The Washington Center

2020 Annual Report

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The Washington Center is the bridge between higher education and professional careers—leveraging all of what Washington, D.C. has to offer to provide dynamic, experiential learning opportunities that empower and motivate young people to become engaged global citizens.

2020 At-A-Glance

READ MORE

Reflecting on Our Resilience

Over the five years of my presidency, I've used this space to communicate with you about the astounding growth and many achievements of The Washington Center for Internships and Academic Seminars. This time, however, I want to highlight for you the incredible resiliency of our staff, our students and our organization during the many challenges 2020 brought to bear.

About 80 percent of employers who had planned to offer internships in the summer of 2020 changed their plans—including canceling their programs—according to a survey by the National Association of Colleges and Employers. Yet here at TWC, each member of our organization worked tirelessly to ensure internship doors remained open for our students. You can read about these exceptional efforts—in both Academic Internship Programs and Federal Programs—beginning on page six of this report.

Beyond the pandemic, TWC re-examined the role our organization can play in addressing structural racism following the summer protests across the country after the death of George Floyd in Minnesota. We're taking important steps toward ensuring that diversity, equity and inclusion aren't just buzzwords but values we take action to uphold in all that we do. Please see page 10 to learn how TWC staff from all levels of our organization are making this happen.

As I step down from TWC as president, I'm immensely proud of what we have achieved together. We established a School of Record partnership with Elon University to extend credit to students from non-affiliated institutions. We increased the percentage of first-generation students to 30 percent and participants from diverse backgrounds to 40 percent. And our alumni body grew beyond 60,000 people worldwide.

I know even greater achievements will follow under the leadership of my successor, Kim Churches. Your contributions, particularly through last year's 45th Anniversary Fund, have fueled these efforts, and your support has ensured that TWC will continue to be a leader in meeting the needs of the 21st-century workforce for years to come. I am ever grateful for your commitment to this organization in which we deeply believe. Thank you for your on-going support and friendship.

Christopher K. Norton
President, 2016-2021

Adapting & Thriving Through 2020

When the world ground to a halt in March 2020, TWC—like many other organizations— transformed overnight. The dedication and agility of TWC's Academic Internships, Seminars and Federal Programs staff ensured the best experience possible for students, employers and agency partners.

"With a virtual internship program, you are still gaining vital career experience. You develop a better understanding about what you value from your career and work environment. The pandemic has permanently changed the way we will work, and a virtual internship is an opportunity to embrace these changes and use them to propel you forward."

Hannah Jacobson, Fall 2020 Academic Internship Program participant

Keeping (Virtual) Doors Open for Our Students

As the COVID-19 pandemic began, the abrupt transition to all-virtual programming—followed by a gradual adjustment to a mix of virtual and hybrid working environments—presented many challenges for TWC's Academic Internship Program (AIP). But these experiences provided unanticipated opportunities to build upon initiatives TWC had recently seeded to better meet student and employer needs.

Over the past few years, TWC has increased its emphasis on components of career readiness that have risen to become top priorities for both employers and employees, such as diversity, equity and inclusion; wellness and wellbeing; and career design. "This programming was going to move forward regardless, but I think the pandemic and this different method of transmitting information helped us go beyond what we originally planned for these series," says AIP Director Avi Criden.

For example, a three-session program focused on diversity, equity and inclusion grew into a six-part series that delved deep into elements like allyship in the workplace, the legal manifestations of diversity, equity and inclusion, the obligations of employers and a virtual networking session for students interested in pursuing diversity, equity and inclusion-focused careers.

TWC started offering asynchronous learning modules for the first time during the pandemic. Participants have long voiced their desire for more flexibility in fulfilling their professional development program requirements. By the spring 2022 semester, TWC plans to offer a menu of at least 20 asynchronous professional development modules.

"A large percentage of our students have additional responsibilities they're carrying—whether it's a course on campus, taking care of a loved one or a part-time job," Criden says. "We have started to work toward allowing our students to complete their professional development programming on their own terms."

At the same time, TWC students actively sought more interpersonal connection through career advising than ever before. Prior to COVID-19, about 35 percent of AIP students participated in career advising. Since the onset of the pandemic, that rate has risen to 51 percent. Of those students, 40 percent scheduled follow-up appointments—noteworthy considering the short time span of AIP programs.

"We want to continue to see those numbers increase so that our students feel less alone," Criden says. "They say that in 10 years, 50 percent of the jobs that will exist haven't even been invented yet. That's a hard thing to wrap your head around when you're a 20-year-old. We're working on how to help prepare these students for the constant reinvention they'll experience."

"I now have a clear understanding of what it means to work and operate in a pandemic. I have proven to myself and others that I can work from home and complete the mission in the same efficient manner. I have adopted new learning and working strategies to continue being successful in my everyday life."

Jacob Travis, Summer 2020 Veterans Employment Trajectory (VET) Initiative program participant

Deepening Our Partnerships with Federal Agencies

TWC has managed dozens of successful federal internship and fellowship programs for decades. Partnerships with those agencies strengthened further in 2020, when TWC helped federal agencies maintain their internship programs through multiple waves of the COVID-19 pandemic.

"Early in the pandemic, federal agencies were facing three options: wait out the circumstances to determine if in-person internships would be possible in the summer, cancel the programs altogether or transition the programming to virtual internships," recalls Jung Ran Lim, TWC's vice president for federal and customized initiatives.

When agencies expressed concern about whether they could provide enough work hours to engage their interns remotely, TWC presented them with lessons learned and best practices the organization developed over the spring semester. They proposed being flexible about the number of work hours per week and offered the agencies a menu of professional development sessions for students that could be customized and delivered during students' office hours by TWC staff or the agencies' in-house experts.

TWC's Federal team also served as a connector for agencies to share important information with one another. One of the biggest roadblocks agencies faced in launching virtual internships was acquiring security clearances for interns—a process that traditionally could only happen in person. One of TWC's partners, the Federal Aviation Administration, determined a way to navigate the security clearance process virtually, and TWC staff shared that information with other agencies to facilitate the onboarding of their interns. Participants expressed gratitude for the opportunity to complete federal internships, even if they were disappointed they could not work in person. As an organization, TWC was grateful to keep the doors to these opportunities open for them.

"We recognized early on that the students we serve through our federal programs are from diverse backgrounds, and the stipends they receive from their internships are important to covering their living expenses for the summer," Lim says. Feedback from federal agency partners has been quite positive. Some agencies, such as the U.S. Census Bureau, will continue to offer virtual internships through the Civic Digital Fellowship for the near term—and perhaps longer. The U.S. Department of Transportation chose to extend virtual internships for 15 interns through the following academic year. And several new agencies have reached out to TWC to discuss establishing partnerships thanks to positive referrals from current agency partners.

"We've built a more collaborative process with the agencies than we had before the pandemic," Lim says. "We are offering more creative solutions, and they trust us as a reliable partner, not just a contractor."

"The greatest thing TWC offers is opportunity. Not everyone seizes an opportunity when they're lucky enough to be given one. That's what TWC was for me."

Jason Sullivan, Federal Aviation Administration Internship Program participant

Putting Our Values Into Action

Spurred by the events of 2020 and strengthened by the arrival of Kim Churches as its first woman president, TWC reaffirms its commitment to diversity, equity and inclusion through training, education and courageous dialogue.

Equity, diversity and inclusion have long been core values for TWC, but the organization has taken important steps to put that ethos into action over the past year. In late summer 2020, TWC hosted an organization-wide training to educate staff about systemic racism in American society. In 2021, on the strong recommendation of its staff, the TWC executive team made Juneteenth an official holiday for the first time. And in between, TWC announced the formation of the Equity, Diversity and Inclusion Advisory Committee.

This 10-member body—selected through a nomination, application and interview process—represents TWC staff from all parts and levels of the organization. It was intentionally designed to be grassroots-oriented; neither of its co-chairs, Career Advisor Dr. B. Nathan and Employer Relations Manager Manuela Moreno, holds a supervisory position.

"We've had a seat at the table, and our input has been listened to. We've been able to share opinions with the executive team, and the president and his advisory team—leading these conversations directly with the people making high-level decisions," Moreno says. "It's an elevation of diverse voices."

One of the most meaningful first steps the committee took was sitting down with each member of the executive committee for a conversation about each person's personal story. These weren't interviews, Dr. Nathan stresses, but opportunities to truly get to know each other.

"The feedback we had from [the executive team] was, 'We have never done this before,'—and that's the point," Dr. Nathan says. "We are challenging the executive team to engage and to do the work. We are asking them to think about how they can embed equity, diversity and inclusion in their various areas while building relationships with people in those areas. Because you cannot make change in any organization if you're not building relationships."

Already, TWC's Equity, Diversity and Inclusion Advisory Committee is influencing tangible change in the organization, including:

- Providing feedback to help shape TWC's new staff values statements to reflect a strong commitment to equity, diversity and inclusion
- Participating in the interview process for the next TWC president
- Advising on strategies to measure equity, diversity and inclusion, including tracking representation in leadership positions and introducing more equitable hiring practices
- Planning and leading a series of skills-based equity, diversity and inclusion workshops for TWC staff, beginning with Courageous Dialogues later this fall.

"Training and education is a big piece, because people don't have the same level of knowledge about equity, diversity and inclusion," Dr. Nathan says. "We're shifting a culture that's never engaged in these foundations and skills before. Everyone in the organization will be involved."

With the arrival of new TWC President Kim Churches—an accomplished leader with a track record of leading these kinds of values integrations in educational organizations—the Equity, Diversity and Inclusion Advisory Committee is excited to build on its early achievements within the organization to inform TWC's future external work. This work with students will be bolstered by an early commitment by Ford Motor Company Fund beginning next spring.

Although their work has just started, Moreno says she can already sense a change in TWC's culture. "Through conversations with our new hires, they've said even the fact we have a committee that's making a plan of action has helped them feel like there's an inclusive space for diverse staff to feel welcome," she says. "We are making changes that will impact them in the long term."

> Together, we'll ensure we build access and pipelines for the future workforce with a demonstrated and action-oriented commitment to equity and inclusion.
>
> **Kim Churches, President, 2021–**

"When will we go back to normal?" That's a question we've all asked multiple times over the past two turbulent years—but it's the wrong question.

The pandemic has exacerbated inequities in so many ways, and we all—individuals, leaders, employers, government—need to work toward new paradigms that not only include, but elevate those for whom the "old normal" was always a step backward, not forward. The upside is, by exposing these issues, we are all in a better position to correct them moving forward in education and in the workplace.

Already, TWC has shown tremendous adaptability and resilience in the face of challenges presented by the COVID-19 pandemic. With all we have learned over the past several months, if we had a renewed vision for TWC today, what new bridges would we build between higher education and the workplace to ensure we have the most meaningful impact for the most people?

Central to this discussion is our renewed emphasis on equity, diversity, and inclusion and justice. Our own Equity, Diversity and Inclusion Advisory Committee will be central to efforts to evolve TWC's programs, prioritizing and bolstering access for students of color, those without financial resources to participate in experiential education and nontraditional students such as mothers re-entering the workforce. We will also strive to advise and partner with educational institutions and employers in diverse sectors to build an equitable and inclusive marketplace where all can thrive, not just survive.

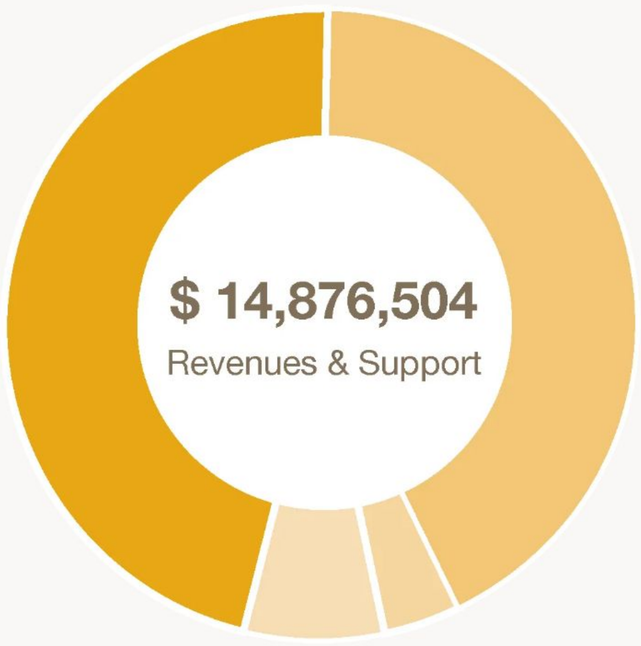
Changes and pivots for any organization can be difficult. But the pandemic and our nation's reckoning with structural and systemic racism have shown that we as human beings can and must change and grow. As the next president, I am proud to lead TWC into this new chapter, and I'm excited to see how our staff, students, alumni and partners rise to meet this transformative moment.

Together, we'll ensure we build access and pipelines for the future workforce with a demonstrated and action-oriented commitment to equity and inclusion.

Kim Churches, President, 2021–

Financials 2020

The Washington Center is an independent not-for-profit organization. We are dedicated stewards of the financial responsibilities entrusted to us by our partners, donors and other affiliated benefactors. TWC places the highest regard on funding our transformational programming, keeping administrative and operational costs at reasonable limits to empower our students with career-defining opportunities.



Revenues & Support

VIEW FINANCIALS

Operating Expenses

VIEW FINANCIALS

COVID-19 negatively affected enrollment at The Washington Center (TWC) during 2020 which resulted in a significant loss of revenue and caused a drop in net assets. Management took several actions to ensure TWC's continuing success; such as applying for and receiving a PPP loan, receiving large donations, as well as requesting and receiving relaxation of donor restrictions on funds being held by the center. TWC's management also bolstered its cash position by lowering operating costs by over 30%. Management has evaluated ongoing risks and is continuing to focus on increasing contributions, funding sources and managing costs effectively in the coming years.

TWC Leadership & Staff

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GT Svanikier '16*
Associate, Engineering Management & Strategy
Goldman Sachs

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President & CEO
Consumer Reports

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Michael B. Smith, 2004-2016

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* TWC Alumni

TWC Executive Staff

VIEW FULL LIST

TWC Staff

VIEW FULL LIST

2020 Donor List

The Washington Center treasures the commitment of all its generous donors and partners. Through gifts made in 2020, TWC was able to bolster its programs and scholarships, making our experiences more impactful and accessible. The following list recognizes all contributions of $250 and above.

Giving Levels

$100,000 and above

Dr. Nancy J. Cade
Centene Corporation Foundation**
Christopher & Carter Norton
Prudential Foundation**
Scott Rechler ’88, Rechler Philanthropy, Inc.**
Samuel G. Rose
U.S. – Japan Council**

$25,000 to $99,999

Ford Motor Company Fund
Motorola Solutions Foundation
PASSHE Foundation**
Verizon Foundation

$10,000 to $24,999

Blue Cross Blue Shield of Massachusetts
Citi
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Karp Family Foundation
Prudential Financial

$5,000 to $9,999

Vicki Allums**
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Dr. Marta Tellado ’81*
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Giving Levels

$2,500 to $4,999

Adelphi University
Tim Albinson
Arent Fox LLP
Cornerstone Government Affairs
Furman University
Ntiva
Paradigm Management
Leonard Schrank
Tiffin University
William Randolph Hearst Foundation
Gregg Walker ’93

$1,000 to $2,499

Booz Allen Hamilton
Yisel Cabrera ’04*
Clarion County Democratic Party
Chris Cooper
Councilor, Buchanan and Mitchell, P.C.
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David Earls & Samantha Rudin Earls
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Michael & Barbara Smith
Southern Strategy Group
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Giving Levels

$500 to $999

Alcade & Fay
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Amy Wetterau

* TWC Alumni

** Denotes a multi-year gift

Every effort has been made to ensure the accuracy of the names listed. If you see an error, please contact us at giving@twc.edu.

How to Get Involved

Become a Donor

We invite you to join our community of supporters to ensure workforce skills attainment for future generations of students. Any gift, no matter the size, helps TWC fulfill its commitment to helping deserving students. All unrestricted gifts in 2021 will support TWC's Access and Opportunity Fund, which supports scholarships for first-generation, underrepresented and high-need college students participating in TWC programming.

DONATE

Host an Intern

Internships are one of the best ways for students to learn more about different industries, get hands-on experience under their belt and build a well-rounded skill set. Pre-qualified talent is brought directly to your organization. TWC vets candidates based on their GPA, majors and interests, and passes along résumés that fit your needs. Internship site partners can host interns virtually or in-person.

LEARN MORE

Become a Corporate Partner

Our corporate and foundation partnerships fuel the quality and breadth of programming that makes TWC the premier choice for experiential education in Washington, D.C. Whether it's providing access to underserved student populations through targeted scholarships or funding the development of specific programming to align with corporate social responsibility objectives, we enable organizations to leverage their contributions to make a significant impact.

PARTNER WITH US

Join Our Alumni Network

Alumni contribute to nearly every facet of our operation, and we need your support to keep TWC strong for decades to come. As an alum, you are uniquely qualified to share your experience with the next generation of student interns. Our alumni impact communities globally and locally and are changing the world. Expand your professional network by connecting with TWC alumni across the US and the world.

JOIN NOW

Contact Us

To learn more about donating to TWC's transformative work, participating in our programming or engaging with our alumni community, contact: Christine Meehan, Director, Donor Engagement at christine.meehan@twc.edu or 202-238-7907.

We appreciate your support. Please keep in touch.

Contact giving@twc.edu to learn about supporting TWC's transformative work, take part in our virtual programming and engage with our alumni community.

GIVE TODAY

The Washington Center actively strives for equal access to its programs for all, regardless of race, religion, national origin, gender, sexual orientation, age, physical challenge or veteran status.

The Washington Center for Internships and Academic Seminars
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Washington, D.C. 20002

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www.twc.edu

Connect with TWC

TWCInternships

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@twcinternships

the-washington-center

2020 At-a-Glance

1439 Internship & Seminar Enrollment

1115 Internship Programs

601 Academic Internship Program

397 Federal Internships

- **137** Federal Aviation Administration Minority-Serving Institutions Intern Program
- **112** Civic Digital Fellowship
- **92** Summer Transportation Internship Program for Diverse Groups
- **37** Naval Research Laboratory Internship Program
- **19** Federal Diversity Internship Initiative

45 Customized Programs

- **25** Cordova & Fernos Program
- **20** Veterans Employment Trajectory (VET) Initiative

41 Fellowships

- **31** Thomas R. Pickering Foreign Affairs Fellowship
- **10** Foreign Affairs Information Technology Fellowship

31 Internship Programs for International Students

- **20** Governor's Internship Program
- **10** Career Acceleration Program
- **1** Global Competencies Program

324 Seminars

- **170** Inside Washington 2020 Academic Seminar
- **78** Knowledge is Growth: Design Thinking Forum
- **50** Essential Skills for the Workplace: Virtual Program for Career Readiness and Professional Development
- **12** Building the TOMODACHI Generation Morgan Stanley Ambassadors Progam
- **14** The Lone Star Honors College Capstone Washington, D.C. Experience

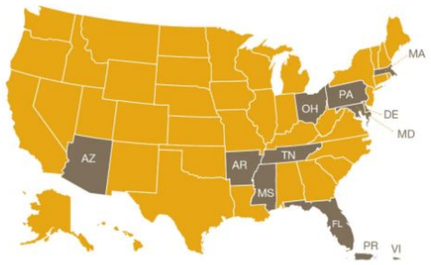
19-76 Age Range

Top Majors

- **24%** Political Science
- **7%** Communications/ Journalism
- **6%** Criminal Justice
- **6%** International Affairs

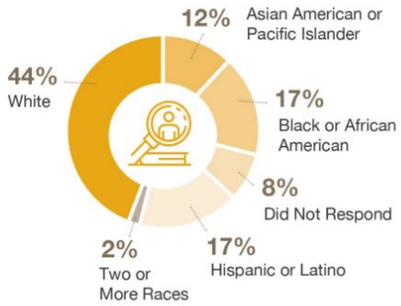
12 States & U.S. Territories Providing Financial Support for Students

- Arkansas
- Arizona
- Delaware
- Florida
- Maryland
- Massachusetts
- Mississippi
- Ohio
- Pennsylvania
- Puerto Rico
- Tennessee
- U.S. Virgin Islands

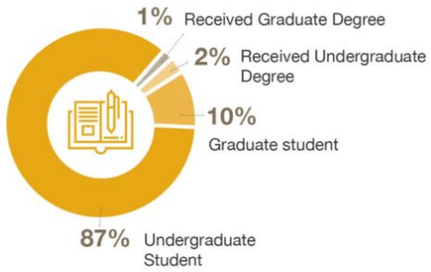


First-Generation College Students

Diversity



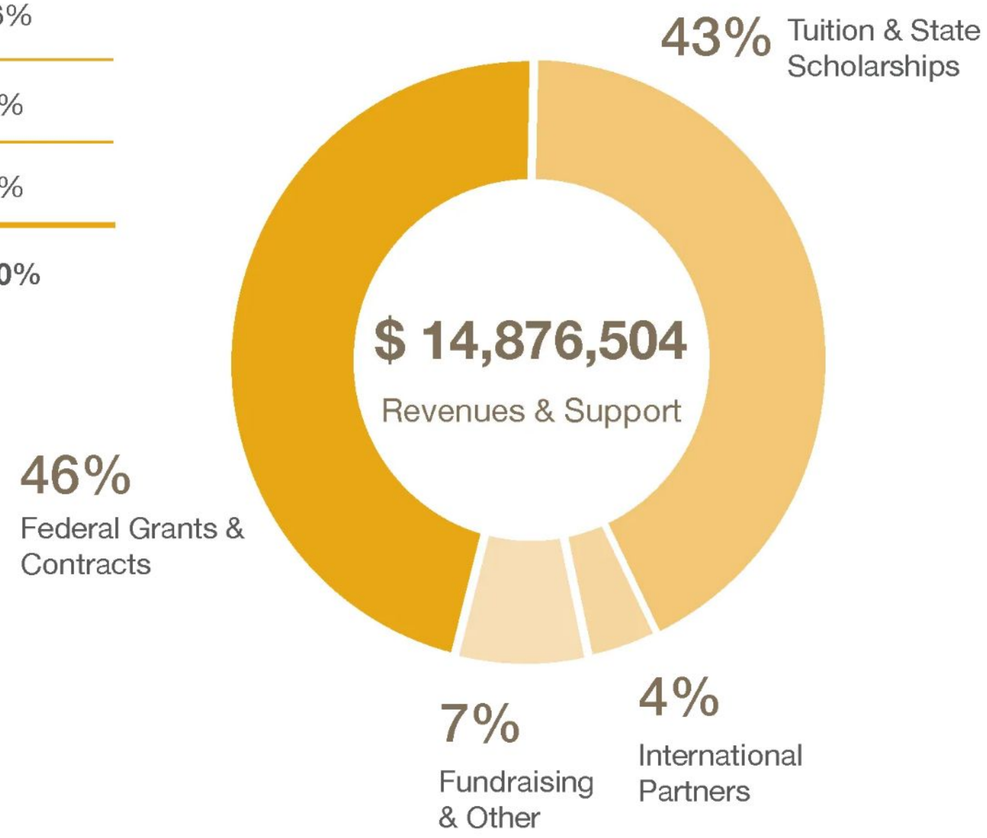
Education Level



3.5 Average GPA

Sources of Income for 2020

Tuition & State Scholarships	$ 6,247,997	43%
Federal Grants & Contracts	$ 6,900,214	46%
International Partners	$ 624,859	4%
Fundraising & Other	$ 1,103,434	7%
Total Revenues & Support	**$ 14,876,504**	**100%**



TWC Executive

Christopher K. Norton
President

David Anderson, PhD
Senior Vice President,
State Relations

Kelly Eaton, PhD
Chief Academic Officer

Rebeca Lamadrid-Villarreal
Chief Operating Officer

Jung Ran Lim
Vice President, Federal &
Customized Initiatives

Federico Ling
Vice President,
International Strategic Partnerships

Carmenchu Mendiola '97*
Chief Marketing Officer

Sherrod Williams, PhD
Vice President,
Academic Affairs & Career Readiness

* TWC Alumni

TWC Staff*

Emma Asher
Senior Coordinator, Video, Photography & Design

Julieze Benjamin
Career Advisor

Kyle Bergman
Program Manager, Customized Initiatives

Janika Berridge
Admissions Counselor

Ann Burke '07*
Director, Academic Seminars & Customized Initiatives

Andrew Carter
Contract Management Specialist

Jamie Cleveland
Coordinator, Federal Programs

Avi Criden
Director, Academic Internship Programs

Monique Dans '18*
Senior Coordinator, Marketing & Outreach

Winny Delcin
Senior Coordinator, Federal Programs

Emily Denny
Senior Coordinator, Content Creation

Shelby DeVillez
Career Advisor

Meg Duffy
Director, Office of Pre-Arrival & Employer Relations

Libby Ennenga
Enrollment Services Coordinator

Sefora Eugene
Pre-Arrival Advisor

Jermaine Ferguson
Director, Student Services

Clara Fuller
Pre-Arrival Advisor

Sharlene Garcia
Pre-Arrival Advisor

Sasha Gerhardson
Senior Manager, International Partnerships

Fiorella Gil
Senior Director, Content & Creative Services

Harry Gilliard, Jr.
Manager, Federal Programs

Amanda Gonzalez
Career Advisor

Alyana Guidotti
Admissions Counselor

Tiffany Hardman
Institutional Partnerships Manager

Kamilla Hassen
Federal Programs Manager

Karen Henry
Senior Director, Enrollment Services & Financial Assistance

Lauren Hughes
Coordinator, Federal Programs

TehseenJafary
Director, Human Resources

Katelyn Johnson
Employer Relations Manager

Lauren Johnson
Assistant Director, Marketing

Chelsey Jones
Senior Manager, Federal Programs

Kelsey Kauffman
Assistant Director, Employer Relations

Hannah Keane
Institutional Partnerships Manager

Rebecca Keller '15*
Manager, Community Life

Aishat Keshiro
Coordinator, Federal Programs

Allison King
Director, Digital Marketing

Malorie Kranis
Assistant Director, Institutional Partnerships & Admissions

Reid May '10*
Senior Director, U.S. Institutional Partnerships & Admissions

Frank McMonagle
Senior Accountant

Christine Meehan
Director, Donor Engagement

Christopher Mesaros
Instructional Designer

Emily Mills
Career Advisor

Manuela Moreno
Employer Relations Manager

B. Nathan, PhD
Career Advisor

Tiptavee Oates
Senior Graphic Designer

Carrick Owlett
Data Strategy & Governance Lead

Joshua Parker
Federal Programs Manager

Samantha Peralta
Coordinator, Federal Programs

Cindy Philpot
Instructional Design Fellow

Heidi Ramaeker
Development Coordinator

Bradley Ransom
Business Development Coordinator

Kathleen Regan Mills
Senior Manager, Alumni Relations

Dennell Reynolds
Federal Programs Manager

Ines Rutonesha
Advisor, Federal Programs

Michelle Salmiery
Director, Community Life

Danielle Samsingh
Business Development Manager

Brandon Scott '16*
Director of Technology & Operations

Mariel Shilling '14*
Assistant Director, Institutional Partnerships & Admissions

Shannon Sibel
Career Advisor

Nikesha Smith
Senior Accounting Coordinator, Payables

Shannan Spisak
Director, Federal Initiatives

Lora Steiner
J-1 Visa Specialist/Enrollment Services Coordinator

Tiffani Toston
Academic Course & Conduct Administrator

Rachel Tynan '20*
Admissions Counselor

Alycia Wilson '18*
Admissions Counselor

* TWC Alumni
** Staff listing is as of September 13, 2021