Monumental Impact
2020 Commemorative and 2019 Annual Report

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You Are the Inspiration for Our Next Chapter

Last November, I had the privilege of joining board member Marco Tellado—the chief executive officer of Consumer Reports and a 1981 alumna of The Washington Center (TWC)—in hosting members of the TWC community in New York, N.Y. At the reception, we heard from the Honorable Michael Balboni, who serves on my Council of Advisors and is a 1980 alum. A few months later, many of those guests joined us at TWC Headquarters in Washington, D.C., for our 45th birthday toast, the first of a series of anniversary events we had planned. The attendees at both events ranged from interns whose TWC experiences happened last year to liaisons who have worked with us for more than three decades. Little did we know how much the world would transform as the COVID-19 pandemic took hold just a few weeks later.

Throughout the past months, I have found myself returning to those rooms in New York and Washington—and to you, our alumni, liaisons, and partners. I remembered how deeply grateful I felt for your affection for your TWC experiences and your dedication to our mission. As the COVID-19 pandemic prompted us to reinvent the way we deliver our programs, I recalled your enthusiasm and the impact each of you are having on the world. Those memories left me feeling convinced that our work here at TWC is more relevant than ever.

In the post-pandemic environment, our country and world will need more resilient, nimble, and creative leaders like you. At TWC, we remain committed to our mission to provide dynamic campus-to-career experiences for the young people who will step up to take these critical roles alongside you. As our global economy slowly recovers, these young people will need scholarships to attend TWC. Providing access and opportunity for as many of these students as possible, regardless of their financial situation, will be among our top priorities.

We know that our organization will look differently in its next 45 years, and we are counting on you to shape this future. Indeed, we have already transformed—you need only look at our 2020 summer academic internship program, which became the largest virtual internship program in the United States. The support of longtime partners, donors, and alumni like you was critical to our ability to stand up such a successful program on short notice and to make it accessible to more than 550 students.

Please join us in celebrating TWC’s successes from 2019 as you read through this report. Afterward, we invite you to take a trip down memory lane with us on our special 45th anniversary website, which features highlights from our history and information about our Anniversary Fund.

Thank you, as always, for your partnership and support.

Christopher Norton
President
Monumental Milestones

1970s

1975
The Washington Center for Learning Alternatives is founded by William M. “Bill” Burke and Sheila McRavey. A staff of four recruits 51 students from 35 colleges for internships that fall.

1976
TWC receives its first major grant courtesy of the Exxon Education Foundation.

1977
TWC launches its first academic seminar with a three-week symposium called “Politics, Domestic and International Affairs.”

1979
Student housing is expanded to accommodate to living and learning in Washington, D.C.

1980s

1980–1982
Grants from the Alfred P. Sloan Foundation, Minority Scholarship Fund, MacArthur Foundation, and National Scholarship Fund create significant financial aid opportunities.

1984
Academic seminars become core programming with the launch of the Women as Leaders Academic Seminar and the first National Convention Seminars at the Democratic and Republican National Conventions.

1985
First Inside Washington Presidential Inauguration seminar is launched, serving more than 500 students.

1986
The Washington Center for Learning Alternatives is renamed The Washington Center for Internships and Academic Seminars.

1988
The International Business School of Sweden begins an internship program in collaboration with TWC.

1989
The Minority Leaders Fellowship Program is established through funding from the Equal Employment Opportunity Commission, Henry Luce Foundation, Furniss Inc, Foundation, Coca Cola Foundation, and Rockefeller Brothers Foundation.

1990s

1990
A national TWC alumni network is established.

1992
TWC partners with the Environmental Protection Agency to launch the Environmental Internship Program, offering substantial funding for internships at the agency.

1993
The Ford Foundation, Ford Motor Company Fund, Carnegie Corporation of New York, and AT&T establish the Minority Internships in Congress Program (later renamed the Diversity in Congress Program).

1995
TWC partners with the Puerto Rican Legislative Assembly to establish the Córdova y Fernández Congressional Internship Program for Puerto Rican students.

TWC expands its international program, enabling students from Canada, Italy, Japan, Mexico, the United Kingdom, and other countries to participate in internship programming.

1996
The NAFTA Liaison Program is established for students of the United States, Canada, and Mexico.

TWC organizes a state initiative fund to develop scholarships for students from participating states. By the end of the decade, TWC will establish partnerships with Florida, Maryland, Massachusetts, Ohio, and West Virginia.

1999
State governors of Mexico partner with TWC to establish the Governors Internship Program, designed to encourage students from Mexico to participate in TWC internships.
2000s

**2000**
Over 75 college presidents support funding for 125 students to attend the National Convention Seminars.

**2003**
TWC receives Department of State designation as a J1 visa sponsor.
TWC expands its partnership with federal agencies, including the Environmental Protection Agency, Department of Defense, and Department of Labor, to provide additional funding for internships.

**2004**
Founder Bill Burke passes away. Michael B. Smith becomes president.
TWC launches the Students with Disabilities Program through funding from the Department of Labor.
TWC enrollment surpasses 1,300 students.

**2005**
TWC celebrates its 30th anniversary.

**2007**
TWC office move to the current headquarters at 1333 16th Street NW in Washington, DC.
Goldman Sachs and other generous funders made this move possible.

**2009**
Construction begins at the Michael E. Smith Residential and Academic (RAF) in the quickly growing NoMa neighborhood of Washington. Sam Rose provides substantial financial backing of the building and would later establish the Sam Rose Scholarship, which has been distributed to hundreds of students.

2010s

**2010**
The RAF is completed and opened.

**2011**
The President’s Lecture Series becomes the Alan K. Simpson – Norman Y. Mineta Leaders Series. It focuses on civil discourse, features speakers with track records of successful leadership, and showcases a diversity of experiences and ideas.

**2014**
The Mexico100 program is launched. Over the next two years, it will bring 200 students from public institutions in Mexico to Washington.
A U.S.-Japan Council partnership establishes the TOHODACHI Generation, a two-week program for Japanese students interested in leadership, cross-cultural exchange, and entrepreneurial approaches to social challenges.

**2015**
TWC is awarded the administration of the Thomas R. Pickering Fellowship Program by the State Department.
The Ford Motor Company launches the John Dingell Fellowship Program in support of Michigan students.

**2016**
TWC names Christopher Norton as president.

**2017**
With support from Prudential Financial, TWC launches the Veterans Employment Trajectory Initiative to assist veterans with their transition to the civilian working world.
TWC is awarded the administration of the Foreign Affairs IT Fellowship Program by the State Department.

2020s

**2020**
TWC celebrates its 45th Anniversary on Feb. 28.
Over the summer, TWC launches the largest virtual academic internship program in the country with more than 550 students participating.
The Washington Center enjoyed another banner year in 2019, serving students and partners from around the world. Below, you can learn more about our nearly 1,800 students: the states and countries from which they came, the organizations for which they interned, and the colleges and universities they represented.
Monumental Career Journeys Start Here

Over the past 45 years, The Washington Center (TWC) has perfected the science of providing students with life-changing opportunities to put their classroom learning into real-world practice. Thanks to a powerful new assessment, we are giving our students another valuable tool that will help inform their next professional steps. Produced at the end of each semester, the Career Readiness Report outlines each student’s strengths and improvement areas. The report also indicates how each student stacks up against the peers they will compete with for their first job.

In 2019, we partnered with SkillSurvey, a company that works with human resources departments and the National Association of Colleges and Employers (NACE), to implement the Career Readiness Report. The tool uses 360-degree evaluations from the student, their supervisor, and their colleagues to measure expertise in eight competencies developed by NACE:

- global and intercultural fluency
- teamwork
- critical thinking and problem solving
- oral and written communication
- digital technology
- leadership
- professionalism and work ethic
- career management

Data Drives Student Growth—And Success

TWC has always prioritized reflection for our students at the end of each academic internship program, and the Career Readiness Report enables them to do so in a specific, data-driven way. Students are affirmed in knowing where their expertise lies. They also see clearly in which areas they need to improve when compared with more than 30,000 interns from across the country. This knowledge can help them when they return to their campuses after their internships. They will be able to choose courses and experiences that address their need areas, ensuring they will become competitive candidates for jobs after graduation.

The Career Readiness Report provides important knowledge for TWC, too. This data is crucial in helping us understand how we can help our students become better versions of themselves before, during, and after their internships. For example, data from our first year of the Career Readiness Report showed that our students rate highly in the global and intercultural fluency competency as well as teamwork. These are two areas of expertise we focus on through our residential life program and career readiness curriculum.

An area where the SkillSurvey data shows our students can improve is oral and written communication. We are looking to place more emphasis on that competency in both our arrival process and career readiness programming. Our unique, high-touch approach to student engagement enables us to quickly act on this data in a way that is difficult to achieve in other settings.

95% of TWC site partners were satisfied or very satisfied with their interns

TWC Internship Site Survey

Interns and employers both reported that TWC students’ top strength was the global and intercultural fluency behavior: Treating other people, including those of different backgrounds, beliefs, and gender, with fairness and respect.
Paving the Way for Monumental Access and Opportunities

The Washington Center (TWC) is the thriving, impactful organization it is today—as the song says—with a little help from our friends.

Since our earliest days, generous partners have empowered us to provide access and opportunity to our 60,600 alumni around the world and thousands of organizations for which they have interned. These funds have driven our mission to make our life-changing programs accessible to as many students as possible. Thanks to longstanding and new partners, in 2019, nearly 85 percent of students attending TWC programs received some form of financial aid.

A Tradition of Government Support

Some of this support comes from state legislatures, federal agencies, and international governments. In 2019, TWC students benefited from $2.8 million in funding from 10 U.S. states and two territories. Additionally, TWC benefited from $7.3 million in funding from U.S. federal agencies. These organizations partner with us to help guide a pipeline of diverse, talented students into public service careers.

Finally, eight international governments provided $1.9 million in support to TWC. We offer custom training and workforce development programs for their citizens, who then return and make a positive impact in their communities. By supplying these funds, these partners provide a meaningful endorsement of our campus-to-career programs from both inside and outside of the United States.

“Blue Cross Blue Shield (BCBS) made the Washington, D.C., experience possible for me. Having the opportunity to intern in the U.S. House of Representatives during a significant period in U.S. history is an experience I am incredibly grateful for and will always remember. The friends I have made and the skills I have developed as a result of this academic internship opportunity are a credit to BCBS and TWC’s vast support network.

Justin St. Louis | Fall 2019
University of Massachusetts Lowell | Political Science
Interned with U.S. Rep. Kevin McCarthy (R-CA)
Blue Cross Blue Shield Scholar
94% of internship sites would work with their TWC intern again in the future

TWC Internship Site Survey

What Skills Will Matter in a Post-Pandemic World?

The COVID-19 pandemic has changed the way we work and, in turn, the way our students complete their internships. Remote internships were very rare in the United States before they became a necessity in 2020. They are likely to remain prevalent even after the world returns to a “new normal.” At first, many thought that remote internships would be similar to the in-person variety. At TWC, we quickly learned that we had to adapt. Professionalism looks completely different through Zoom’s lens. Workers must engage in more frequent, active communication with colleagues to compensate for the face-to-face interaction common in an office environment. At the same time, the reexamination of race relations that began in the United States in the early summer of 2020 is having a tangible impact on the workplace. Diversity, equity, and inclusion are becoming significant priorities for companies in new and impactful ways.

The ability to work remotely will need to be addressed within the competencies, but how it will be measured remains to be seen. Which professional behaviors will remain relevant to employers, which will become less important, and which new skills will need to be considered? Diversity, equity, and inclusion, too, will see a similar fate. How can such expertise be taught and assessed? These are important questions, and TWC is playing a role in helping to answer them. Our data will contribute to SkillSurvey’s adaptation of the Career Readiness Report’s instruments to account for these significant changes.

Regardless of the way future workplaces look and feel, our students will need to recognize their strengths and address their areas of opportunity when applying for their first jobs. They must clearly articulate how they have applied what they learned in the classroom to tangible projects in the professional realm. A rich TWC experience—bolstered by the data of the Career Readiness Report—can help our students prepare most successfully for the post-pandemic job market.

91% of site partners would consider hiring their TWC intern full-time if a position became available

TWC Internship Site Survey

Top-rated Career Readiness Ability

Collaborating with people from different backgrounds

TWC students’ three most developed competencies were:

- global and intercultural fluency
- teamwork
- digital technology

SkillsSurvey 2019
Corporate Partners
Open Doors

Other support comes from our valued program sponsors. Prudential Financial partnered with TWC to establish the Veterans Employment Transition Initiating. This innovative internship program is designed to help translate viable skills learned in the military into successful civilian careers. Morgan Stanley and the U.S. Junior Chamber with TWC to host the annual Building the TOMORROW Generation Morgan Stanley Ambassadors Program. Japanese and TWC students engage in leadership training, cross-cultural exchange, and entrepreneurial approaches to addressing social challenges in the two-week seminar.

A third source of support is private scholarship funding from both organizations and individuals. In 2019, 258 students received support from 15 scholarships and hundreds of other awards from our general fund. This financial aid is integral to our goal of expanding access and opportunity. Among scholarship recipients, 62 came from underrepresented populations, 113 were first-generation college students, and 21 were students with disabilities. Our incredible corporate partners, including the Ford Motor Company Fund, Wente Family Foundation, KAIZEN Foundation, and the Pennsylvania State System of Higher Education Foundation, are essential in this endeavor. Both the President’s Fund and the Margery Magil Memorial Fund also opened our doors to many deserving students.

Alumni and Liaisons
Give Back

Champions from the TWC community, including our dedicated alumni and faculty liaisons, know firsthand the transformative power of our internship and seminar programs. They also know how important it is for today's young people to have such seminal, real-world experiences—and they want to help make those experiences a reality for more students.

Take Scott Rechter ‘88, founder of New York City-based real-estate firm SBX Realty, as an example. Rechter’s annual gift to TWC enables students from Hofstra University—the oldest institution to his home in New York—to attend TWC programs. Another example is Dr. Natan Yehuda, a professor of social sciences at Drexel University in Pennsylvania. Dr. Yehuda, a TWC faculty liaison, wanted to make it easier for his students to attend TWC’s National Convention Seminars. He raised $25,000 from friends, family, and colleagues to create the Joseph and Mary Ellen Yehuda Politics and Public Service Scholarship to accomplish that goal.

"Through my internship, I had the opportunity to attend an oral argument at the U.S. Supreme Court. Only in Washington, D.C., can you witness the ins and outs of where some of the biggest court decisions in the country are made. Sitting outside the Supreme Court in line with almost 100 other people before the sunrise was truly something I cannot experience anywhere else. I will never forget that day or the memories I have made while at The Washington Center."

Brittany Clark | Spring 2019
Hofstra University, Political Science and Criminology
Intern at a National-Level Advocacy and Delegation Association
Scott Rechter ‘88 Scholar

The Foundation for
Our Next Chapter

These partners were central to our success in our first 45 years, and they will be essential to our next half-century. When the COVID-19 pandemic unfolded this spring, partners such Irvin and Blue Cross Blue Shield of Massachusetts made it possible for us to quickly adapt to evolving circumstances. Their generosity fueled our successful efforts to transform our Washington-based summer session into the nation’s largest virtual academic internship program.

Individual donors, too, made a difference in providing the financial and intellectual support needed to build the TWC of the Future. One example is Hoffnagle Family liaison Dr. Nancy Cape, the Davenport Distinguished Professor of History and Political Science at the University of Pheonix in Kentucky. Originally, she planned to create an endowment that would help TWC build partnerships with new universities and attract more students to our academic seminars. But when the pandemic began, Dr. Cape redirected $25,000 of the endowment to help with TWC’s immediate needs. Those funds are helping us build the infrastructure necessary to host a virtual Internation 2021 Academic Session in January.

The support of these partners—and many more—are empowering us to meet the financial and logistical needs of both our students and our internship sites in this new normal. The TWC alumni community, we see in our mission and vision how over time we have earned that support. Here is how we will address three areas:

- providing operational stability to our organization
- further developing our virtual internship program
- ensuring our programs remain open to first-generation, underserved, and high-need college students

We encourage all of our partners—new and longstanding, near and far—to take part in the Anniversary Fund effort in whatever way you are able. Your gift will help TWC weather the immediate effects of the COVID-19 pandemic and provide a safety net for success in our next 45 years.

TWC’s 45th Anniversary Fund Committee

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Vicki Atkins '78
Erin Fitzpatrick '84
Gordon Hall '60
Loriann Almquist '11
Christopher Myers '11
Fatima Velley '81
Angelique Siva '10
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 emphasis on funding our transformational programming, keeping administrative and operational costs at reasonable levels in order to empower our students with career-defining opportunities.
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TWC Staff  
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TWC Adjunct Faculty  
VIEW FULL LIST
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Alliance Bernstein
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Anna Maria College
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+ In Memoriam
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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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# Program Enrollment

1,782 Internship and Seminar Enrollment in 2019

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1,351 Internship Programs

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<td>Foreign Affairs Information Technology Fellowship</td>
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Alumni Data

60,000
TWC Alumni

Top 10 States Where TWC Alumni Live

- California: 2,064
- Florida: 3,459
- New York: 3,217
- Massachusetts: 3,633
- New Jersey: 2,456
- Maryland: 3,459
- Virginia: 2,618
- Ohio: 3,531
- Pennsylvania: 3,234
- New York: 2,366

Alumni in the U.S. represents U.S. citizens and permanent residents only.

Alumni Across the World

Africa
- Benin: 2
- Burkina Faso: 1
- Cameroon: 1
- Chad: 1
- Côte d'Ivoire: 1
- Egypt: 1
- Ethiopia: 2
- Gabon: 1
- Ghana: 1
- Ghana: 1
- Kenya: 1
- Mali: 1
- Mauritius: 1
- Morocco: 1
- Nigeria: 10
- Senegal: 1
- South Africa: 12
- Sudan: 1
- Tanzania: 1
- Togo: 1
- Zimbabwe: 6

Caribbean
- Antigua & Barbuda: 2
- Bahamas: 2
- Barbados: 2
- Cayman Islands: 1
- Dominican Republic: 4
- Haiti: 3
- Jamaica: 4
- Saint Kitts & Nevis: 19
- Trinidad & Tobago: 1
- Turks & Caicos Islands: 4

Central America
- Belize: 1
- Costa Rica: 1
- El Salvador: 2
- Guatemala: 3
- Honduras: 1
- Nicaragua: 1
- Panama: 1

South America
- Argentina: 1
- Bolivia: 5
- Brazil: 95
- Chile: 8
- Colombia: 10
- Ecuador: 1
- Peru: 1
- Uruguay: 1
- Venezuela: 5

North Europe
- Denmark: 4
- Finland: 2
- Ireland: 1
- Norway: 4
- Sweden: 30

North America
- Canada: 729
- United States: 334,210

Central America
- Belize: 1
- Costa Rica: 1
- El Salvador: 2
- Guatemala: 3
- Honduras: 1
- Nicaragua: 1
- Panama: 1

South America
- Argentina: 21
- Bolivia: 3
- Brazil: 95
- Chile: 8
- Colombia: 10
- Ecuador: 1
- Peru: 1
- Uruguay: 1
- Venezuela: 5

North Europe
- Denmark: 4
- Finland: 2
- Ireland: 1
- Norway: 4
- Sweden: 30

Western Europe
- Austria: 4
- Belgium: 138
- France: 137
- Germany: 37
- Greece: 4
- Ireland: 1
- Italy: 8
- Netherlands: 7
- Portugal: 1
- Spain: 79
- Switzerland: 17
- United Kingdom: 43

Eastern Europe
- Bulgaria: 7
- Czech Republic: 6
- Hungary: 1
- Latvia: 2
- Poland: 2
- Romania: 2
- Russia: 1
- Slovakia: 1
- Ukraine: 3

Middle East
- Oman: 1
- Saudi Arabia: 10
- Turkey: 15
- United Arab Emirates: 3
- Yemen: 1

Southeast Asia
- Afghanistan: 1
- Brunei: 4
- India: 8
- Nepal: 8
- Pakistan: 16

Southeast Asia
- Brunei Darussalam: 1
- Indonesia: 6
- Laos: 1
- Malaysia: 8
- Philippines: 2
- Singapore: 26
- Thailand: 1
- Vietnam: 32

South Pacific
- Australia: 13
- Micronesia: 1
- New Zealand: 7
Student Demographic Data

27% First-Generation College Students in 2019
(representing U.S. citizens and permanent residents only)

States and Territories Represented by Students in 2019
- 45 states
- Puerto Rico
- U.S. Virgin Islands

Academic Internship Program Top-sending States
(representing 60% percent of TWC’s domestic enrollment)
- Florida
- Pennsylvania
- Massachusetts
- Ohio
- New Jersey

Top Majors
27% Political Science
11% Criminal Justice
11% International Affairs

3.4 Average GPA
19-60 Student Age Range

Gender Breakdown
57% Female
43% Male

Race/Ethnicity*
(representing U.S. citizens and permanent residents only)
- 49% White
- 10% African American
- 7% Asian
- 16% Hispanic or Latino
- 1% Two or More Races
- 9% Did Not Respond

School Status
- 87% Undergraduate Student
- 1% Received Graduate Degree (Not in School)
- 5% Received Undergraduate Degree (Not in School)
- 7% Graduate Student

Student Internship Placements by Industry
- 11% Law
- 11% Business
- 13% Criminal Justice
- 14% Advocacy
- 16% Politics
- 18% International Affairs
- 5% Communications
- 3% Science
- 3% Technology
- 2% Education
- 2% Art
- 2% Unspecified

17 Countries Represented by Students in 2019
Internship Sites

380 Internship Sites that Hosted TWC Interns in 2019

Internship Supervisor Awards in 2019
- Fall
  Elisa Ortiz, Appleseed Network
- Summer
  Tara Jones, U.S. Marshals Service
- Spring
  Tegan Peterson, D.C. Law Students in Court

Internship Sites By Industry

11% Business
8% Law
6% Communications
5% Science
4% Criminal Justice
3% Technology
3% Education
2% Art
2% Unspecified
16% International Affairs
18% Advocacy
21% Politics

* Percentages may not necessarily equal 100 due to rounding.
Institutional Partners

322
U.S. Colleges and Universities Represented by Students in 2019

58% Public Universities
38% Private Universities
4% Community Colleges

Academic Internship Program
Top-sending Schools
(represents 17% of TWC's domestic enrollment)

29 Tiffin University (Ohio)
28 Florida International University
26 Indiana University of Pennsylvania
25 Westfield State University (Massachusetts)
25 University of New Hampshire

396
Affiliated Institutions in the U.S.

133 Students

New Affiliated Institutions in 2019
- Denison University (Ohio)
- DePauw University (Indiana)
8 International Government Partners in 2019

- Her Majesty’s Government of Gibraltar
- Flemish Government (Belgium)
- The National Secretariat of Science, Technology and Innovation of the Republic of Panama
- Government of the State of Estado de México
- Government of the State of Guanajuato (Mexico)
- Government of the State of Hidalgo (Mexico)
- Government of Alberta (Canada)
- Government of Quebec (Canada)

165 Affiliated Institutions Outside the U.S.
State and U.S. Territory Partners

12
States and U.S. Territories Providing Financial Support to Students

State Partner Honoree of 2019
Representative Scott Oelslager, Chairman of the House Finance Committee, Ohio House of Representatives.
# Federal Partners

## Federal TWC Enrollment (per agency)

<table>
<thead>
<tr>
<th>Agency</th>
<th>Enrollment</th>
</tr>
</thead>
<tbody>
<tr>
<td>U.S. Department of Transportation</td>
<td>99</td>
</tr>
<tr>
<td>Federal Aviation Administration</td>
<td>82</td>
</tr>
<tr>
<td>U.S. Department of State (Washington, D.C., and abroad)</td>
<td>59</td>
</tr>
<tr>
<td>Naval Research Laboratory</td>
<td>48</td>
</tr>
<tr>
<td>U.S. Census Bureau</td>
<td>21</td>
</tr>
<tr>
<td>Centers for Disease Control and Prevention</td>
<td>12</td>
</tr>
<tr>
<td>General Services Administration</td>
<td>9</td>
</tr>
<tr>
<td>National Institutes of Health</td>
<td>9</td>
</tr>
<tr>
<td>U.S. Department of Labor</td>
<td>9</td>
</tr>
<tr>
<td>U.S. Department of Treasury and Office of the Comptroller of the Currency</td>
<td>6</td>
</tr>
<tr>
<td>U.S. Department of Health and Human Services</td>
<td>5</td>
</tr>
<tr>
<td>U.S. Department of Homeland Security</td>
<td>3</td>
</tr>
<tr>
<td>U.S. Department of Veterans Affairs</td>
<td>2</td>
</tr>
</tbody>
</table>

Federal Agency Partners in 2019: **13**
### Sources of Income for 2019

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition and State Scholarships</td>
<td>$9,962,575</td>
<td>48%</td>
</tr>
<tr>
<td>Federal Grants and Contracts</td>
<td>$7,339,523</td>
<td>35%</td>
</tr>
<tr>
<td>International Partners</td>
<td>$1,927,633</td>
<td>9%</td>
</tr>
<tr>
<td>Fundraising and Other</td>
<td>$1,573,984</td>
<td>8%</td>
</tr>
<tr>
<td><strong>Total Revenues and Support</strong></td>
<td><strong>$20,803,715</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

**Total Revenues and Support: $20,803,715**

- **48%** Tuition and State Scholarships
- **8%** Fundraising and Other
- **9%** International Partners
- **35%** Federal Grants and Contracts
## Expenses for 2019

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Services</td>
<td>$17,919,844</td>
<td>78%</td>
</tr>
<tr>
<td>General, Administrative, and Fundraising</td>
<td>$4,918,595</td>
<td>22%</td>
</tr>
<tr>
<td><strong>Total Operating Expenses</strong></td>
<td><strong>$22,838,439</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

78% Program Services

$22,838,439 Total Operating Expenses

9% General, Administrative, and Fundraising
TWC Executive Staff

Christopher Norton
President

Dr. David Anderson
Senior Vice President
State Relations

Varun Dhawan
Chief Financial Officer

Dr. Kelly Eaton
Senior Vice President and
Chief Academic Officer

Rebeca Lamadrid-Viliarreal
Vice President
Operational Effectiveness

Jung Ran Lim
Vice President
Federal and Customized Initiatives

Federico Ling
Vice President
International Strategic Partnerships

Carmenchu Mendiola '97
Senior Vice President and
Chief Marketing Officer

Kevin Nunley
Vice President
Student Affairs

Dr. Sherrod Williams
Vice President
Academic Affairs and Career Readiness
TWC Adjunct Faculty

Miguel Becerril  
*Course Taught*: Introduction to Project Management

Michael Bender  
*Course Taught*: Conflict, Security, and Peace in International Relations

Jorge Berges Carrasco  
*Course Taught*: Project Development

Alicia Campi  
*Course Taught*: U.S.-Chinese Relations

Carimanda Cephas  
*Course Taught*: Crisis Communication

Christopher Andrew Cody  
*Course Taught*: Nonprofit Leadership and Management

Dario Dieguez  
*Course Taught*: Forensic Psychology

Daniel Ewert  
*Course Taught*: Research and Writing

Carole Feldman  
*Course Taught*: Journalism Ethics in the Movies

Max Hilaire  
*Course Taught*: International Organizations and Humanitarian Law

Yulia Krylova  
*Course Taught*: Social Entrepreneurship

Eugene Laney  
*Course Taught*: International Business: Case Studies in Strategic Trade Management

Erin Mahan ’90  
*Course Taught*: Weapons of Mass Destruction

David Mastro  
*Course Taught*: U.S. Foreign Policy

Mark McDonald  
*Course Taught*: Media Management

Brian McKenzie  
*Course Taught*: Political Psychology

Marisil Naborre  
*Course Taught*: Project Development

Kenechukwu Okocha  
*Course Taught*: Criminal Procedure

Anna Persky  
*Course Taught*: The First Amendment

Christopher Wayne Quillen  
*Course Taught*: U.S. Intelligence Community/Terrorism and Counterterrorism

Aleksandra Rybicki ’11  
*Course Taught*: The Death Penalty

Virginia Selz  
*Course Taught*: Issues in Science Policy/Research and Writing

Jeremy M. Weiss  
*Course Taught*: Middle East Politics

David Zierler  
*Course Taught*: Security and Peace in International Relations
TWC Staff

Nikesha Anderson
Senior Accounting Coordinator, Payables

Emma Asher
Senior Coordinator, Video, Photography and Design

Clara Barrick
Senior Coordinator, Institutional Partnerships

Julieze Benjamin
Career Advisor

Kyle Bergman
Program Manager, Customized Initiatives

Janika Berridge
Admissions Counselor

Ann Burke ’04
Director, Academic Seminars

Andrew Carter
Specialist, Contract Management

Avi Criden
Director, Academic Internship Programs

Winny Delcin
Senior Coordinator, Federal Programs

Emily Denny
Senior Coordinator, Content Creation

Margaret Duffy
Director, Internship Site Relations

Pri Ekanayake
Senior Career Advisor

Gina Flores Stumpf
Managing Director, Development

Blair Foreman
Manager, Institutional Partnerships

Clara Fuller
Pre-arrival Advisor

Sharlene Garcia
Pre-arrival Advisor

Sasha Gerhardson
Senior Manager, International Partnerships

Fiorella Gil
Senior Director, Content and Creative Services

Karen Henry
Senior Director, Enrollment Services and Financial Assistance

Lee Hopkins
Manager, Federal Programs

Teheen Jafary
Director, Human Resources

Lauren Johnson
Senior Manager, Marketing, Communications and Institutional Partnerships

Oneyse Jones
Senior Manager, Federal Programs

Kelsey Kauffman
Manager, Site Relations

Rebecca Keller
Manager, Community Life

Allison King
Director, Digital Marketing

Marianne Klinker
Webmaster and Marketing Automation Manager

Reid May ’10
Senior Director, Institutional Partnerships, Marketing and Admissions

Francis McMonagle
Senior Accountant

Christine Meehan
Director, Donor Engagement

Christopher Mesaros
Senior Career Advisor

Taylor Mills
Senior Admissions Counselor

Manuela Moreno
Site Relations Coordinator

Tiana Morris
Coordinator, Federal Internships

Bethel Nathan
Career Advisor

Tiptavee Oates
Senior Graphic Designer

Ramla Osman
Senior Coordinator, Marketing and Outreach

Carrick Owlett
Senior Manager, Data and Evaluation

Carolina Padilla Calhoun
Advisor, Federal Programs

Joshua Parker
Advisor, Federal Programs

Meredith Piatt
Senior Program Coordinator, Enrollment Services

Kathleen Regan Mills
Senior Manager, Academic Seminars

Gabriela Rivesa ’16
Pre-arrival Advisor

Ines Rutonesha
Advisor, Federal Programs

Michelle Salmieri
Career Advisor

Danielle Samsingh
Senior Career Advisor

Brandon Scott ’16
Systems Trainer and Administrator

Mariel Shilling ’14
Manager, Institutional Partnerships and Admissions

Shannan Spisak
Director, Federal Initiatives

Tiffani Toston
Senior Manager, Case Management and Student Conduct

Megan Wynn
Director, Corporate and Foundation Relations

Jennifer Yu
Manager, Marketing Strategy