

WILLIAM & MARY

WASHINGTON CENTER



2024 - 2025
IMPACT REPORT

Director's Message

We've welcomed record numbers of students, expanded our offerings in bold new directions, and continued to prove what's possible when **academic excellence meets professional opportunity**. What sets this Center apart isn't just its address; it's the caliber of experience students gain when they engage with the people, issues, and institutions shaping our world.

Students arrive ready to grow, and we match that energy with individualized support and personal mentorship. Through site-based courses, policy simulations, internships, and more, **our students stretch themselves in ways that matter**. Whether they're presenting at the State Department, conducting interviews on Capitol Hill, or writing a campaign strategy from scratch, **students are launching their careers right here in D.C.**

Our programs thrive because of the faculty, alumni, and employer partners who turn D.C. into a classroom. They generously share their stories, expertise, and attention, inspiring students to journey into the professional world with confidence.

This year, we introduced new programs that directly respond to what employers, alumni, and students are asking for: industry-specific training, tangible credentials, and professional networks that last long beyond graduation. And as the landscape of higher education continues to shift, I'm proud to say that the Washington Center isn't just adapting, **we're setting the bar**.

To our supporters, thank you. Your investment fuels access, innovation, and transformation. Together, we are building a Washington Center that belongs to all of William & Mary—one that opens doors, widens pipelines, and prepares leaders to meet the moment.



Roxane O. Adler Hickey M.Ed. '02, Ed.D. '23

Team Updates and Highlights

Leading from the Capital

ACE LEADERSHIP CONFERENCE

Roxane Adler Hickey and Erin Battle '13, M.Ed. '15 led a leadership workshop at the Virginia Network Annual Conference, organized by the American Council on Education.

NASPA CONFERENCE

Tyler Wilson was selected to present at the 2025 National Association of Student Personnel Administrators (NASPA) Annual Conference. His session, *Expanding Horizons: Innovative Student Programming for Success at Satellite Campuses* highlighted the Center's model for excellence and its impact as an institutional asset.

Awards and Achievements

INCLUSIVE EXCELLENCE CHAMPIONS AWARD

Roxane Adler Hickey and Tyler Wilson were recognized for their leadership and innovation towards inclusive excellence initiatives for their work on the Modern Leadership Course in collaboration with Diana Theisinger and Adam Barger from the Studio for Teaching & Learning Innovation.

IDEA GRANT AWARDS

The Center was awarded two Innovative Diversity Efforts Awards (IDEA Grants), funding a Minority-owned Business Summit and the expansion of our Preparing for Life as a University Student (PLUS) externship program.

Growth and Change

TEACHING APPOINTMENTS

Gabriel Cancio-Bello '20, M.Ed. '24 and Tyler Wilson were officially appointed and approved to instruct Study in D.C. reflection courses under W&M Arts & Sciences.

PROFESSIONAL GROWTH

Alexandra Weisberg has been accepted to the W&M School of Education's Master's Program in Educational Leadership. She is slated to begin her studies in fall 2025 and will continue serving in her role here in D.C.

STAFFING CHANGES

Our recent spring hires have expanded our team to 11 staff members, up from 8 in 2024.

Academics & Applied Learning



Overview

Building on strengths to grow our impact

Throughout 2024-2025, the Washington Center elevated its role as a driver of student access, career readiness, and applied learning at William & Mary. We reached **record-high enrollments** and are on track to exceed them again in 2025–2026, reflecting rising demand for immersive, purpose-driven learning experiences in Washington, D.C.

Our selection of experiential courses taught by leaders in politics, psychology, business, international security, and more, the Washington Center **models W&M's standard** for applied learning and a liberal arts education.

For our students, these experiences are rigorous, relevant, and *personal*.

And we remain committed to scaling this impact, driving access across disciplines and backgrounds, and positioning William & Mary as a national model for purpose-driven, place-based education.

Program Innovation

Continuing studies, emerging markets, and innovative learning

This summer, we launched **Verified**, a week-long program that bridges the liberal arts with industry-specific career preparation. Verified provides credentialed skill-building, practical insights, on-the-job simulations, and connection to a robust professional network.

Programs like Verified and the recently revamped Modern Leadership course introduced new non-credit-bearing professional opportunities that attract fresh audiences to the W&M community. These programs are dedicated to tangible outcomes and **developed in direct response to workforce demands** and the needs of working professionals.

Over five days, participants developed valuable skills and meaningful connections, showcasing their credibility on platforms like **LinkedIn** with Verified **microcredentials** after successfully completing the program. As employers notice these credentials affiliated with competitive candidates, and principled leaders, they see our brand in action.

Our proactive employer partnerships and intentional program development deepened our reputation as a **trusted pipeline for talent** among employers, institutions, and prospective students.

"It broadened my career options. I've always been focused on data analytics, and I still want to do that—but now I realize I could apply it in so many different ways. I could work in consulting, or for an art gallery, a law firm—basically anything. It's reassuring to know the future is wide open, and I can pursue whatever I want."

Tommy Delta '26, *Verified Legal Studies*

Internships

Academics & Applied Learning

One of the most **challenging years** in our history.
Our biggest year **ever**.

Despite increased competition for internships, and uncertainty in hiring projections, the Center maintains its **100% internship match rate**, an unbroken record dating back to 2006. In the face of shifting markets, our team continues to deliver opportunities that lead to lifelong careers.

- 29% of organizations reported plans to decrease intern hiring in 2025 (NACE, 2025).
- Average applications per internship grew by 76%, as reported by Handshake, 2025 Internship Index (Handshake, 2025).

114

Internships Matched

▲ +43%

Enrollment Trends and Key Metrics

1 in 25 Students

participated in a Washington Center program this year

4% of all W&M undergraduates



264

Students Enrolled

▲ +21%

Modern Leadership: Reflections and Tools for the Values-Based Leader

Continuing studies leadership course designed for executives, managers and aspiring leaders

Revamped online learning experience with HD video and platform upgrades through Academy, with the **Studio for Learning & Teaching Innovation**. Introduced a new pricing model aimed at scaling up to larger groups and offering more affordable options for internal leadership development within the university.

- 35 participants enrolled since February 2025, marking the fastest enrollment pace to date.

Verified: Career Preparation Bootcamp

Hands-on career preparation bootcamp for undergraduates and young alumni

Welcomed two inaugural cohorts (**Legal Studies** and **Consulting**), developed with guidance from the Advisory Board and regional employer partners. **Verified** will run again in 2026.

- 21 students enrolled in the first year



Global Scholars Program

Preparing students for careers in international diplomacy, governance and policy

We announced a new themed track, **American Statecraft and Great Power Competition**, set to enter rotation in the 2025-2026 academic year—expanding global applied learning opportunities through the partnership between the Washington Center and the Global Research Institute.

OUR MISSION IN ACTION

Supporting the W&M community
every step of the way

Students enroll in accelerated experiential learning programs to bolster their resumes, gain exposure to professional organizations, and build connections with alumni in D.C.



EXPERIENTIAL AND APPLIED LEARNING PROGRAMS

- D.C. Winter Seminars
- D.C. Summer Session

NEW STUDENTS

Early Decision and Admitted Students Day
In support of the *Office of Student Transition Engagement Programs (STEP)*, the Center held two *Admitted Students Days*, designed to welcome incoming freshmen to W&M. These annual events offer an introduction to university life, giving students the opportunity to start building their community even before they set foot on campus.

Undergraduates return as **emerging professionals**, launching their careers through internships, and applied learning experiences, receiving professional coaching and personalized alumni mentorship from start to finish.



INTERNSHIP PROGRAMS

- D.C. Semester Program
- D.C. Summer Institutes
- Global Scholars Program

EMERGING PROFESSIONALS

Wargaming Lab

This spring, we proudly hosted the student-run *Wargame Lab*, a dynamic initiative designed "to establish a credible sustainable environment to examine current and emerging challenges in the global security environment in cooperation with internal and external sponsors." Guided by the *Whole of Government Center of Excellence*, students designed and facilitated their own wargame, applying strategic thinking to analyze policy and prepare themselves for challenges they might encounter in the field.

OUR MISSION IN ACTION

As they enter the workforce, students and young alumni visit the Center for networking, mentorship, and continuing education — opportunities for rising professionals to explore career pathways, strengthen skills, and remain active in the W&M network.



PROFESSIONAL PROGRAMS

- Verified
- PLUS Externships

Career Conversations

Through the weekly D.C. Career Conversations Meetup, hosted at the Washington Center, alumni have access to resources, networking opportunities, and expert guidance from the Office of Career Development & Professional Engagement. Whether exploring new career paths or expanding their professional network, alumni are supported every step of the way as they turn career changes into new possibilities.

Alumni give back and pay it forward, reengaging as volunteer guest speakers, mentors, donors, and Advisory Board members, shaping the next generation of professionals while continuing their own journey with deeper connections to the Tribe. As alumni turn to leaders and executives, many participate in **leadership development and continuing studies opportunities**, reaffirming the Center as a space for lifelong learning and growth.



CONTINUING STUDIES

- Modern Leadership: Reflections and Tools for the Values-Based Leader

ALUMNI & LIFELONG LEARNERS

How to Read an American Photograph

In partnership with award-winning journalist and author Paul Hendrickson, the Washington Center held a two-day immersive workshop exploring the art of narrative through photography. Participants engaged in creative writing exercises, image analysis, and peer workshops, culminating in a visit to a major D.C. exhibition. Drawing on personal and historical photographs, attendees learned to uncover hidden stories and emotional truths through visual storytelling.

Connecting with the Tribe
through every stage
and season

Events & Engagement

World-class faculty, industry leaders, and aspiring professionals **converge here**—learning together and driving meaningful conversations that shape the future.



2,411

Unique Visitors

▲ +13%

46

External Events

▲ +64%

84

Total Events

▲ +50%

Overview

Producing dynamic events, and welcoming new audiences

Strategic events and external programming throughout 2024–2025 cultivated new partnerships and the Washington Center's role as a powerhouse for cross-sector engagement and institutional visibility.

We are pleased to report strong overall growth, driven by our increased efforts in proactive event planning and promotion to attract more external clients. From prospective students to CEOs, FY25 marked a sharp rise in who we reach, how often we gather, and the value we generate for the university.

With 84 total events and a rising share of external stakeholders, the Center served as a hub for meaningful exchange. Each event created new points of connection to our university, reinforcing our tradition as a connector within the W&M ecosystem and beyond.

The Center's events calendar is now a year-round platform for visibility, partnership, and purpose-driven engagement.

W&M Partners (2024-2025)

- AidData
- Alumni Association
- Entrepreneurship Hub
- Global Research Institute
- Law School
- Public Policy
- Reeves Center for International Studies
- School of Education
- Society of 1918
- Studio for Teaching & Learning Innovation
- Student Success
- University Advancement
- University Libraries
- Whole of Government Center of Excellence

Signature Moments and Featured Voices

Collaborative Entrepreneurship Summit: A Summit for Small and Established Businesses

Hosted in April, the Collaborative Entrepreneurship Summit brought together emerging and established business owners from across the region to connect, learn, and build a stronger entrepreneurial ecosystem.

Designed to elevate and celebrate entrepreneurs of all kinds, the gathering welcomed women, people of color, immigrants, veterans, and others whose innovation continues to reshape our region's business landscape.

Participants heard from keynote speaker Mashea Ashton '96, M.A.Ed. '97—an accomplished entrepreneur and education leader—who shared her journey and insights on building purpose-driven enterprises. The day featured hands-on workshops, networking sessions, and actionable strategies to help business owners grow, scale, and thrive.

Described by participants as “a productive and powerful event,” the Collaborative Entrepreneurship Summit introduced new audiences to the William & Mary community—many for the very first time. Building on this momentum, we plan to offer similar opportunities that engage non-alumni and regional stakeholders through meaningful exchange and tangible impact.

“The energy, community, and wealth of information shared were so inspiring.”

Participant,
Collaborative
Entrepreneurship



FY25 EVENT INCOME
\$45,200



Peter Apps

Reuters global affairs columnist and author
Guest Speaker, NATO and a Changing World



Brian Jenkins '16

Executive Director, Armed Services Arts Partnership
Event Host, ASAP: Teaching Artist Training



Rep. Lizzie Fletcher '06

U.S. Congresswoman (TX-07)
Guest Speaker, D.C. Summer Institutes 2025

External Collaborators

- Armed Services Arts Partnership (ASAP)
- Building Tomorrow
- National Black Master of Business Administration Association (National Black MBA Association)
- National Institute for Civil Discourse
- Royal United Services Institute

University Partners

- Bucknell University
- Tulane University
- University of Michigan
- University of North Carolina at Chapel Hill
- Wake Forest University

Finances & Budget

FY25 Updates

Staffing: Increased staff expenses due to the addition of two program assistants and one event assistant.

Student Housing: Higher costs resulting from increased enrollment and higher contracted apartment rates.

Faculty & Housing Savings: Reduced expenses by having Center staff teach several courses and through contributions from local donors who volunteered to facilitate learning.

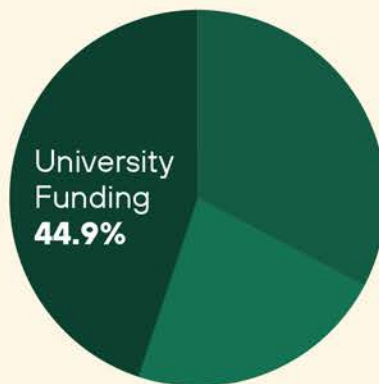
Event Cost Recovery: Fees from external events funded the event assistant position and supported key internal events.



FY25 Budget

Total
\$1,818,821

FY24 Operating Budget:
\$1,534,826



\$817,725 | 44.9%
University Funding

\$594,422 | 32.7%
Tuition & Fees

\$406,674 | 22.4%
Student Rent Payments

Reserves and Annual Fund Usage

- **Scholarship Gap:** Reserves set aside in FY24 were used to fill in a one-time scholarship gap of \$70k to meet increasing need for student scholarships, and streamline scholarship funding for future years.
- **Technology Upgrades:** A portion of reserve funds covered the cost of the microphone installation that was not covered by the *Higher Education Equipment Trust Fund* grant.
- **Operational Funding:** Reserves and Annual Fund were also used to backfill operational budget due to large one-time purchases, increased staffing, and the large amount of space that we needed to rent for student classes.

RESERVES
\$436,871

ANNUAL FUND
\$155,165

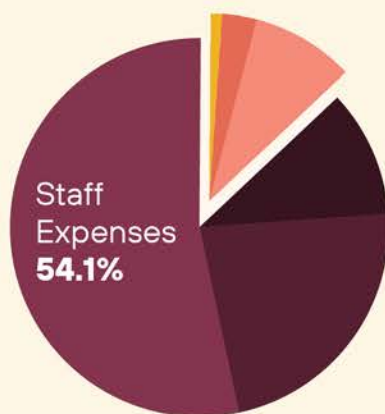
Vision

The W&M Washington Center will thrive as an integral part of the greater W&M community, boldly producing innovative opportunities for all.

Mission

The W&M Washington Center integrates excellent academics and experiential learning to produce high-impact opportunities for all. The Center facilitates meaningful connections and provides a place of belonging for the entire W&M Community.

FY25 Expenditures



Total

\$1,689,144

FY24 Total Expenditures:
\$1,555,092

\$915,164 | 54.1%

Staff Expenses

\$382,905 | 22.7%

Student Housing

\$188,491 | 11.2%

Faculty Salaries & Housing

\$144,160 | 8.5%

Student Programming
& Recruitment

\$50,699 | 3%

Administrative

\$7,725 | 0.5%

Alumni Engagement
Events & Board Activities

Reinvesting in the Center

Reserves have grown steadily year over year, serving as a financial safeguard for the Center. These funds are primarily designated to provide stability and operational support during years with fluctuating enrollment or revenue. In FY25, a portion of the reserve funds will be used to reinvest in the Center.

In alignment with our mission and core values, the largest allocations will go toward student programming and scholarship funding.

Academic Excellence & Civic Engagement

Powered by the Washington Center



NATO and a Changing World

In anticipation of NATO's 75th anniversary, William & Mary partnered with the Project for the Study of the 21st Century for a program examining NATO's past, present, and future.

Topics included evolving threats, Europe's developing security posture in response to conflict in Ukraine, and how NATO can remain effective through its 100th year.

Panelists and speakers included Reuters global affairs columnist and author Peter Apps, George Barros from the Institute for the Study of War (ISW), James Andrew Lewis, writer from Center for Strategic and International Studies (CSIS), defense counselor at the Embassy of Estonia Liis Mure, and, foreign policy expert and career diplomat Denys Sienik. Closing remarks were delivered by Director Roxane Adler Hickey.

INSTITUTIONAL PARTNERS AND COLLABORATORS

Alumni Association, Whole of Government Center of Excellence, Reeves Center for International Studies.

DRIVEN BY OUR VALUES

The W&M Washington Center is committed to excellence.

Our programs, events, and initiatives are designed for the W&M community to flourish through fulfilling, high-impact experiences and personal balance.

Every opportunity is relevant and purposeful, culminating in D.C. courses and experiences that put our learning community at the center of our most pressing challenges. Through this journey, future leaders shape their passions into purpose, and gain the confidence to lead meaningful change.



GOVT 390: Campaign Confidential

Instructed by Stephanie Murphy

Former U.S. Congresswoman | National Security Specialist

In the thick of the 2024 election cycle, students explored the fast-paced world of modern campaigning from someone who's lived it. Led by former Congresswoman Stephanie Murphy, this course unpacked how messages are shaped, money is raised, and media is used to move voters. Students created campaign ads, volunteered with live political efforts, and heard directly from seasoned campaign operatives and members of the press. With her background in national security and historic role in Congress, Murphy brought unmatched insight into the political playbook.

PUBP 391: The Great Mismatch

Instructed by Rick Reinhard

Urban Planner | Former BID Executive | Faith & Infrastructure Expert

As thousands of churches and religious spaces face closure, what becomes of the neighborhoods they anchor? This course explored the growing disconnect between shrinking congregations and oversized physical footprints. Students investigated the policy, planning, and community impacts of this national trend through D.C.-based site visits and discussions with leaders in real estate, local government, and faith-based redevelopment. With decades of experience in urban strategy and faith sector advising, Rick Reinhard offered students a unique window into the future of civic space and social infrastructure.



EDUC 402: Urban Education: Policy, Practice & Leadership

Instructed by Dr. Lindy Johnson

Associate Professor of Education | Chair of Curriculum & Instruction | School of Education

Through reading, discussion, and real-world exploration, students examined the complexities of urban education and the policies that shape it. Guided by Professor Lindy Johnson, the course tackled pressing questions around funding, governance, school choice, and the economics of education. Field visits to schools and education organizations across D.C., paired with conversations with alumni educators and policy leaders, offered students an immersive look at the challenges and possibilities within public urban education.



BUAD 492: Leadership: Personal and Organizational

Instructed by Dr. Tatia Granger

Clinical Associate Professor | Leadership Coach & Strategist | Mason School of Business

Leadership isn't about authority. It's about navigating complexity with clarity. In this hands-on course, students learned to lead through change, drawing from adaptive leadership theory and transition models. Site visits, guest speakers, and reflective practice helped students develop tools for resilience, alignment, and team transformation. Dr. Tatia Granger, a seasoned executive coach and leadership expert, guided students through challenges that mirror real organizational dynamics, preparing them for leadership in any field.



Armed Services Arts Partnership: Teaching Artist Training

ASAP returned to the Washington Center for its annual teaching artist summit. As the nation's largest military arts organization, ASAP prepares artists to lead programming for military-connected communities. The training reinforces arts-based healing and inclusion across veteran populations.

Scholarships & Giving

FY25 Updates



One Tribe One Day Fundraising Success

This year, our One Tribe One Day (OTOD) campaign achieved results on par with last year's record-setting effort, with fewer but significantly larger gifts that underscored the strength, and commitment of our donor base.

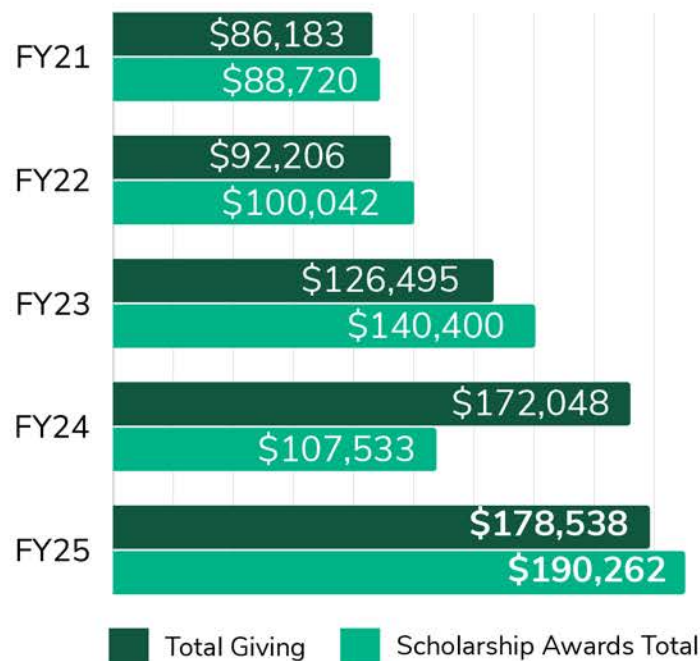
"The Washington Center amped up the excitement with a series of social media hot-wing challenges, raising over **\$89,000** from **159 donors** and creating a buzz and engaging supporters in a spicy way."

— W&M News

Our themed campaign achieved 100% staff participation, won the 7–8 a.m. Power Hour for an additional \$1,000 in funding, and generated the highest volume of social media engagement in our OTOD history.

Fundraising for access has become a defining pillar of the Center's culture and growth, reflected in the strength of our donor relationships, the trust of our stakeholders, and our rising visibility as an impact-driven, student-first organization.

Giving and Aid Awarded by Year (2021-2025)



Year-over-year comparison (2021-2025)



86

Scholarships Awarded

+120%

