

WOODROW WILSON NATIONAL FELLOWSHIP FOUNDATION



2018 ANNUAL REPORT

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* = new in FY 2018

** = departed during/at end of FY 2018

Abbreviations Used in This Report

AF = WW Administrative Fellow/Intern
AP = Humanities at Work Academic Postdoc
CEF = Career Enhancement Fellow
CN = Charlotte W. Newcombe Fellow
DS = WW Dissertation Grant Supplement
FS = WW Staff (Former)
FT = Former Woodrow Wilson Trustee
GEAF = Pickering Foreign Affairs Fellow (graduate)

H = Honorary
MBA = WW MBA Fellow in Education Leadership
MCI = Millicent McIntosh Fellow
MLK = Martin Luther King, Jr. Fellow
MN = Mellon Fellow in Humanistic Studies
PP = Public Policy/International Affairs Fellow
RU = Rural Policy Fellow
ST = WW Staff (Current)

TF = WW Teaching Fellow (2009–present)
TE = Woodrow Wilson Trustee Emerita/Emeritus
TR = Woodrow Wilson Trustee
VF = WW Visiting Fellow
WF = Woodrow Wilson Fellow
WS = WW Women's Studies Fellow
WT = Woodrow Wilson Teacher (1982–2003)

On the cover: Woodrow Wilson Foundation President Arthur Levine speaks with a group at the MIT SOLVE Conference; Career Enhancement Fellow Jessica Marie Johnson presents her book project at the CEF summer retreat; WW GA Teaching Fellow Tyler Kinner leads his students in a chemistry lab.

All photos taken by WW staff (Frances Hannan, Joseph Lam, Beverly Sanford) or provided by Fellows unless otherwise indicated.

Foundation Report, 2018

Dear Friends:

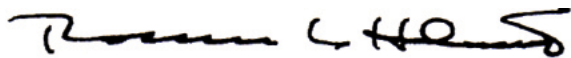
It is my pleasure and privilege, on behalf of the Woodrow Wilson National Fellowship Foundation's Board of Trustees, to convey to you this report on the work of the Foundation in its 2018 fiscal year (July 1, 2017 through June 30, 2018).

For nearly 75 years, the Woodrow Wilson Foundation has worked to identify and develop leaders and institutions to address the nation's critical educational challenges. Through a series of fellowship programs and institutional initiatives, the Foundation both supports outstanding individuals who show promise and/or leadership in their careers and provides an impetus for transformation in the nation's schools, colleges, and universities. A key theme of all of the Foundation's work is equitable access to excellence, in and beyond education.

Arthur Levine, president of the Foundation since 2006, has added important new dimensions to this commitment to equity and excellence, spearheading the Foundation's last decade of work at the intersection of higher education and K-12. Shortly after the conclusion of the 2018 fiscal year, Arthur announced his intent to step down by the end of fiscal 2019. At the time of the writing of this letter, a presidential search is nearly concluded, and the Foundation will announce Arthur's successor, who will have very large shoes to fill, this spring. We look forward to telling you more about the leadership transition to come; in the meantime, I trust you will join the Trustees in thanking, lauding, and celebrating Arthur for his work in expanding and securing the Foundation's legacy.

As many of you know, the Woodrow Wilson Foundation relies on funders and friends to help us continue this work. Recently (as the sidebar on p. 8 indicates), several Fellows have even chosen to repay their Fellowships. The Trustees, the staff, and I are deeply grateful for the kind of interest and generosity that commitments like these represent. We pledge to continue to earn your support.

Sincerely,



Thomas C. Hudnut
Chair, The Board of Trustees

Thoughts on the Woodrow Wilson Foundation:

When I arrived at the Foundation in 2006, George W. Bush was President of the United States, and the Foundation had five fellowship programs—the Newcombe Doctoral Dissertation Fellowship, the Woodrow Wilson Women’s Studies Dissertation



Fellowships, a suite of doctoral and junior faculty fellowships supported by the Mellon Foundation, the Pickering Foreign Affairs Fellowship, and the Woodrow Wilson Visiting Fellows program. The Foundation was also developing and managing a handful of early colleges for the Bill & Melinda Gates Foundation.



In 2006, concerned that the Foundation not engage in too many disparate activities, the Woodrow Wilson Board reaffirmed and expanded the mission and purpose of the Foundation, adopting the following statement:

The Woodrow Wilson Foundation identifies and develops leaders and institutions to address the nation’s critical educational challenges.

The primary vehicle for accomplishing this is fellowships.

A principal focus of those fellowships is underrepresented and/or high-need populations and the institutions that serve them.



The Foundation also agreed, in 2006, to develop a focus on a single area: closing the achievement gap, the persistent disparity in

academic achievement among the nation’s children by race, zip code, and socioeconomic status. Toward this end, Woodrow Wilson undertook three new initiatives: a teaching fellowship, a school leadership fellowship, and the creation of a 21st-century graduate school of education offering programs in teacher and school leader education.

Today, 13 years later, the Woodrow Wilson Teaching Fellowship has prepared more than 1200 teachers. Focusing on secondary-level STEM—a critical shortage area in many states’ teaching force—it has operated in six states: Georgia, Indiana, Michigan, Ohio, New Jersey, and now Pennsylvania. This Fellowship has both recruited high-ability people with undergraduate degrees in science and math to prepare to teach those subjects in high-need in-state secondary schools for a minimum of three years, and also helped to transform teacher education programs at participating universities.

It quickly became apparent that for WW Teaching Fellows to succeed, they needed strong principals and school superintendents. However, previous research—including my own—had shown that school leadership programs lacked rigor and relevance. The Foundation therefore created the WW MBA Fellowship in Education Leadership, which shifted the preparation of school leaders from education schools to business schools, seeking to make the MBA the gold standard for school leader certification. Like the WW Teaching Fellowship, the WW MBA program is state-focused; relies on university/school partnerships; and utilizes long engagements, returning Fellows who complete the program to become leaders in the districts that nominated them. Working in three states—Indiana, New Mexico, and Wisconsin—the WW MBA Fellowship has produced some 300 school leaders to date.

Retrospective/Prospective, 2006–2018

Finally, the Foundation has created the Woodrow Wilson Academy of Teaching and Learning. Through the Teaching and MBA Fellowships, WW has been engaged in repairing existing educator preparation programs. In contrast, the Woodrow Wilson Academy seeks to reinvent the school of education. With the Academy, the Foundation sought to invent the education school of the 21st century. The Academy was envisioned not as a hothouse, but as a resource and demonstration center, a showroom of the future of educator preparation. Created in collaboration with MIT, the Academy has developed a competency-based master's degree program in teacher preparation, and it continues to evolve. Just this year it has gained independent 501(c)(3) status.

Even as these programs have taken shape, the Foundation has rethought its approach to its longstanding programs. The Newcombe, Mellon, and Women's Studies Fellowships continue to make important contributions to the Foundation's mission. Several other programs have been either outsourced or reshaped, while new ones tied to the Foundation's mission have been added: The WW HistoryQuest Fellowship, for secondary-school teachers of American history; the Nancy Weiss Malkiel Scholars Award and the Course Hero-WW Fellowships for Excellence in Teaching, both for junior and untenured faculty; and the WW Higher Education Policy Fellowships, which seek to bridge divides between policymakers and higher education leaders, state by state. The Foundation has long experience and strong expertise in administering fellowship programs, and it continues to look for new mission-focused opportunities to do so.

Meanwhile, the next new direction for the Foundation has already emerged: the Woodrow Wilson American History Initiative, which will seek to transform the way American history is taught and learned. To be formally announced this spring, this initiative will create an online platform for students and resources for teachers, seeking to promote active learning, deep understanding, problem solving, critical thinking, and a lifelong love of American history through interactive pedagogies, storytelling, and the inclusion of many voices and perspectives. The Board and staff are enthusiastic, and more details will be rolled out over the course of the year ahead.

The Woodrow Wilson Foundation has seen an extraordinary transformation over the past dozen years. We have been called a seven-decade-old startup. As the Foundation approaches its 75th anniversary, it will continue to evolve in response to national needs in education. It has been a privilege to be a part of this evolution.



Arthur Levine has been president of the Woodrow Wilson National Fellowship Foundation since 2006. A nationally noted leader in education reform, he was previously president of Teachers College, Columbia University.

Letter of Transmittal

In the Woodrow Wilson Foundation's 2018 fiscal year (July 1, 2017–June 30, 2018), the Foundation sustained its longstanding emphasis on preparing leaders and institutions for critical national challenges, with a renewed focus on excellence, opportunity, and equity in education. Once again, we are able to report the creation of new programs and strategies, good progress in continuing programs, and sound operating outcomes across the board.

The largest of the Foundation's recent programs, the Woodrow Wilson Academy for Teaching and Learning, spent much of FY 2018 preparing to become an independent not-for-profit organization, an outcome it successfully achieved at the conclusion of the fiscal year. Staff at the Woodrow Wilson Foundation continue to provide support for the WW Academy's recruitment, admissions, marketing, and communications functions on a contractual basis. This year's audited financials reflect the underlying shifts in resources associated with the separation of the Academy.

Foundation staff also spent much of the 2018 fiscal year preparing for the new Woodrow Wilson Teaching Fellowship in Pennsylvania, which was formally announced in the first quarter of FY 2019. Another new program, the Course Hero-WW Fellowship for Excellence in Teaching, was added to the Foundation's portfolio as a pilot in spring 2018, then renewed for FY 2019; similarly, the WW Higher Education Policy Fellowship, was piloted in FY 2018 and continued for FY 2019.

Meanwhile, the Woodrow Wilson Board—following an assessment of the Foundation's capacity for and expertise in administering fellowship programs—authorized the appointment of a new WW officer to engage in a business development function. This new Director of Fellowship Solutions joined the staff in FY 2018 and has made considerable progress in opening doors with potential new partners for the Foundation.

Resources provided to the Woodrow Wilson Foundation both by corporate and philanthropic partners and by committed individual donors have made possible not only these new initiatives, but also those ongoing programs—the Newcombe, Women's Studies, and Mellon dissertation fellowships—that have been part of the Foundation's portfolio for many years. Each year, to assess and ensure the Foundation's management of its resources, Mercadieu Group of Princeton conducts an annual audit. Mercadieu once again issued a clean opinion in its audit of the Foundation for FY 2018, and the Woodrow Wilson Board of Trustees unanimously approved the audit report in October 2018. The audit report is summarized by the 2018 statement of financial activity on the next page; a full copy of the Foundation's audited financials for 2018 is available at www.woodrow.org.

My colleagues and I take great pride in the work we do with the Foundation's programs, and we are grateful for the trust and commitment of the Foundation's Board, its donors and partners, and its Fellows across the years.



Stephanie J. Hull
Executive Vice President
and Chief Operating Officer

The Woodrow Wilson National Fellowship Foundation

Statement of Activities • Year Ended June 30, 2018

	Unrestricted	Temporarily restricted	Permanently restricted	Total
Public Support and Other Revenue				
Public Support				
Government	\$ 1,472,709	\$ -	\$ -	\$ 1,472,709
Foundations	-	21,492,253	-	21,492,253
Individuals	3,247,793	4,337,159	-	7,584,952
Net assets released from restrictions	<u>19,716,340</u>	<u>(19,716,340)</u>	-	-
Total Public Support	24,436,842	6,113,072	-	30,549,914
Other Revenue				
Investment Income	<u>280,190</u>	<u>89,581</u>	-	<u>369,771</u>
Total Public Support and Other Revenue	<u>24,717,032</u>	<u>6,202,653</u>	-	<u>30,919,685</u>
Expenses				
Program Services				
Higher Education	\$ 3,070,503	\$ -	\$ -	\$ 3,070,503
Teaching and Leadership	<u>18,253,079</u>	-	-	<u>18,253,079</u>
Total Program Services	<u>21,323,582</u>	-	-	<u>21,323,582</u>
Supporting Services				
Management and General	1,739,082	-	-	1,739,082
Fundraising	<u>1,105,650</u>	-	-	<u>1,105,650</u>
Total Supporting Services	<u>2,844,732</u>	-	-	<u>2,844,732</u>
Total Expenses	<u>24,168,314</u>	-	-	<u>24,168,314</u>
Change in net assets	548,718	6,202,653	-	6,751,371
Net assets, beginning of year	<u>2,281,482</u>	<u>23,242,480</u>	<u>1,629,695</u>	<u>27,153,657</u>
Net assets, end of year	<u>\$ 2,830,200</u>	<u>\$ 29,445,133</u>	<u>\$ 1,629,695</u>	<u>\$ 33,905,028</u>

Supporting WW: Donors and

UNRESTRICTED FUNDS

The donor lists below reflect gifts received between July 1, 2017 and June 30, 2018. Donors who have made gifts to the Annual Fund in each of the last three years or since their affiliation with the Woodrow Wilson Foundation began are shown with a teal asterisk (*) after their names.

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Jeffrey C. Cohen MN '86*
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Nathan Cox AF '74
Suzanne Dickie WF '71 DS*
Susan C. Fawcett WF '67 H
Peter R. Formanek AF '68
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Winnifred Sullivan CN '92*
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Pulitzer Prize in Poetry, National Book Award Go to Frank Bidart WF '62

Frank Bidart WF '62 is the Andrew W. Mellon Professor in the Humanities and a professor of English at Wellesley College. He is the 2018 Pulitzer Prize and National Book Award winner, both in poetry, for his work *Half-light: Collected Poems 1965–2016*. The Pulitzer committee called the work “a volume of unyielding ambition and remarkable scope that mixes long dramatic poems with short elliptical lyrics, building on classical mythology and reinventing forms of desires that defy societal norms.” Dr. Bidart is the author of *Metaphysical Dog*, which won a National Book Critics Circle Award, as well as *Watching the Spring Festival*, *Star Dust*, *Desire*, and *In the Western Night: Collected Poems 1965–90*.

Photo: Wellesley College

Funders, FY 2018 (July 1, 2017–June 30, 2018)

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 Kurt S. Maier WF '61

First Pickering Fellow Appointed to Ambassadorial Rank: Dereck Hogan '93

The Honorable Derek Hogan was appointed in fall 2018 as United States Ambassador to Moldova—the first Pickering Fellow to be appointed to the Ambassadorial ranks of the U.S. Foreign Service. A 1993 Fellow, Ambassador Hogan previously served as Deputy Chief of Mission at the U.S. Embassy in Baku, Azerbaijan. He was Senior Advisor to President Obama's Special Representative for Afghanistan and Pakistan, Richard Holbrooke, and served as State Department representative on two civilian-military Provincial Reconstruction Teams in Afghanistan. In Washington D.C., he was Special Assistant to Secretary of State Colin Powell and a Watch Officer in the State Department's Operations Center. Ambassador Hogan received his graduate degree in international relations from Princeton University and his undergraduate degree in Political Science, Philosophy, and Economics from the University of Pittsburgh. Photo: U.S. Embassy Moldova



Supporting WW: Donors and

Giving Back, Paying It Forward: Fellows Gear Gifts to Repay Stipends

Across WW programs, Fellows know how much a fellowship can mean to others. Increasingly, they're deciding to give back.

Anthropologist Bill Bissell, a 1996 Newcombe Fellow who teaches at Lafayette College, writes, "The Newcombe provided generous support for my work at



a critical juncture. It really served as a kind of start-up funding that allowed me to launch a full career of research and writing. Reciprocity is very important in anthropology, and I feel lucky to be able to give a little something back so that future generations of students might have the same—or better!—opportunities that came my way. It is all about opening up possibilities for those who are coming up after us."

Fred D. Baldwin WF '58 says the Woodrow Wilson Fellowship made it possible to leave his East Texas home for a Princeton Ph.D. in American history. After three years of university teaching, he took a post in the Johnson administration, working with one of LBJ's signature poverty programs. After his career as a freelance writer, he and his wife are making decisions about the future. He plans to make WW Annual Fund gifts over the next few years, hoping to match the current value of his 1958 WW stipend.



Fellows who would like to consider a "give-back" commitment are encouraged to contact Courtney Hodock in the WW Development Office at hodock@woodrow.org or 609-945-7882.

Charles E. Marks WF '62 and
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Clifford L. Slayman, Sr. WF '58 H
Quentin T. Smith WF '61
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WW Teaching Fellow Named 2019 Indiana Teacher of the Year

In October 2018, the Indiana Department of Education named Tamara Markey TF '14 the Indiana Teacher of the Year for 2019. Ms. Markey, who teaches engineering in the Lawrence Township Schools (Indianapolis), is in her fourth year of teaching.

In a surprise announcement of the award at her school, Ms. Markey told assembled colleagues and students, “This is the best job anyone could have. It is such a privilege to be an educator.” A former oil industry engineer who, before teaching, had been a stay-at-home parent, Ms. Markey told *Chalkbeat* that she wanted to teach even in college: “I had a counselor say, ‘You know, you’re black, you’re female, and you’re good at math and science. You need to be an engineer,’” she said. “But that desire to teach never went away.”



In 2009, Indiana became the first state to launch the Woodrow Wilson Teaching Fellowship. In 2018, Pennsylvania became the sixth—joining Georgia, Michigan, Ohio, and New Jersey. The program has partnered with 31 universities to prepare math and science teachers for high-need schools. The WW Teaching Fellowships have been funded by the Dodge Foundation, the W.K. Kellogg Foundation, Lilly Endowment, Inc., the William Penn Foundation, the Woodruff Foundation, and several generous state-based consortiums of funders and donors.

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Michael F. Hamm WF '70*
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Wendell R. Houston WF '64
John T. Howald WF '65
Stewart S. Hudnut WF '61 H
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WW Academy Enrolls Inaugural Class, Becomes Independent

In July 2018, the Woodrow Wilson Academy of Teaching and Learning was formally established as an independent graduate school in Cambridge, Massachusetts. Launched in 2015 as a program of the Woodrow Wilson Foundation in collaboration with MIT, the WW Academy focuses on innovative STEM teacher preparation. In September, the first class of teacher candidates began the program at the WW Academy. The Academy has been funded, to date, by the Amgen Foundation, the Barr Foundation, the Bezos Family Foundation, Carnegie Corporation of New York, the Chan Zuckerberg Initiative, the Bill & Melinda Gates Foundation, the Nellie Mae Education Foundation, the Simons Foundation, and several generous anonymous donors.

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New Fellowships for Junior Faculty Complement Suite of WW Faculty, Doctoral Programs

The Course Hero–Woodrow Wilson Fellowship for Excellence in Teaching, established at the Foundation in 2018, joins a set of programs that support pre-tenure faculty. Created with the support of online learning platform Course Hero, the new fellowship emphasizes outstanding undergraduate teaching practices. The first five awards were made to tenure-track faculty in early summer 2018, with the program expanding to include non-tenure-track awards for the next round. The program joins the Career Enhancement Fellowships and the Nancy Weiss Malkiel Scholars Awards, both funded by the Andrew W. Mellon Foundation, as WW initiatives to help outstanding junior faculty balance excellence in research, teaching, and service as they work toward tenure.

At the same time, a longstanding suite of dissertation fellowships continues to support excellence, originality, and promise on the part of doctoral candidates. Launched in 1974, the WW Women's Studies Fellowship has supported more than 500 Ph.D. students in the humanities and social sciences; the Charlotte W. Newcombe Fellowship has, since 1981, assisted just over 1,200 doctoral candidates in completing dissertations on issues of religious and ethical values across the humanities and social sciences.

(Clockwise from top: Ellen Matson CH-WW '18, University of Rochester; Teresita Lozano CN '18, Julius Fleming, Jr. NWM '18, Van Tran NWM '18, Nasrin Olla CN '18, Joseph Bartzel CN '18, Nicole Overstreet NWM '18. Photo of E. Matson: Univ. of Rochester/J. Adam Fenster.



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New WW Program for Senior Leaders Supports Collaboration in Higher Education Policy

While states recognize that higher education is central to their success and institutions of higher education are committed to the communities they serve, the differing agendas that policymakers and higher education leaders balance sometimes make their interactions complex and difficult. Supported by the Henry Luce and Andrew W. Mellon Foundations, the new WW Higher Education Policy Fellowship brings together current leaders who are on a trajectory to shape the future of higher education policy and practice. The 2017–18 inaugural group of Fellows comprised college and university presidents, state higher education executive officers, and chairs of state legislatures' higher education committees. Delegations from four states—Georgia, Indiana, Massachusetts, and New Jersey—attended two weekend symposia, guided and supported by experts in such areas as demographics, higher education finance, and educational technology. The delegations then developed and pursued follow-up initiatives in their home states.

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(From left: Michael O'Donnell WF '66; Nancy Weiss Malkiel, Chair Emerita, WF '65; Julius Fleming NWM '18; Yige Dong WS '18)

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