Ed.
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