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On the cover: 2011 Woodrow Wilson Indiana Teaching Fellow David Byron (Ph.D. in entomology) works with students at Carpe Diem Charter School in Indianapolis, Indiana.
Dear Friends of the Woodrow Wilson Foundation:

The Woodrow Wilson National Fellowship Foundation had an exceptionally successful year in 2013–14. On behalf of the Woodrow Wilson Board of Trustees, it is my privilege to present this update on the year’s work, as well as the Foundation’s audited financial report for fiscal year 2013.

The Woodrow Wilson Foundation has long been committed to excellence in education and in educating leaders. Since 1945, the Foundation has sought to identify and develop leaders and institutions to meet the nation’s critical challenges. Over the course of nearly 70 years, Woodrow Wilson has supported the preparation of more than 21,000 Fellows, including college professors, leaders in public policy and foreign affairs, scholars of religion, ethics, and gender, and—most recently—skilled K–12 educators. This group of distinguished Fellows today includes 14 Nobel Laureates, 35 MacArthur “Genius Grant” Fellows, 16 Pulitzer Prize winners, and accomplished people in all walks of life.

Even as the Foundation continues to support achievement in several traditional academic fields, it has also built new emphases. Under the leadership of Arthur Levine, Woodrow Wilson has spearheaded graduate-level teacher preparation programs that are helping to meet urgent national needs, especially in high-need urban and rural schools, for better education in science, technology, engineering, and mathematics—the STEM fields. Moreover, these Woodrow Wilson Teaching Fellowships, by requiring a full year of rigorous practical preparation in classrooms like those where Fellows will ultimately teach, are also helping to reshape the way universities prepare teachers for the next generation. The new Woodrow Wilson MBA Fellowship in Education Leadership will now do the same for school and district leaders, blending an education-based business curriculum with leadership preparation and clinical experience in schools, corporations, and nonprofits.

The Board of the Woodrow Wilson Foundation is proud to share with you this report on some of the Foundation’s recent activities. We are also grateful for the generosity of friends and funders like you, who help make this work possible. Your interest and support are essential to us.

Walter W. Buckley, Jr.
Chair, The Board of Trustees
The Woodrow Wilson National Fellowship Foundation
In the digital age higher education, willingly or unwillingly, will undergo disruptive change. Existing institutions can lead the change or become its victims. If higher education resists, new digital institutions will be established to meet the needs of the time.

This observation isn’t a matter of advocacy; rather, it is a conclusion based on the experience of disruptive change in two industries—the silent film industry, transformed by the advent of sound, and the news media, still being reshaped for the digital age. In each case, the major and highest-status companies resisted the change with dramatically different results.

In news media, the powerhouse companies were slow to respond, and the changes they made were small and inadequate. The rapid emergence of the Internet and cable news spawned an array of popular alternatives and replacements such as Yahoo!, CNN, and The Huffington Post, as well as many more that failed. Between 1990 and 2012, daily newspaper circulation dropped by more than 30 percent. Perhaps most telling; in 2011 The Huffington Post (as an online-only news outlet) sold for $315 million. Two years later, The Washington Post was purchased for $250 million and The Boston Globe was acquired for $70 million. Adjusting for inflation, the sale price of the two traditional newspapers, combined, was still less than that of The Huffington Post.

But what happened in Hollywood was the reverse. The five major studios grew stronger despite eschewing sound for decades. It was 27 years between the first public exhibition of films with sound and the release of the first major Hollywood “talkie,” The Jazz Singer. Even then, senior studio executives scoffed: Harry Warner famously asked, in 1927, “Who the hell wants to hear actors talk?” Jesse Lasky, producer and a founder of Paramount, said patronizingly of his wife’s oil painting of trees blowing in the wind, which hung over his desk, “Do you have to hear the wind to appreciate the artist’s intention?”

Almost universally, the new companies that pioneered in sound failed. One of the few anomalies was Warner Brothers, which made The Jazz Singer—ironically, Harry Warner’s company. Its success was dependent upon merging with the weakest of the big five as controlling partner.

How were the major studios able to thrive in the face of a new technology, while the historic leaders in press were largely undone by new technology? The difference is that the studios controlled film production, talent (actors, writers and directors), film distribution, and exhibition (theater chains). They had a monopoly on all of the elements required to disrupt the industry. In contrast, news media controlled none of these things in the digital age. Anyone could produce content; talent is mobile; distribution occurs via the Internet, and exhibition requires only a mobile device.
Why Higher Education Can’t Avoid Disruption

This brings us to the future of higher education. Its situation is much the same as that of the news media. Content, often of high quality, can be produced by a multiplicity of knowledge organizations, including libraries, museums, software makers, think tanks, and media companies, among others. Talent (professors and other knowledge workers) are free agents. Distribution can be face to face, online, or a blended version of the two. Exhibition can occur on a campus owned by a college or on a digital device owned by the consumer.

The lesson for higher education is that, unlike the studios that resisted the arrival of sound and perpetuated a previous technology, it cannot cling to an analog history. Institutions can’t wait until they are dragged into the digital world. The greater danger is that they will be pushed out as were newspapers.

In the future, higher education will be a blend of brick, click, and brick-and-click institutions. Every college and university—even those that choose to remain primarily brick—must thoughtfully and comprehensively plan its place on that continuum. Too often the response has been frantic: try this, try a little of that, adopt the flavor du jour. At a recent meeting of liberal arts college board chairs, the first question asked was, “Should we offer MOOCs?” This is a shortsighted question in the face of a shift that demands a broader and longer view.

It’s critical that states and their institutions of higher education take this longer view, and make strategic choices now. The future depends upon it.

A version of this essay originally appeared on Forbes.com.
LETTER OF TRANSMITTAL

Dear Friends of the Woodrow Wilson National Fellowship Foundation:

For the 2013 fiscal year (July 1, 2012–June 30, 2013), the Mercadien Group of Princeton, New Jersey audited the Foundation’s financial records and activities, and issued a clean opinion regarding the Foundation’s finances. The statement of financial activity on the next page provides an overview of the audit report. A full copy of the Foundation’s 2013 audit report may be found on the Woodrow Wilson website at www.woodrow.org.

This audit report was accepted by a unanimous vote of the Board of Trustees of the Woodrow Wilson Foundation at its meeting of October 10, 2013.

Stephanie J. Hull
Executive Vice President
and Chief Operating Officer

CURRENT WOODROW WILSON PROGRAMS

The Career Enhancement Fellowships

The Mellon Mays (MMUF) Dissertation and Travel/Research Fellowships

The Mellon Mays Fellows Professional Network

The Charlotte W. Newcombe Doctoral Dissertation Fellowships

The Thomas R. Pickering Foreign Affairs Fellowships

The Woodrow Wilson Dissertation Fellowships in Women’s Studies

The Woodrow Wilson MBA Fellowship in Education Leadership

The Woodrow Wilson Teaching Fellowship

(five states: Indiana, Michigan, Ohio, New Jersey, Georgia)

The Woodrow Wilson Teaching and Learning Lab

(under development)

The Woodrow Wilson Higher Education Policy Fellowship

(under development)

The Woodrow Wilson National Fellowship Foundation identifies and develops leaders to meet the nation’s most critical challenges.

In 1945, the Foundation was created to meet the challenge of preparing a new generation of college professors.

Today Woodrow Wilson offers a suite of fellowships to address national needs, including the education of teachers and school leaders.
## The Woodrow Wilson National Fellowship Foundation

### Statement of Activities • Year Ended June 30, 2013

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<th>Unrestricted</th>
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<td>Change in net assets</td>
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<td>Net assets, end of year</td>
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<td>$33,809,800</td>
<td>$1,629,695</td>
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Four States Name Woodrow Wilson Teaching Fellows

In June 2014, more than 200 Woodrow Wilson Teaching Fellows were named in four of the program’s five states — Indiana, New Jersey, Michigan, and Ohio. The announcements included the first-ever class of WW Teaching Fellows in New Jersey. The 2014 class included former cancer researchers, aerospace engineers, and conservation managers, as well as top recent graduates. The state of Georgia will welcome its first Fellows in 2015.

Left: Jarred Phillips, Yale Class of 2014 (molecular biology), speaks about his commitment to teaching during a June 10, 2014 event in New Jersey Governor Chris Christie’s office. Photo: Tim Larsen/Governor’s Office.
Donors and Funders, 2013

David W. Sharp WF '60
Judith M. Stanley WF '59
Andrew S. Szegedy-Maszak WF '70, in honor of Robert Weissbach
Laurence Thomas
Robin Torrence WF '71
Martha M. Watts WF '60
Thomas S. Weisner WF '65

FRIENDS ($250 - $499)
Anonymous (2)
Gerald P. Alldredge WF '58
Jonathan Arcar WF '67
David B. Arnold WF '58
Herbert B. Asher WF '66
George B. Baldwin WF '47
Herbert B. Asher WF '66
James P. Carson CN '84
Kathryn J. Burns CN '92
Lela G. Noble WF '61
Horace M. Newcomb WF '64
Anthony A. Newcomb WF '63
Deane E. Neubauer WF '62
Lester R. Morss WF '65
Sandra O. Moose WF '63
John W. Moore WF '61 H

SUPPORTERS ($100 - $249)
Anonymous (42)

FIRST WOODROW WILSON MBA FELLOWS IN EDUCATION LEADERSHIP ANNOUNCED

Fifteen WW MBA Fellows in Education Leadership have begun their preparation at the University of Indianapolis—the first class in this new program. Fellows are current educators, selected by their districts, who complete a rigorous academic program that combines leadership perspectives and executive skills with tailored education courses and a year of clinical experience.

Above right: Dominic Day and Sara Hunter, two of the first WW MBA Fellows in Indiana, flank Woodrow Wilson President Arthur Levine at the June 2014 announcement event.
Woodrow Wilson Fellows Receive National Humanities Medals


Dr. Bowen, former President of Princeton University and of the Andrew W. Mellon Foundation, was recognized for his leadership and research in higher education, on issues ranging from access to higher education for women and students of color to digital education. Dr. Putnam, a political scientist in the Kennedy School of Government at Harvard University, was cited for his studies of community and engagement in the United States.

Donors and Funders, 2013

Charles Alton Frye WF ’58
Nelly Furman WF ’63
Frank F. Furstenberg, Jr. WF ’61
William A. Galston WF ’67
Ann M. Gantz WF ’67
Lloyd C. Gardner WF ’56
William J. Gedale WF ’64
John C. Gibert MN ’83
Dorothy S. Ginter WF ’58
Charles M. Glashausser WF ’61 H
Steven C. Glogger WF ’64
Allan P. Gold WF ’67
Annette G. Goldsby MN ’90
Michael F. Hamm WF ’70
R. Stanton Hales, Jr. WF ’64
Raziel S. Hakim WF ’67 H
John R. Hailman WF ’65
J. Thomas Haigh WF ’65
Wynne A. Guy WF ’66 H
Marcia A. Grumme WF ’65
Frank D. Grosshans WF ’63
Charles E. Gribble WF ’57
G. Jonathan Greenwald WF ’64
Amy E. Greenstadt CN ’99
Susan C. Greenfield MN ’84,
    on behalf of Joan Scott
Vincent Jubilee WF ’65
Jose R. Juarez WF ’57
Nolan E. Jones WF ’72
Karen H. Johnson WF ’67
A. Dobie Jenkins WF ’61
Jeanne Vaneco and Michael Jacoff WF ’65
Alessa John ’83
Karen H. Johnson WF ’67
Martha N. Johnson WF ’65
Nolan E. Jones WF ’72
Ralph T. Jones WF ’65
Richard S. Jorgensen WF ’64
Jose R. Juarez WF ’57
Vincent Jubilee WF ’65
Lori Kaiser, in honor of Michael Kaiser,
    a great teacher
Niki H. Kanzios MN ’91
Maryjane Kars WS ’91
Joshua T. Katz MN ’91
Victor J. Katz WF ’63 H
Herbert C. Kay WF ’59
John T. Kearns WF ’58
Vida C. Kenk WF ’61
Charles F. Kennel WF ’59
William C. Kerr WF ’62
Peter R. Kileen WF ’64
Larry G. Kincaid WF ’61
Alton R. Kilk Mlk ’70
Mike Kitay WF ’52
Judith P. Klink WF ’59
Theodore Knipe, Jr. WF ’61
Gary G. Koch WF ’63 H
Tia M. Kollaba MN ’86
Neil K. Komesar WF ’63
Eileen R. Kott WT ’87
Michael J. Kraus WF ’59
Joseph E. Kruppa WF ’60
Allan J. Kueste WF ’62
Nessim Lagnado WF ’63
William G. Laidlaw WF ’59
Bary Lam MN ’01
Rudy Landesman WF ’59
Sara B. Landon WF ’64
Marc B. Lange MN ’85
Richard S. Lanier WF ’65
Alan D. Latta WF ’62
William E. Laukatis WF ’61
Kathryn Y. Laurent WT ’94
Judith R. Lave WF ’61
Charles S. Layman CN ’82
J. William Leasure WF ’58
Maurice d. Lee, Jr. WF ’46
Andrew Lees WF ’63
    and Lynn Lees WF ’63
Gordon E. Legge WF ’71
Laura Lein WF ’69
Margaret A. LeMone WF ’67 H
Annabelle L. Lench WT ’84
Marina A. Leslie CN ’89
James A. Levine WF ’67
Robert J. Lewis WF ’87
Sher-shueh Li CN ’98
William F. Lichliter WF ’65
William D. Liddle WF ’59
James W. Liebert WF ’68
Thomas M. Liggett WF ’65
Benjamin G. Liles, Jr. WF ’61
Patricia H. Lin WF ’64
Wayne A. Linder WF ’65
Lawrence Lipking WF ’55 and Joanna Lipking WF ’58
James L. Livingston WF ’62
William A. Longacre WF ’59
Frank K. Lorenz WF ’59
John K. Lottinville WF ’60
Joseph L. R. Love WF ’60
Paul A. Lucas WF ’63
Deborah Lustig WT ’93
David J. Lutzter WF ’64
Gary Luxton WF ’64
Anthony Luzzi WF ’80
James R. Maar WF ’65
George Macinko WF ’53
Judith S. Mack WF ’60
Elaine Maclachlan WF ’55
Wayne H. Macvey WF ’66
Paul P. Maffei WF ’63
Charles S. Maier WF ’60 H
Donald C. Main WF ’68
Helen A. Manfull WF ’55
Anne M. Mannion WF ’58,
    deceased
Rita M. Mantel WF ’70
Janet E. Marott WF ’66
Sanford E. Marovitz WF ’60
Antoinette M. Marrero ST
Dominic F. Marta WF ’62
Julia J. Marvin CN ’95
Myra Marx Ferrer WT ’74
Carol A. Mason WF ’67
John C. Mather WF ’68
Stuart M. Matlins WF ’60
Joyce B. Maxwell WF ’63

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The William Penn Foundation
PepsiCo Foundation
Pfizer Foundation
Redlich Horwitz Foundation
Say Yes to Education
Tisbest Philanthropy
The Winston Foundation
Winston Salem Foundation

PROGRAM/FELLOWSHIP FUNDING

INDIVIDUALS
Anonymous
Heidi M. Brooks PP ’92
Norma F. Broude WF ’62
Jennifer A. Chalsty
Nancy N. Chen CN ’92
Thomas B. S. Chun WT ’94
Jennifer Grunenberg TR and Bud Grunenberg
Henry J. Gwiazda, II WF ’66
Frances S. Hasso WS ’96
Frank Knobloch WF ’70
William Lilley, III TR, WF ’59, to carry forward the Woodrow Wilson Teaching Fellowship, in honor of Walter Buckley and Arthur Lemne
Janet Lysaght WF ’61, deceased
M. Brian and Sandra Maher
Albert W. Merck, deceased, and Katherine K. Merck
LeRoy J. Mottla WF ’65
John and Laura Overdeck
Charles A. Scudder WF ’58
Marci B. Sternheim WS ’84
Margaret A. Strobel WS ’74
Frank E. Taplin TE, deceased, and Margaret Taplin, deceased
John Voll
Paul W. Zitzewitz WF ’64, deceased, and Barbara Zitzewitz

ORGANIZATIONS
Anonymous
The Annenberg Foundation
C.E. and S. Foundation, Inc.
Citizens Charitable Foundation
The Cleveland Foundation, Inc.
The Columbus Foundation (CF)/ Battelle Foundation Fund
Geraldine R. Dodge Foundation
Drug, Chemical & Associated Technologies Assn.
Doris Duke Charitable Foundation
Educational Testing Service
Sidney E. Frank Foundation
GAR Foundation
The Bill & Melinda Gates Foundation
The George Gund Foundation
Indiana University
Jaffe Family Foundation
The Martha Holden Jennings Foundation
Jobs for the Future, Inc.
The Robert Wood Johnson Foundation
JPMorgan Chase Foundation
W.K. Kellogg Foundation
The Kern Family Foundation
Lilly Endowment, Inc.
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Newark Trust for Education
The Charlotte W. Newcombe Foundation
Ohio Board of Regents
Ohio Department of Education
PSE&G Foundation
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William E. Simon Foundation
Henry & Marilyn Taub Foundation
U.S. Department of State
Victoria Foundation, Inc.
Walton Family Foundation

LIFETIME SUPPORTERS (Cumulative $25,000+, 1945 - June 30, 2013)
Anonymous Trustee
Letitia Baldrige FT, deceased
Dede Thompson Bartlett TE
William A. Bomberger WF ’71
Walter W. Buckley, Jr. TR, Chair

FORTY NEW PICKERING FELLOWS ANNOUNCED FOR 2014–15

In June 2014, the Foundation announced the selection of the 21st class of Thomas R. Pickering Undergraduate Foreign Affairs Fellows and the 18th class of Pickering Graduate Foreign Affairs Fellows—a total of 40 new Pickering Fellows. Over the past quarter-century the Pickering programs, administered by the Woodrow Wilson Foundation for the U.S. Department of State, have named more than 650 exceptionally qualified candidates who enter preparation for careers in the Department’s Foreign Service.

Left to right: New Pickering Undergraduate Fellows Emmanuel Laboy and Nobuko Maybin; new Pickering Graduate Fellows Atanda Oluwadamisi and Elizabeth Trobaugh.
TWO LONGSTANDING DISSERTATION FELLOWSHIPS CONTINUE TO SUPPORT PH.D. WORK IN HUMANITIES AND SOCIAL SCIENCES

The Charlotte W. Newcombe Doctoral Dissertation Fellowships and the Woodrow Wilson Dissertation Fellowship in Women’s Studies have supported outstanding doctoral candidates for decades. The recently restructured Women’s Studies Fellowships have just celebrated their fortieth year, with more than 500 Ph.D.s supported since 1974. Ten new Women’s Studies Fellows were named in 2014. The Newcombe Fellowships were awarded this year to 22 doctoral candidates working on questions of values in religion and ethics. Funded by the Charlotte W. Newcombe Foundation of Princeton, the Newcombe Fellowships have provided funding for more than 1,100 candidates’ dissertation work since the program was launched in 1981.

Top to bottom: 2014 Newcombe Fellows Amy Hyne, Yazan Douganah, and Divya Cherian.
2014 Woodrow Wilson Women’s Studies Fellows Tamika Richeson, Ghassan Moussawi, and Laura Hughes.

Jennifer A. Chalky
John S. Chamberlin TE
Edward T. Cone
James R. Connor TE, WF ’51
Esther W. Couper, deceased
Richard W. Couper TE, deceased
Dan D. Crawford WF ’63
Christel De Haan TR
Donald L. Drakeman FT
Ernest H. Drew FT, WF ’58
Elizabeth A. Duffy TE and John Catman
Eleanor Thomas Elliott, Chair Emerita, deceased
Susan C. Fawcett WF ’67 H
Charles E. Fiero TE
Julia E. Fishelson
Walter F. Gaps TE, deceased
Robert F. Goheen TE, WF ’45, deceased
Alex Gold, Jr. WF ’67
Juliet Goodfriend FT
Frederick L.A. Grauer TR, WF ’69
Patricia Green
Jennifer Guernsey TR and Bud Guernsey
Ethan Hawke
J. Roderick Heller TE, WF ’59
Carleton A. Holstrom FT
Robert Horwitz and Catherine Redlich
Thomas C. Hudnut TR
Helen M. Hunt WF ’65 H
Jaffe Family Foundation
John Katzman TR
Jan Krukowski TR
Richard A. Levao TE
Arthur E. Levine TR
William Lilley, Ill TR, WF ’59
Frank Lorenzo TR
Janine Luke
and Melvin R. Seiden, deceased
M. Brian and Sandra Maher
Nancy Weiss Malkiel TR, WF ’65
Seymour L. Meisel TE
Albert W. Merck, deceased, and Katherine K. Merck
Marie D. Moore WF ’63, deceased
Enid and Lester Morse
John and Laura Overdeck
Scott E. Pardee FT, WF ’58
Jane Phillips Donaldson TR
George W. Pitcher
Charles T. Price WF ’60, deceased
Philip D. Reed, Jr. FT, deceased
Mina Rees TE, deceased
Dennis R. Reigle TE, AF ’69
Haskell Rhett TE
Howard S. Richmond
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Frank E. Taplin TE, deceased, and Margaret Taplin, deceased
Ward C. Thorne, deceased
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Karen M. Walowit WF ’64, deceased
Robert A. Weissbuch FT
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Richard R. West WF ’61
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Michael R. Winston TE, WF ’62

LEGACY CIRCLE (Planned Giving)
Archie E. Albright VF, deceased
Morris Bol WF ’58
Jo Allen Bradham WF ’59
William R. Brainerd WF ’61
George P. Croal WF ’63
Edmund S. de Chasca WF ’66, deceased
Norman H. Dill WF ’60, deceased

ELEANOR THOMAS ELLIOTT INNOVATION FUND
David Alexander TE, deceased
James R. Connor TE, WF ’51
Joseph J. Fins VF
Alice B. Hicks
Phyllis L. Levin
Janine Luke and Melvin R. Seiden, deceased
Anne C. Thomas and Tony Siesfeld
Frank W. Wadsworth TE, WF ’46, deceased

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ABBREVIATIONS:
AF = Administrative Fellow
CEF = Career Enhancement Fellow
CN = Charlotte Newcombe Fellow
DS = Dissertation Fellow
FS = Former Staff
FT = Former Trustee
GFAF = Pickering Graduate Foreign Affairs Fellow
H = Honorary
IP = Institute for International Public Policy Fellow
MLK = Martin Luther King, Jr. Fellow
MN = Mellon Fellow
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RU = Rural Policy Fellow
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