



WILLIAM & MARY
WASHINGTON CENTER

2021 ANNUAL REPORT

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**The William & Mary
Washington Center
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W&M Community.**

OVERVIEW

WASHINGTON CENTER 2020-2021

In a challenging year filled with loss and unexpected events, where our values were often tested, the W&M Washington Center remained committed to the mission of serving our community. The 2020-2021 annual report is presented with our deepest sympathy for all so many have lost during the pandemic and our renewed commitment to confront racism and injustice while bolstering our nation's democratic values. We will continue to facilitate meaningful connections and provide a place of belonging for the entire W&M community.

From a variety of kitchens, living rooms, and coffee shops, the Washington Center team spent the past year running most of our Study in D.C. opportunities remotely. Students participated in virtual internships and asked questions of prestigious speakers over Zoom sessions. Although our operations were different, students who participated offered positive feedback that they were still able to learn in new ways through our programs. In fact, a record 93 D.C. Winter Seminars students joined us across four courses.

The spring 2021 D.C. Semester Program began virtually, but ended socially distanced in the Center with most students living in

our housing for the duration. With this class, we unveiled a new model that allows more students from more disciplines to participate and engage in meaningful internships. Incredible lead faculty organized a truly interdisciplinary academic program with students' experiential learning at the forefront. Through newly developed internship and reflection courses, students developed personal fulfillment plans and began to make bigger connections between their experience in the semester and their careers and lives beyond W&M. The pilot year will continue into the fall and the program will be assessed and improved upon as each cohort offers feedback and we learn what works in non-pandemic times.

Happily, the year concluded in person with both the D.C. Summer Institutes – which boasts record enrollments, as well – and the D.C. Summer Session. It is a joy to have students and faculty back at the Center!

As we close the 2020-2021 academic year, the Washington Center is proud of having served students and all of the W&M community well. With our guiding strategic plan in place, the Center will continue to thrive, and even grow, to continue meeting the needs of those we serve.

CONTINUING STUDIES LEADERSHIP COURSE

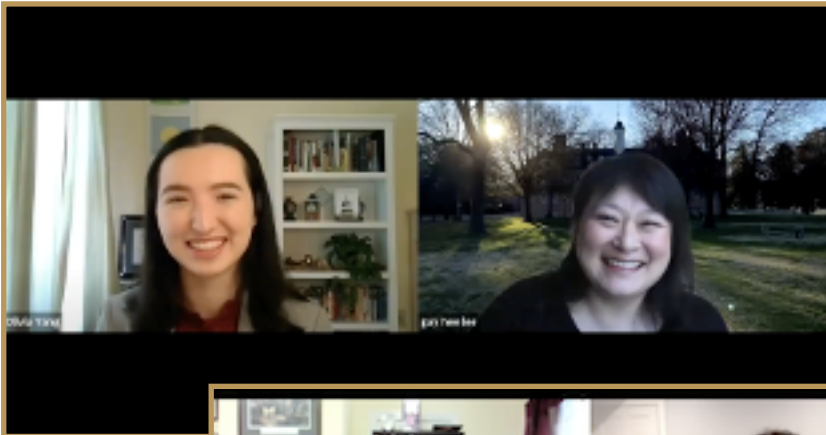
A new innovation for the Washington Center this year was the creation of our continuing studies leadership course. Taught by Professor Pamela Eddy from the School of Education and featuring alumnus Michael K Powell '85, D.P.S. '02, 67 participants from W&M and beyond spent five weeks exploring “Modern Leadership: Reflections and Tools for the Values-Based Leader.” An incredible lineup of guest speakers allowed participants to learn from W&M leaders and consider how they too can create inclusive environments where courage and compassion lead to a sense of belonging. This successful initiative will continue and be offered annually starting in 2022.

Full Speaker Lineup:

TOPIC	SPEAKER	TITLE
Authentic Leadership	Kelly Crace	W&M associate Vice President for Health & Wellness; Director of Center for Mindfulness and Authentic Excellence
Courageous Leadership	Michael Powell '85, D.P.S. '02	President and CEO of NCTA- the Internet and Television Association and chair of the W&M Foundation Board
Framing Situations	Robert M. Gates '65, L.H.D. '98	W&M Chancellor
Communication and Branding	Dawn Edmiston Ed.D. '20	W&M Clinical Professor, Marketing
Collaborative Leadership	Katherine Rowe	W&M President
	Tatia Granger	W&M Clinical Associate Professor, Organizational Behavior
Dealing with Uncertainty and Crisis	James Comey '82, LL.D. '08	Former FBI Director
Equity and Inclusion	Michelle Kang '96	Chief Strategy and Innovation Officer at the National Association for the Education of Young Children (NAEYC)
	Dania Matos	Associate Chancellor & Chief Diversity Officer at University of California, Merced
Building Bridges	Martha Wescoat-Andes	W&M Senior Associate Provost for Planning & New Ventures
Supporting an Innovative Culture	Cliff Fleet '91, M.A. '93, J.D. '95, M.B.A. '95	President and CEO of the Colonial Williamsburg Foundation
Entrepreneurial Thinking	Graham Henshaw	W&M Executive Director of Entrepreneurship Center & Clinical Lecturer
Strategic Thinking	Chris Lee	W&M Chief Human Resources Officer

THE CENTER'S 20TH ANNIVERSARY

2021 is the Washington Center's 20th anniversary. Thanks to the Center's dedicated and enthusiastic team and a volunteer committee made up of alumni and former Center employees, we've been celebrating this milestone (albeit virtually) since January and will continue to honor and commemorate the Center's history through December 2021. With a robust event lineup, featuring students, alumni, and our many university partners, and a monthly video series that begins with 2001 when the Center first opened, we've been showcasing what makes the W&M Washington Center so special – that is, the people and relationships that begin here. The anniversary year also includes a new Center Ambassador program, special communications for friends of the Washington Center, and fundraising/stewardship that recognizes all 2021 donors with a pin and an invitation to our in-person celebratory event on November 4th. All things 20th anniversary may be found at www.wm.edu/dc/20years.



Thank you to our 20th anniversary planning committee:

David Carter '01, J.D. '06

Meghan Comey Thomas '03

Nataki Corneille '97

Matthew Erpelding M.B.A. '18

Kayla Sharpe '17

Tim von Stetten '16

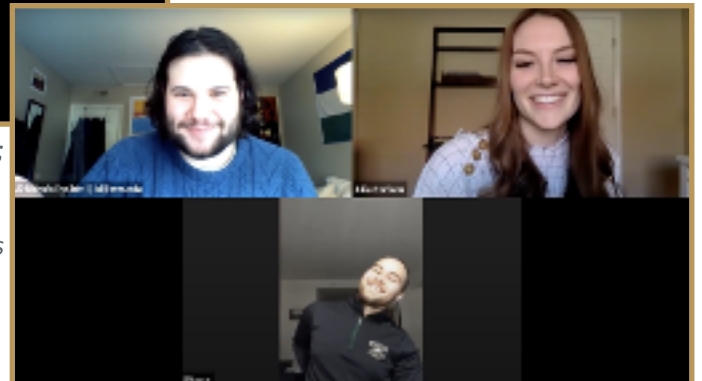


Various 20th anniversary virtual events & videos;

Top: Olivia Yang '20, Gay Hee Lee '99

Center: Chon Glover M.Ed. '99, Nicole Lynn Lewis '03, Mariana Eraña Salmerón '21

Bottom: J.D. Nichols '20, Julia Carlson '20, Will Elkins '20



WASHINGTON CENTER ADVISORY BOARD

Under the leadership of Advisory Board Chair Scott Wilkinson, the 2021-22 board has grown to 24 members. Newly formed working groups will spend the year advancing goals that further support and grow the Center's engagement with area alumni and employers.

Members:

Glenn Ballard '00

Alex Batholomaeus '94

Ed Benack P'23

Christopher Bright '87

Nataki Corneille '97

Colin Danly '15

Meredith Delaware '03

Ben DeMaria '05

David DiGiovanna '78

Matthew Erpelding M.B.A. '18

Heather Fink '06

Zack Gore '16

Gwen Green '04

Jeff Jaeckel '95

Pat Kirby '10

Richard Kraemer '94

Tom Moyer '08, J.D. '12

Ashley Pettway-Carter '13

Robert Rucks '16

Trevor Rudolph '06

Kayla Sharpe '17

Zakiya Thomas '02

Jeanette Thompson '86

Scott Wilkinson '94, M.B.A. '99

Ex Officio Members:

Doug Bunch '02, J.D. '06 (Board of Visitors)

Nicole Frantianne (University Advancement)

Tonya Nations (Cohen Career Center)

Michael Steelman (Alumni Association)

Drew Stelljes Ph.D. '07 (Faculty Representative)

*New board members are listed in **bold***

THE STUDY IN D.C. SCHOLARSHIP FUND

**The Center awarded 31 scholarships
for a total of \$101,488 in aid.**

Thanks to the generous support of so many, but especially the Washington Center Advisory Board, we have been able to award a record number of scholarships to Study in D.C. students. Furthering our commitment to increased access for all, we've also added new scholarship opportunities for our first-generation and low-income students.

Awards increased by 93% from 2020 when \$52,487 was awarded (21 scholarships).

After awarding the summer 2021 scholarships, the Center will roll over \$42,580.00 in available awards for future students. *(Figure represents total from one annual fund and two scholarship funds)*

This year also marked the first scholarship awards for our Patrice & Jim Comey fellows, whose experience will be funded by our inaugural endowment from W&M alumni Patrice Comey '82 and Jim Comey '82.

In total, the Center raised \$104,802.41 in 2020-21*. Fundraising efforts that contributed to this total include One Tribe One Day, 20th anniversary solicitations, year-end solicitations, and Advisory Board giving.

**Expected total by 7/1/2021*

ACADEMICS:

D.C. SEMESTER PROGRAM

FALL 2020

In response to the COVID-19 pandemic, the Fall D.C. Semester Program offered all courses online, while giving students the option to conduct internships remotely or in person and live in W&M housing in D.C. or from wherever they were in the world.

- **Theme: Politics in the Era of Social Media**
- Professor: Jaime Settle, Government Department
- Enrolled students: 9
- Sample of Student Internships:
 - Kglobal, Public Citizen, Disability Rights UK, Armed Services Arts Partnership, U.S. Small Business Association, Death Penalty Information Center
- Sample class speakers/site visits and alumni mentor organizations:
 - Fivethirtyeight, Pew Research Center, ProPublica, Washington Post, BuzzFeed News, The Atlantic, The Brookings Institution



D.C. Semester students enjoying the National Mall

SPRING 2021

This semester launched a new pilot model for the D.C. Semester Program, featuring multidisciplinary modules taught by a team of faculty and individual student-focused professional development. In this new model, flexibility is key; students are not required to live in housing and all majors are welcome.

Courses included:

- **D.C.: Past, Present, and Future**
 - Adrienne Petty, History Department
 - Nick Balascio, Geology Department
 - Liz Canuel, Virginia Institute of Marine Science
 - Jim Kaste, Geology, ENSP Departments
 - Heather Macdonald, Geology Department (course lead professor)
 - Rebecca Halleran Latourell, Global Research Institute
 - David Trichler, Global Research Institute
 - David Brashear, Muscarelle Museum
- **Washington Program Internship and Washington Professional Reflection**
 - Roxane Adler Hickey M.Ed. '02, Washington Center Director
- Enrolled Students: 11
- Sample of Student Internships:
 - Lawyers Without Borders, U.S. Environmental Protection Agency, D.C. Housing Finance Agency, U.S. Government Accountability Office, League of United Latin American Citizens, Washington International Trade Association
- Sample of class speakers/site visits and alumni mentor organizations:
 - D.C. History Center, Smithsonian Anacostia Community Museum, Office of the U.S. Vice President, U.S. House Representatives, U.S. Department of State, former National Security Council, Washington Metropolitan Area Transit Authority, Metropolitan Washington Airports Authority

ACADEMICS:

D.C. WINTER SEMINARS

Due to the COVID-19 pandemic, the D.C. Winter Seminars moved to a completely online format. This year featured an additional fourth seminar and overall record enrollment numbers.

Topic: Foreign Economic Policy: Theory Meets Practice

- Professor: Dan Maliniak, Government Department
- Enrolled students: 22
- Sample class speakers/site visits:
 - U.S. Department of State, Center for Global Development, Organisation for Economic Co-operation and Development, Chemonics International, Good Governance Initiative

Topic: Power, Politics, & Persuasion

- Professors: David Long, Mason School of Business
- Enrolled students: 37
- Sample class speakers/site visits:
 - U.S. Navy, IBM Sales, Covington & Burlington, Newport News Shipbuilders, Financial Times

Topic: News & Media

- Professor: Tim Barnard, Film & Media Studies Department
- Enrolled students: 5
- Sample class speakers/site visits:
 - The Intercept, CNN, New York Times, Pulitzer Center, National Public Radio

Topic: Urban Education: Policy, Practice, and Leadership

- Professor, Drew Stelljes, Ph.D. '07 School of Education
- Enrolled students: 29
- Sample class speakers/site visits:
 - D.C. Public Schools, The Literacy Lab, The Dream Project, Sidwell Friends, National Cathedral School



ACADEMICS:

D.C. SUMMER INSTITUTES

In May of 2021, the Washington Center welcomed students back to D.C. with our largest cohort of D.C. Summer Institutes fellows ever. Students participated in in-person classes and a mix of in-person and remote internships.



Online Citizenship fellows visiting the Udvar-Hazy Center

Topic: American Politics

- Professor: Jaime Settle, Government Department
- Enrolled students: 28
- Sample of Internships:
 - Generation Hope, Center on Budget & Policy Priorities, 1607 Strategies, National Criminal Justice Association, Washington International Trade Association
- Sample class speakers/site visits and alumni mentor organizations:
 - Clarity Campaigns, National Republican Senatorial Committee, U.S. Senate Judiciary Committee, Charles Koch Institute, Everytown for Gun Safety

Topic: Leadership & Community Engagement

- Professor: Drew Stelljes, Ph.D. '07 School of Education
- Enrolled students: 17
- Sample of Internships:
 - Volunteers of America, Generation Hope, Global Water Challenge, Death Penalty Information Center, Center for Economic and Social Justice, Brady: United Against Gun Violence
- Sample class speakers/site visits and alumni mentor organizations:
 - Civic, ImpactMakers, Special Olympics, Building Tomorrow, EdConnective, James Comey '82

Topic: Online Citizenship

- Professor: Liz Losh, American Studies
- Enrolled students: 12
- Sample of Internships:
 - Teaching Strategies, ByondLLC, TinyIvy, Senator Mark Warner (VA), Shimo
- Sample class speakers/site visits and alumni mentor organizations:
 - Starling Strategy, National Air & Space Museum, K. Dane Snowden '91, Mimi Ito



Due to COVID-19 restrictions, many classes were held in the National Building Museum

ACADEMICS:

D.C. SUMMER SESSION

Although D.C. Summer Session 2021 enrollment is projected to be lower than average, presumably due to online course fatigue, we are excited to welcome back four returning professors and one new professor to the Washington Center.

SESSION I

Topic: From Protest to Policy: Gender in Political Process

- Professor: Claire McKinney, Government and Gender, Sexuality & Women Studies Departments
- Students: 9
- Sample class speakers and alumni networking attendees:
 - Democratic Legislative Campaign Committee, CNN, Capitol Hill, Direct Persuasion

Topic: The History of Washington D.C.: Promise & Paradox

- Professor: Adrienne Petty-Roberts, History Department
- Students: 6
- Sample class speakers and alumni networking attendees:
 - National Museum of African American History & Culture, American Historical Association, National Archives, The Washington Post

Topic: Religion, the State, and American Politics

- Professor: Patton Burchett, Religious Students
- Students: 6
- Sample class speakers and alumni networking attendees:
 - U.S. Commission on International Religious Freedom, Faith & Freedom Coalition, Hindus for Human Rights, The Secular Coalition of America

SESSION II

Topic: Courageous Leadership

- Professor: Drew Stelljes Ph.D. '07, School of Education
- Students: 13*
- Sample class speakers and alumni networking attendees:
 - D.C. Public Schools, Civic LLC, Dr. Marcy Levy Shankman '90, Michael Powell '85

Topic: Policy Tools in U.S. National Security

- Professor: David Trichler, Global Research Institute
- Students: 11*
- Sample class speakers and alumni networking attendees:
 - Madeline Albright, Bob Gates, U.S. Army, U.S. Department of State

**NOTE: Session II enrollments are estimated as of June 22, 2021*

Policy Tools in US National Security was a highlight of my undergraduate career... Following this class, I feel more prepared to start a career in national security. I would strong recommend taking this class to gain valuable policy evaluation, memo-writing, and networking skills.

**-Jessica Link '21
D.C. Summer Session 2020**

ACADEMICS:

CREDITS

TOTAL 2020-2021 CREDITS GENERATED:

DCSP	249
DCWS	279
DCSI	462
DCSS	135 (est.)
Total	1125



D.C. Summer Institutes fellows enjoying sunset at The Wharf

NEW FACULTY

We look forward to welcoming 17 faculty members to the Washington Center in 2021-2022!

Roxane Adler Hickey, Washington Center

M. Lee Alexander, English

Nick Balascio, Geology

Erin Battle, Washington Center

Patton Burchett, Religious Studies

Liz Canuel, Virginia Institute of Marine Science

Jamel Donnor, School of Education

Jim Kaste, Geology

Rebecca Latourell, Global Research Institute

Heather Macdonald, Geology

Adrienne Petty, History

Jaime Settle, Government

Drew Stelljes, School of Education

Mike Tierney, Government

David Trichler, Global Research Institute

Phil Wagner, Mason School of Business

Xiaowen Xu, Psychology

We thank our Academic Advisory Group for their insights during the faculty selection process.

*First-time faculty members are listed in **bold***

EVENTS

In a year of exclusively virtual events, the Washington Center hosted a lineup of discussions, panels, and talks which featured students, alumni, and campus partners.

During our Fall recruiting season, the Center offered two events exclusively for students:

- Study in D.C.: Information Session and Former Student Panel
- Study in D.C.: D.C. Alumni Professional Panel

and four events for the larger W&M community:

- Hindsight 2020: The Unprecedented Year: How lessons from 2016 may drive journalism and election coverage leading up to the 2020 election
- Leadership Webinar Series: Compassion in Leadership
- Leadership Webinar Series: Inclusivity in Leadership
- Leadership Webinar Series: Adversity in Leadership

So far in 2021, a more robust event series has allowed the Center to share more during this anniversary year:

- January: W&M Washington Center 20th Anniversary Kickoff Event: A Look Back at the Beginning
- February: Saving Justice: A Book Discussion with James Comey
- February: State of Modern Teaching in D.C.
- March: The Race to April 30: Presidential Administrations and the First 100 Days
- April: The Future Is Bright in D.C.

- April: Experiential Teaching & Learning in Washington, D.C.
- May: Data Privacy: Now and in the Future



And, as part of our new W&M Writers of Washington Series:

- 'Pregnant Girl,' A Book Discussion with Nicole Lynn Lewis '03
- The Politics of Writing About Politics with Alice McKeon '04 and Will Payne '05

2021 will continue with virtual events until November 4th, when we celebrate the 20th anniversary in person.

Everyone who donates in 2021 will receive an invitation.

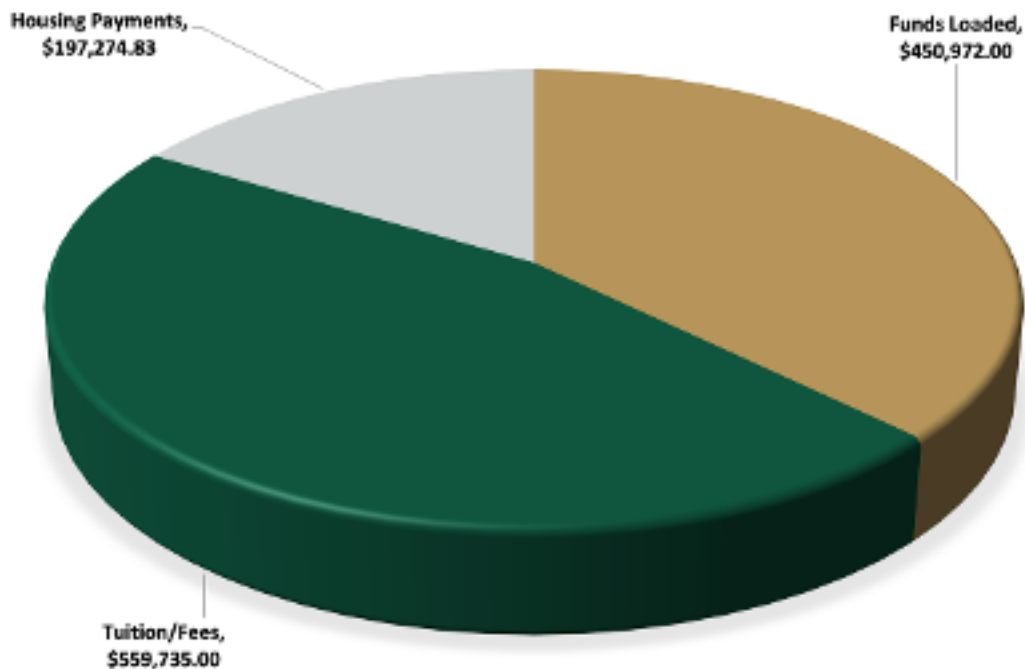
FINANCES

In 2020-2021, the W&M Washington Center budget was made up of 37.3% university funding, 16.3% student rent payments, and 46.3% student tuition/fees, for a total of \$1,207,981.83. Expenses came in at \$1,192,492.22 (broken down below), allowing us to allocate funds for student scholarships for the coming year. Conditions surrounding COVID-19 curtailed overall spending and operations, and like many units, we received a one-time budget reduction of \$118,700.00, which is reflected in our cash outflows.

Initially spurred by COVID-19 spending restrictions, we began instituting “values-based spending,” in which our decision-making about expenditures relies upon how that spending fulfills our mission and serves our W&M community. Spending decisions are based on level of impact or support for our academic programs as well as initiatives that reach faculty, staff, alumni, families, and external partners.

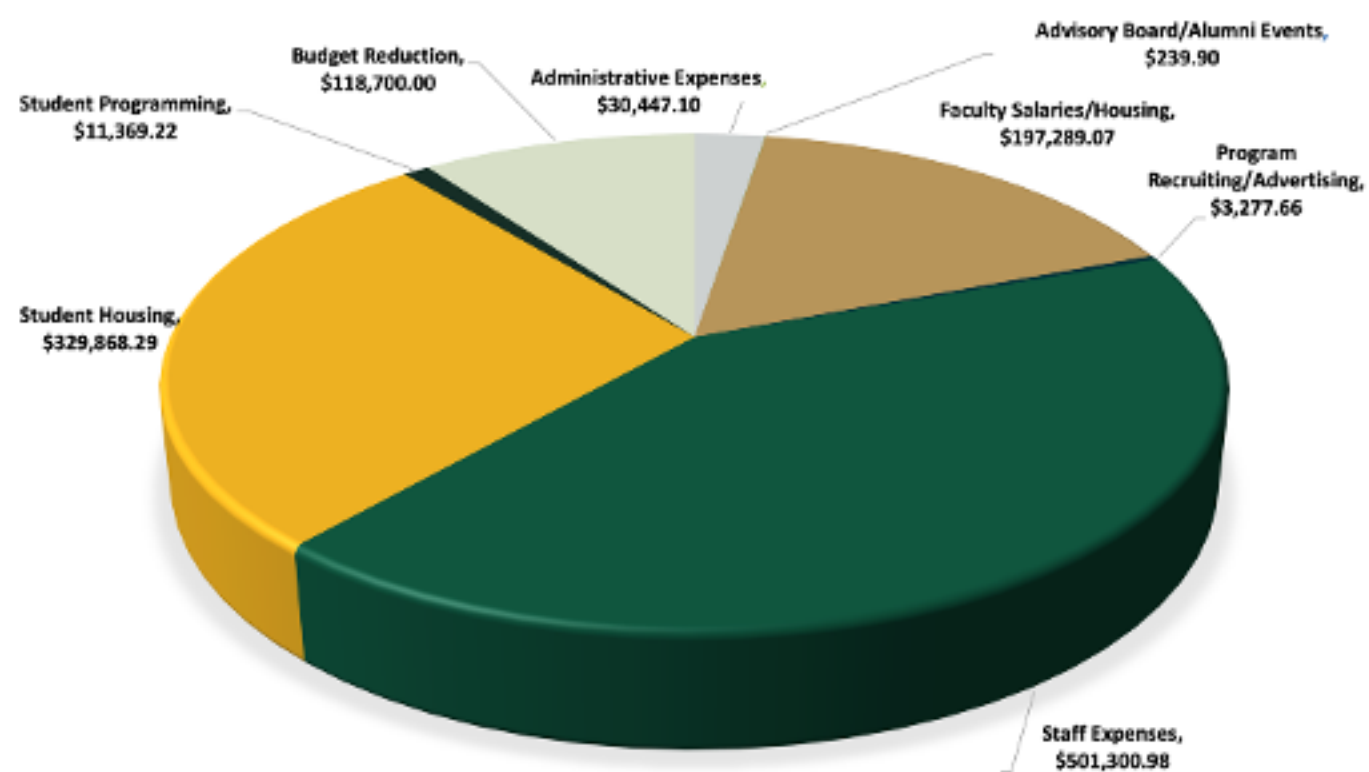
NOTE: The figures below represent the Center's operational budget only, and do not include scholarship funds.

CASH INFLOWS: \$1,207,981.83



NOTE: Not included here is Center rent, which has been paid by the W&M Foundation.

CASH OUTFLOWS: \$1,192,492.22



STRATEGIC PLANNING

The Washington Center's 2020-2025 Strategic Plan has been in effect for 18 months and a number of key items have been accomplished and many more are underway. With a few years left, the Center is well aligned to meet all six goals and underlying objectives.

Completed measures include:

GOAL: *Grow Study in D.C. Opportunities*

The Washington Center will adapt and refine our existing academic offerings to appeal to broader, diversified populations of students. Our focus is to produce fulfilling, high-impact experiences in an environment reflective of diversity and inclusion at W&M. Of key importance is fostering a sense of belonging for our students (and the entire W&M community) in D.C.

OBJECTIVE: Grow the *existing* Study in D.C. opportunity capacity

- Reorganize D.C. Semester Program to allow 20 or more students to study in D.C. each fall and spring semester
- Grow the D.C. Winter Seminars from three to four seminars, increasing cap from 75 to 100 students
- Explore increasing each individual D.C. Summer Institute's cap from 20 to 25

OBJECTIVE: Increase faculty access to teaching opportunities in D.C.

- Release at least one Request for Proposals (RFP) for each opportunity per academic year
- Select at least one new faculty member for each opportunity each year
- Select at least one faculty member from a new department each year

GOAL: *Expand Collaboration with the University*

With a focus on enhancing whole-institution thinking, we aim to increase collaboration between the Washington Center and the larger university, with an emphasis on integration. Every member of the W&M community should know what the Washington Center is and what we do; everyone at W&M should see connections and possibilities for engagement with the Washington Center.

OBJECTIVE: Coordinate with University Advancement to increase intentional alumni engagement

- Provide a cohesive D.C. alumni experience by aligning event practices with University Advancement and the Washington Area Alumni Business Association (WAABA)

OBJECTIVE: Expand Center leadership opportunities on campus

- At least one member of the Washington Center team proactively volunteers to serve on a university committee annually
- Each Washington Center team member attends at least two campus-wide events per academic year

GOAL: *Expand Fundraising Initiatives*

By creating a strategic, collaborative fundraising plan, the W&M Washington Center can expand fundraising initiatives to support key priorities, including the Study in D.C. Scholarship Fund. With a focus on creating a culture of sustained scholarship giving and by bolstering Center donor stewardship, we will strive to increase major gifts, donor retention, student giving, and explore relevant grant opportunities.

OBJECTIVE: Partner with University Advancement to develop a sustainable stewardship plan for Center donors

- Ensure that all Washington Center donors receive a hand-written note from a student or staff member each year.

GOAL: *Create Sustainable Scholarship Funding Practices*

The Washington Center aims to meet the need of all Study in D.C. Scholarship Fund applicants demonstrating medium to high need.

OBJECTIVE: Identify and increasingly meet need for Study in D.C. scholarship applicants

- Increase accessibility to the scholarship by making the application simpler
- Clarify application process online to encourage more applications

GOAL: *Create a Clear Staff and Support Structure*

The Center seeks to create a sustainable staff structure with clear hierarchy, mobility, and development opportunities to increase staff retention, efficiency, and satisfaction.

OBJECTIVE: Increase sustainability of positions

- Explore options for staff to take classes and earn additional degrees with financial assistance

To read the complete W&M
Washington Center strategic plan and
other areas of progress to date, visit
www.wm.edu/dc/strategicplan

CENTER TEAM UPDATES

Thank you to Molly Harris and Rhys Tucker '14, both of whom have gone on to pursue graduate degrees after many years of service to the Washington Center. Their tremendous contributions and dedication to the Washington Center will forever be appreciated.

Welcome to Gabe Cancio-Bello '20, Tyler Wilson, and Sarah DeVellis '19, who have joined the team as new Program Coordinators.

Erin Battle '13, M.Ed. '15 was promoted to Associate Director and Roxane O. Adler Hickey M.Ed. '02 was named the third Director of the Washington Center.

Additionally, Washington Center team members are honored to engage with the university on a number of committees and projects, which is made more possible in our virtual environment. Some examples of our team volunteer engagement in 2020-21 include:

- Gabe Cancio-Bello: Unified Communications Team
- Roxane Adler Hickey and Erin Battle: Career Pathways Team
- Erin Battle and Elisabeth Merrifield: Staff Assembly
- Roxane: the Studio for Teaching and Learning Innovation Advisory Council and the Employer Partnership Team

The new team looks forward to working together to integrate excellent academics and experiential learning to produce high-impact opportunities for all.



SPECIAL THANKS

The Washington Center team would like to thank the members of the Washington Center Advisory Board who are closing out their tenure:

- Eva DeBella '08
- Anne Pennewell Sharp '82
- Molly Wolff '98

We are forever grateful for all that they have done for our board, our center, and our students.



Anne Pennewell Sharp '82



Eva DeBella '08



Molly Wolff '98



Vice Provost Ann Marie Stock

The Washington Center team would like to thank Ann Marie Stock, without whom, we would not be the impactful, innovative Center that we are.

Ann Marie has served as Vice Provost for Academic & Faculty Affairs for the last four years. In this role, Ann Marie has guided the Washington Center into a new phase of engagement with and leadership at the university. We cannot thank her enough for all of her counsel, encouragement, and support!

PARTING THOUGHTS

For friends of the Washington Center

As we look forward to the 2021-2022 academic year...

1. Stay tuned for the next continuing studies Leadership Course, launching in January 2022. Learn more at www.wm.edu/dc/leadership.
2. In case you've missed any of our 20th anniversary events or monthly videos, you can revisit the full year-long celebration at www.wm.edu/dc/20years.
3. Finally, after 20 years in the Carnegie Endowment for International Peace building, the Washington Center looks forward to moving into our new home in 2022.



Advisory Board member Kayla Sharpe '17 joined by current Flat Hat staffers in D.C.