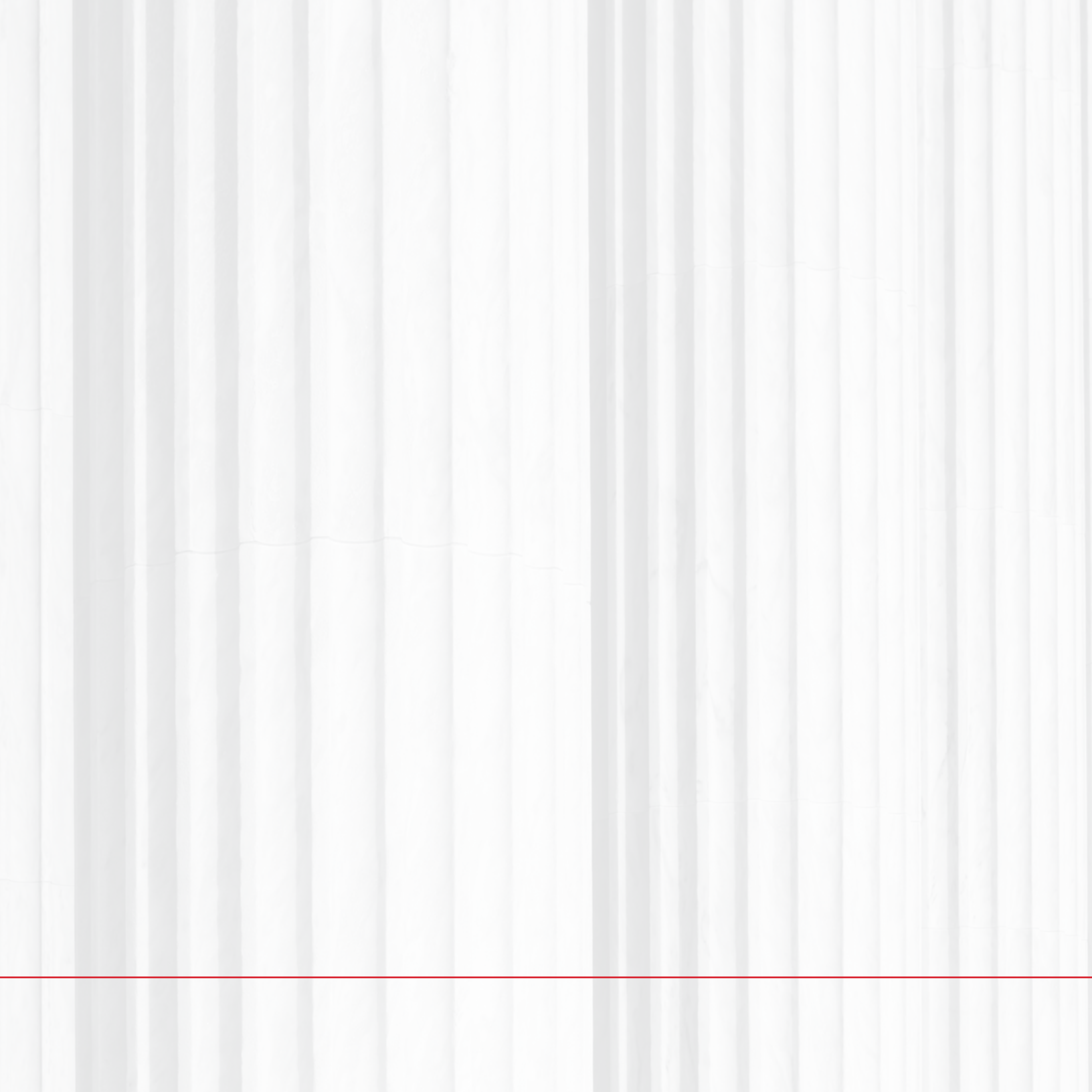


The
ECONOMIC CLUB
of WASHINGTON, D.C.

THE PREMIER FORUM FOR LEADERS

ANNUAL
REPORT

2011-2012



The
ECONOMIC CLUB
of WASHINGTON, D.C.



THE PREMIER FORUM FOR LEADERS

MESSAGE

from the PRESIDENT



For the past 25 years, The Economic Club of Washington, D.C., has served as a bridge bringing the region's business, government, and diplomatic communities closer together by providing a forum for globally recognized leaders to speak on a wide variety of issues. This quarter century milestone was celebrated throughout the Club's 2011–2012 season, culminating in a special anniversary dinner in June.

At that dinner, more than 1,600 members and guests joined in a tribute to the Economic Club's history, including its founders and past presidents, and the role that the Club has played in forging stronger links among the dispersed business community of the Washington metropolitan area. The evening's program featured an interview with special guest Warren Buffett, a personal video message from President Obama, and a historical video about the Club. A special commemorative book highlighting the Club's history, through memorable quotes drawn from noted guest speakers across our first 25 years, was also produced and presented to the members and guests.

The Club's commitment to giving back to the greater Washington community was acknowledged in a very special

way at the celebration through the presentation of the Economic Club's 25th Anniversary Community Grants. Ten nonprofit organizations providing services to underserved youth in the area were each awarded a special, one-time grant of \$50,000.

The anniversary season also began on a memorable note, starting with back-to-back lunch meetings featuring, first, Speaker of the House of Representatives John Boehner (R-OH), and a day later, the Honorable Thomas Donilon, National Security Advisor. Speaker Boehner delivered a major economic policy speech on the heels of one made a week prior by President Obama.

In between, Economic Club members and their guests heard from eight other distinguished leaders from the worlds of business and government. Highlights of these speakers' remarks are featured in the following pages.

These type of signature events extend the impact of the Club well beyond the members and their guests. The extensive media coverage that most events attract makes it possible for a worldwide audience to learn of the knowledge and information shared by the business and government leaders who are our featured

speakers. Most events are now covered by several national and international television outlets, global news services, web-based publications, foreign press, and major national reporters and photographers. This international dissemination of our speakers' key points is one of the reasons why so many well-respected leaders view the Economic Club as a preferred speaking platform.

Throughout the 25th season, members also exchanged their knowledge and experiences in smaller group settings through the Club's Member-hosted Dinner series and our newly launched Executive Conversations program. Initiated this spring, the Executive Conversations are exclusive events for Economic Club members only. Individual Club members host a small group discussion, for about 20 other members, at the host organization's offices. Executive Conversation hosts determine the topic for discussion, most often sharing information about trends and developments in their particular fields.

Also of importance in this milestone year, the Economic Club doubled its commitment to the education program that awards scholarships to graduating seniors from D.C.-area public schools. At a special presentation in May, 44 seniors

were honored as the recipients of the David M. Rubenstein/The Economic Club of Washington, D.C. Scholarships. Each awardee received a two-year college scholarship totaling \$10,000.

Now we begin the next quarter century for the Economic Club of Washington. As the business community in our nation's capital continues to expand, the Economic Club will keep pace. We will continue to provide a forum in which prominent business and government leaders can express their views on the most important economic and policy issues of the day, and how those issues affect the region, the nation, and the world. Through these activities, and the resulting media coverage they attract, we will continue to expand awareness of The Economic Club of Washington, D.C., as "The Premier Forum for Leaders."

We appreciate your interest in the Club and welcome your participation and support.

Sincerely,



DAVID M. RUBENSTEIN | PRESIDENT



The ECONOMIC CLUB *of* WASHINGTON, D.C.

Organized in 1986 as a nonprofit, non-partisan corporation, The Economic Club of Washington, D.C., was established in recognition of the unique and critical role that Washington plays in the national and world economies and because of the Washington metropolitan area's increasing economic diversity and importance as a center of business activity. One goal of the founders was to create a forum from which eminent global leaders from all different sectors of life could share their insights about major issues. Secondly, the founders wanted to build an organization that would generate and promote a greater sense of community among the area's top executives, regional and national government officials, and members of the diplomatic community.

Since that time, the Economic Club of Washington has evolved into a vibrant mechanism for connecting prominent business leaders in the Washington, D.C., area. It also has become an influential forum for the exploration of national and global public policy issues, ably fulfilling the dual mission for which it was formed.

Today, the Economic Club is one of the most sought after speaking forums in the country. The list of speakers who have addressed the Club over the past 25 years includes a President of the United States, a former Prime Minister of the United Kingdom, the Speaker of

the House of Representatives, heads of the Federal Reserve Board, every Secretary of the Treasury since 1986, numerous other Cabinet members and government officials, and many leaders of Fortune 100 corporations. An average of 350 members and guests attend each meeting with attendance for some events surpassing 600.

Economic Club members are Washington area company CEOs and CFOs, entrepreneurs, investment professionals, government affairs professionals, lawyers, accountants, and local government officials. Currently, the Club has more than 600 members.

In addition to our signature events presenting featured speakers, the Economic Club sponsors other programs that draw the metropolitan region's business community closer together and provide opportunities for area business leaders to share information and learn from each other about unique industry trends. The Club also is committed to giving back to the greater community in which our members live and work. Members actively support education initiatives that annually award \$30,000 in doctoral candidate fellowships. The David M. Rubenstein/Economic Club of Washington Scholarship Program presents \$440,000 every year in college scholarships to seniors graduating from Washington, D.C., public schools.

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**current as of September 2012*

SIGNATURE EVENTS

25th ANNIVERSARY SEASON · SEPTEMBER 2011 - JUNE 2012

Eleven prominent leaders from the worlds of international business, government, and finance shared their insights into major economic issues of the day, along with thoughts on a variety of other topics, at signature events hosted by The Economic Club of Washington, D.C., during the 2011–2012 season. Profiles of these prestigious speakers and highlights of what they had to say follow.

“We haven’t lost the secret sauce. When I was born in 1930, the Dow was 252 ... That was a high for the year. ... look at what has happened since that time. We went through a terrible war. We went through a terrible Depression. We went through 25 percent unemployment. We went through thousands of banks closing—six for one. We’re not smarter than the people in 1930. We don’t work harder than the people in 1930. **We’ve just got a system that works. It’s been working since 1776, and it will keep working.**”



WARREN E. BUFFETT

CHAIRMAN AND CEO
BERKSHIRE HATHAWAY INC.

JUNE 5, 2012

One of the most highly regarded businessmen in the world, Warren Buffett was the featured guest for the Economic Club of Washington’s dinner celebration that brought the 25th anniversary season to a close. At that event, Mr. Buffett engaged in a spirited conversation with President David M. Rubenstein that covered a wide range of topics, including tales of how he began his investment career, his philosophy toward investment and business management, the state of the United States and global economies, and his opinion regarding resolution of the U.S. deficit crisis.

“... to give you a sense of how the world has changed, in the past 5 years, two-thirds of global growth has come from developing countries. So part of the change of the nature of the World Bank is that **what used to be seen as charity or good heartedness is now fundamental mutual interest** and national interest, because that’s where the growth is coming from, a lot of opportunities are coming from.”



THE HONORABLE ROBERT B. ZOELICK

PRESIDENT
THE WORLD BANK GROUP

MAY 16, 2012

This was a second appearance by the Honorable Robert B. Zoellick at the Economic Club of Washington. It bracketed a 2008 speech that Mr. Zoellick made at the beginning of his term as President of The World Bank Group. This time, Mr. Zoellick sat down with President Rubenstein to discuss his service in that position as he was nearing the date for his departure from the Bank. Global economic conditions and expected developments in the near future also were topics of conversation.

“...we need to evolve the business models that started in print magazines, TV over the air, movies on the screen at a theater—we need to evolve those so that they work to support that creative enterprise in the Internet century, so that everybody gets our products the way they want, it’s affordable for everyone on the planet to get it so that it increases the civic aspect of what we do.”



JEFFREY L. BEWKES

CHAIRMAN AND CEO
TIME WARNER INC.

MARCH 14, 2012

Jeffrey Bewkes is the leader of one of the most influential global corporations in media and entertainment with businesses in television networks, film and TV entertainment, and publishing. Around the world, Time Warner has about 34,000 employees, a \$35 billion market cap, and \$30 billion in revenue. Mr. Bewkes joined President Rubenstein this year to talk about what lies ahead for these businesses.

“The story of America really is a story of people taking risk, including original folks who came over here on boats just believing there was a better life, a better world ahead. ... **The reason we’ve developed over the past two centuries to be the leading economy in the world is the work of entrepreneurs, creating not just companies but entire industries.** That really has propelled us into a leadership position globally.”



STEVE CASE

CHAIRMAN AND CEO
REVOLUTION, LLC
FOUNDER OF AOL

FEBRUARY 23, 2012

Near the top of the list of the entrepreneurs who launched the Internet communications revolution, Steve Case today devotes much of his time and energy to promoting the cause of entrepreneurship and innovation. Through Revolution, LLC, a company he founded in 2005, he partners with more than a dozen entrepreneurs as an investor and mentor. At the Economic Club, Mr. Case discussed with President Rubenstein the importance of entrepreneurship to the health of the American economy and public policy changes that are needed to safeguard and promote American innovation.



WALTER ISAACSON

PRESIDENT AND CEO
ASPEN INSTITUTE
AUTHOR OF THE BESTSELLING BIOGRAPHY
STEVE JOBS

JANUARY 19, 2012

“...I suspect ... that **the iPad will do more to reform education than all of the Packard Foundation and Gates Foundation education programs.** Even today, when you go home tonight, you’ll read that they released a textbook maker for iBooks, as well as iTunes University, which will totally disrupt the textbook industry. It was one of the last things he [Steve Jobs] talked to me about ... —his desire that textbooks will be interactive and online.”

A well-regarded biographer of eminent historical figures and President and CEO of the Aspen Institute, Walter Isaacson came to the Economic Club of Washington to talk about his most recent biography, *Steve Jobs*, an intimate look at the personal and professional life of Apple’s founder and CEO. In a conversation with President Rubenstein, Mr. Isaacson talked about what it was like to collaborate with Mr. Jobs in researching this biography, what he was like as a man and a technological visionary, the revolutionary impact he had on daily life for billions of people around the world, and his legacy.

“It’s as though we have two rival systems. We have the systems that we know today—governments, politics, law—which in many ways are beginning to converge around international law and the other things that all of you are experts in. But **we have another society that’s emerging—the society of cyberspace**—which has in many ways its own unifying principles. All

of you are familiar with them. And they’re beginning to come into conflict, especially in some governments in some places, because they’re **empowering people in a way that they were never empowered before.**”



ERIC E. SCHMIDT

EXECUTIVE CHAIRMAN
GOOGLE

DECEMBER 12, 2011

Eric Schmidt was making a second appearance at the Economic Club of Washington when he spoke in December 2011. He first spoke to the Club in June 2008. Mr. Schmidt, who also serves as an adviser to the President’s Commission on Science and Technology and is chairman of the President’s Commission on Innovation, focused his remarks on the impact technology is having on society and what the future might bring in that regard.

“My talk today is simple and direct. **To achieve sustained economic growth right now, we need: one, a bold, immediate jobs plan** to inject demand, help this recovery take hold and have a meaningful impact on jobs over these next 12 to 18 months; and two, a balanced plan for long-term fiscal discipline that combines savings from entitlements and revenues from the most fortunate while ensuring we continue to invest in the potential of our young people and the economic dignity of our working families.”



THE HONORABLE GENE SPERLING

DIRECTOR, NATIONAL ECONOMIC COUNCIL
AND ASSISTANT TO THE PRESIDENT FOR
ECONOMIC POLICY

OCTOBER 31, 2011

The Honorable Gene Sperling came to the Economic Club this past year after accumulating more than 11 years of experience in helping to craft and guide economic policy in Democrat administrations. He was serving for the second time as Director of the National Economic Council. His first appointment was during the Clinton Administration when he served in this position from 1997 to 2000. During his remarks to the Economic Club, he made the case for adoption of economic measures that the Obama Administration maintained would stimulate jobs growth and lead to a long-range plan for a balanced budget.

“... this idea of impatience with the status quo seems to be a prerequisite, I think, for sustaining successful companies through our time. I believe that we are losing this edginess



URSULA BURNS

CHAIRMAN AND CEO
XEROX

WEDNESDAY, OCTOBER 5, 2011

The topic of Ursula Burns’ remarks at an Economic Club dinner meeting was “Impatience is a Virtue.” She made the case that leaders and policy makers in all

sectors have become too satisfied with the status quo. Rather than focus on what can’t be done, Ms. Burns maintains that much more impatience with “what is” should be exhibited along with passion for “what might be.” In a follow-up discussion session with President Rubenstein, Ms. Burns also shared aspects of her compelling personal story.

that we had years ago as companies and as a nation. I would argue that **we all need to shift our focus and our emphasis and our thinking away from what we can’t do to things that we can do.** The best way to shift this emphasis is to be totally fed up with the things that are happening today and—not just complain about them—but do something about them.”

“In international relations, it’s those shared interests and those historical ties that, at the end of the day, are critical. **Countries don’t engage with each other if it’s not in their interest.**”



THE HONORABLE THOMAS DONILON

NATIONAL SECURITY ADVISOR

SEPTEMBER 16, 2011

The Honorable Thomas Donilon is one of the few people who have been presidentially appointed to serve in the Carter, Clinton, and Obama administrations. As the National Security Advisor, he had led more than 500 daily morning briefings for the President of the United States at the time of his appearance at the Economic Club of Washington. During his conversation with Economic Club President Rubenstein, he spoke about current national security issues. In particular, he addressed situations in the Middle East with which the U.S. currently was dealing, including the diplomatic relationship with Saudi Arabia, support for Israel, and the rebellion in Libya.

“We all know the economy is stalled, and it’s been stalled. And it’s not because the American people have lost their way. **It’s because their government has let them down.**”



THE HONORABLE JOHN BOEHNER (R-OH)

SPEAKER OF THE HOUSE OF REPRESENTATIVES
SEPTEMBER 15, 2011

Speaker of the House of Representatives John Boehner used his time at the Economic Club in September to deliver a major speech outlining his vision of the course that should be adopted to resolve the economic and job crisis currently gripping the country. In his remarks, Speaker Boehner focused on a theme of liberating “America’s economy from government policies that are stifling private-sector job creation.” He also attacked what he deemed “short-term fixes and gimmicks that are labeled ‘job creation’ by politicians, but which actually impede economic growth.” The Speaker gave this speech just one week after President Obama addressed a joint session of Congress to present his plan for confronting the same challenges.

NOTE To view the full transcripts of all the Signature Events held during the Economic Club’s 25th anniversary season, please visit www.economicclub.org.



AROUND THE WORLD

SPEECH EXCERPTS · SIGNATURE EVENTS

“... we’re also now—in the past decade — seeing the globalization of entrepreneurship. Other nations around the world are realizing that this is part of the secret sauce that’s made America unique and are trying to replicate that and put the right policies in place to create their own entrepreneurial ecosystems. ... We need to make sure we’re not asleep at the wheel now and don’t lose entrepreneurship and these high-growth innovative companies to other nations as they step up their game.”

STEVE CASE

CHAIRMAN AND CEO
REVOLUTION, LLC
FOUNDER OF AOL

FEBRUARY 23, 2012



“... the evidence with respect to Osama bin Laden being in Abbottabad, Pakistan, was circumstantial. It was an intensive intelligence analysis. It was the result of work that took place during the course of two administrations, over two presidents. Many of the same people who had been working on it with President Bush were working with us in the Obama Administration ... at the end of the day it was a circumstantial case. It still was the best evidence we had with respect to the whereabouts of Osama bin Laden since his getting out of Tora Bora many years earlier. ... it really was a judgment call. But, the President had tremendous confidence in the ability of the Special Forces to execute the mission. ... he had 100 percent confidence in the ability of the Special Forces to go in, secure the place in Abbottabad, and get back.”

THE HONORABLE THOMAS DONILON

NATIONAL SECURITY ADVISOR
SEPTEMBER 16, 2011

“There are opportunities across all of these [emerging] markets. To give you an example, our returns on equity in sub-Saharan Africa at IFC (*International Finance Corporation*) have been, I think, 23 percent, 24 percent. Our returns overall are 18 percent. The point is sub-Saharan Africa grew

THE HONORABLE ROBERT B. ZOELICK

PRESIDENT
THE WORLD BANK GROUP

MAY 17, 2012

“... we should support protection of intellectual property and try to do it in a way that is equal to how we support physical property. We should try to figure out how to do that, because intellectual property is increasingly important to maintaining the most important human activities on the planet. ... we ought to try to keep putting forth a free trade regime in the world. ... it's very much in the interest of freedom generally—political freedom, freedom of expression, prosperity, and the ability to develop things that cure the material needs of the people on the planet—to have property protected and not stolen and to have free trade rather than arbitrary political units distorting what people want to do.”

JEFFREY L. BEWKES

CHAIRMAN AND CEO
TIME WARNER INC.

MARCH 14, 2012

5 percent or 6 percent a year for a decade before the crisis and is now sort of back up. I use sub-Saharan Africa not saying that it would be my ultimate investment choice but saying we're moving to a world of multiple poles of growth. People pay attention to China or they pay attention to India, and they should. But what they also should recognize is there are lots of other individual opportunities and markets where people are doing reforms. ... IFC supports about 180 private equity funds around the world. We're trying to help build this as a market, as a vehicle for intermediation, not only for financing but to help with these businesses.”

“My view ... is that we should be very optimistic about all of this; that the world is not perfect, but the world is going to be a much safer place, a much more informed place; that the value of the platforms, and I think American values—speaking as a proud citizen—the things that we can bring to the world really will change a lot of those countries and lift people out of poverty and information poverty. You think about it. We're in this perverse situation where it's more important to have a mobile phone than to have running water in your home. That's how powerful the drug of information and connectivity and communication and globalization really is.”

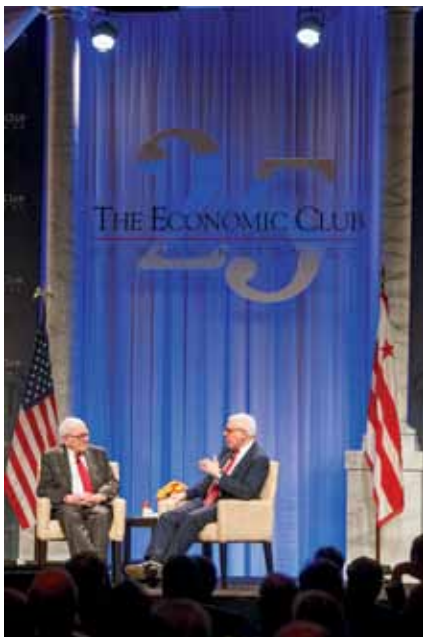
ERIC E. SCHMIDT

EXECUTIVE CHAIRMAN
GOOGLE

DECEMBER 12, 2011

ECONOMIC ISSUES

SPEECH EXCERPTS · SIGNATURE EVENTS



“... if you asked everybody here how much the federal government should be raising annually or in aggregate over the next 10 years, the answers would come in somewhere between 18 ½ percent and 19 ½ percent, which is close to what’s been the situation since World War II. If you asked them how much the government should be spending, they’d probably come in at 21 percent, some would come in at 20 ½ percent or 21 ½ percent. ... that means getting more from taxes and it means cutting expenditures. The problem is that the Democrats don’t want to talk about what expenditures they would cut and the Republicans don’t want to talk about increasing revenues.”

WARREN E. BUFFETT

CHAIRMAN & CEO
BERKSHIRE HATHAWAY

JUNE 5, 2012

“... the Western world has a jobless problem. But when I look at it ... I’m convinced that there is an answer. And that answer is the hard answer, unfortunately: investing in education, especially science and math education; creating models for innovation in your country and so forth; getting rid of roadblocks to creating new businesses—because that’s ultimately where the jobs are created.”

ERIC E. SCHMIDT

EXECUTIVE CHAIRMAN
GOOGLE

DECEMBER 12, 2011

“If you want to get the growth rate up, you’ve got to innovate. And that’s usually going to come from entrepreneurs. ... If you want to create jobs, the best way to create jobs is to fuel the growth of these young, high-growth companies. The Kaplan

Foundation, which does great research on this, says over the past three decades, 40 million jobs have been created by these young, high-growth companies. That really accounts for all the net job creation in the country.”

STEVE CASE

CHAIRMAN AND CEO
REVOLUTION, LLC
FOUNDER OF AOL

FEBRUARY 23, 2012

“There’s a fundamental misunderstanding of the economy that leads to a lot of bad decisions in Washington, D.C. The reality is that employers will hire if they have the right incentives, but the incentives have to outweigh the costs. Businesses are not going to hire someone for a \$4,000 tax credit if government mandates impose long-term costs on them that significantly exceed the temporary credit.

In recent years, such mandates have been overwhelming. Private-sector job creators of all sizes have been pummeled by decisions made in Washington. They’ve been slammed by uncertainty from the constant threat of new taxes, out-of-control spending, and unnecessary regulation from a government that is always micromanaging, meddling, and manipulating. They’ve been hurt by a government that offers short-term gimmicks rather than fundamental reforms that will encourage long-term economic growth. They’ve been hampered by a government that offers confusion to entrepreneurs and job creators when there needs to be clarity.”

THE HONORABLE JOHN BOEHNER (R-OH)

SPEAKER OF THE HOUSE OF REPRESENTATIVES

SEPTEMBER 15, 2011

“... it is long past time for all of us to realize that long-term unemployment is our true national economic crisis and that choosing to play politics as usual or sit on our hands in the face of this crisis is both irresponsible and inexcusable. ... There are now 6.2 million Americans who have been unemployed for longer than six months. Forty-four point six percent of the unemployed have now been unemployed for more than six months. About 75 percent of them have been unemployed for a year or longer... The average length for the unemployed right now is 40.5 weeks—40 weeks. That is the worst on record. It is almost twice the length of the highest prior record, which was 21 weeks—21 weeks during what was a very painful recession in the early 1980s.”

THE HONORABLE GENE SPERLING

DIRECTOR
NATIONAL ECONOMIC COUNCIL
ASSISTANT TO THE PRESIDENT FOR ECONOMIC POLICY

OCTOBER 31, 2011

INNOVATION & ENTREPRENEURISM

SPEECH EXCERPTS · SIGNATURE EVENTS

“...smart people are a dime a dozen, and they don’t usually amount to much. What really matters is whether you’re imaginative—or creative. Obviously the person who was both the smartest and the most imaginative was Einstein. But it was not conventional smarts that made Einstein what he was. In fact, in 1905, when he transformed the entire world of physics with the two great pillars that now stand in physics—relativity theory and quantum theory—he was a third-class patent clerk at the Bern, Switzerland, patent office, because he couldn’t get a job or even a doctorate at Zurich Polytech.”

WALTER ISAACSON

PRESIDENT AND CEO
ASPEN INSTITUTE

AUTHOR OF THE BESTSELLING BIOGRAPHY *STEVE JOBS*

JANUARY 19, 2012

“We still do a really good job of getting some of the best and brightest to come to our great universities and get Ph.D.s at MIT or where have you. But then, unfortunately, we kick them out of the country and essentially force them to go home and start companies there that then compete with us ... we’ve got to continue to attract and keep those people. They are the people that create the companies that create the innovation, that drive the job creation.”

STEVE CASE

CHAIRMAN AND CEO
REVOLUTION, LLC
FOUNDER OF AOL

FEBRUARY 23, 2012



“America is a land of opportunity. Always has been. Our economy has always been built on opportunity...on entrepreneurs, innovators and risk-takers willing to take a chance—because they’re confident if they work hard, they can succeed. Over the past few years, government has made people less confident—not more confident—that they can succeed.”

THE HONORABLE JOHN BOEHNER (R-OH)

SPEAKER OF THE HOUSE OF REPRESENTATIVES

SEPTEMBER 15, 2011

“... leaders have to create a galvanizing and motivating purpose for their organization. ... There has to be some purpose beyond just the money. ... Every organization needs a galvanizing purpose in getting people to be passionate about. That, I think, is a big step in making organizations great. ... leaders must be impatient, and they have to translate that impatience into action—into bold action. ... All leaders of organizations—great leaders of organizations—have to rally around this impatience to move things faster than most people think that they can be moved, to take on more of a risk than most people think is worth taking on.”

URSULA BURNS

CHAIRMAN AND CEO
XEROX

WEDNESDAY, OCTOBER 5, 2011

LIFE STORIES

SPEECH EXCERPTS · SIGNATURE EVENTS

“... my sense growing up ... was that one of the ways that you could give back to your country was in public service. It may seem a little quaint now, but I thought public service was the highest calling.”

THE HONORABLE ROBERT B. ZOELICK

PRESIDENT
THE WORLD BANK GROUP

MAY 17, 2012

“I grew up in the Lower East Side of New York City. I had three things against me. ... I was a girl; I was black—they called them “girls” back then, they called them “black” back then—and I was poor. The way that it’s called now, I had “gender, color and class” against me. But it sounds better when you say, I was a girl, a poor girl, black girl from the city.”

URSULA BURNS

CHAIRMAN AND CEO
XEROX

WEDNESDAY, OCTOBER 5, 2011



“If you read anything about me, you’ll read about my mother. ... I had an amazing mother. My mother raised my brother, older; my sister, younger, and me. We lived in a really bad neighborhood. We lived in the Lower East Side of Manhattan. It was drugs and gangs and just a mess. It was a disaster. We lived in an apartment [that was] an oasis in the desert. ... My mother was very, very clear about what she could do in the world, how she was creating value. And her value creation was to make sure she had three value-creating good kids. My mother only lived till she was 49 ... years old. Her highest income was \$4,400 a year—the most money she made. ... She cleaned offices. We got our dental care because she cleaned the dentist’s office. We got our medical care because she cleaned the doctor’s office ... And we got medicine because we did extra cleaning. My mother was very clear about a couple things. One is that she was clear about success. And her idea of success had nothing to do with money. She said the same thing all the time: You have to make sure you leave behind more than you take away. In every situation and in life, leave behind more than you take away. ... The second thing that she said is, where you are is not who you are. ... Remember that when you’re successful.”

URSULA BURNS

CHAIRMAN AND CEO
XEROX

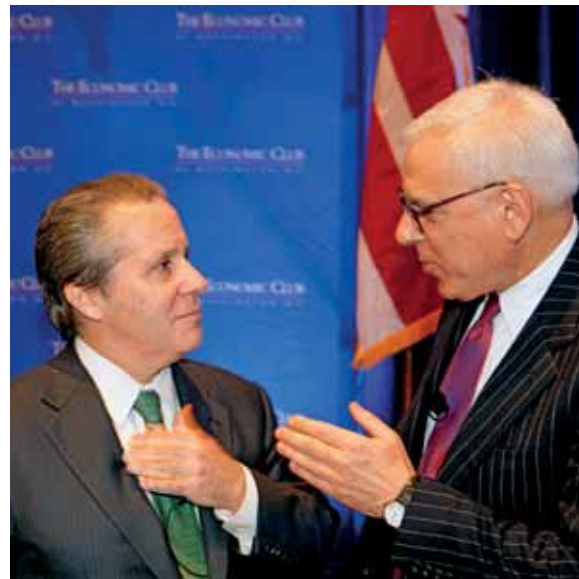
WEDNESDAY, OCTOBER 5, 2011

“I’m always happy when people mention that I was a consultant for four years and part-time writer for ‘The West Wing’ because, let’s face it, in Washington, almost all of you think it is way cooler to have consulted on the fake West Wing for four years than to have worked in the real West Wing for 10 years.”

THE HONORABLE GENE SPERLING

DIRECTOR
NATIONAL ECONOMIC COUNCIL

OCTOBER 31, 2011



MOMENTS

with President David M. Rubenstein

SPEECH EXCERPTS · SIGNATURE EVENTS



WARREN BUFFETT

CHAIRMAN & CEO
BERKSHIRE HATHAWAY

JUNE 5, 2012

PRESIDENT RUBENSTEIN: Now, famously, people wonder who will be your successor. And I wonder if tonight you wanted to give us any insights into that.

MR. BUFFETT: Well, I have left the directors a Ouija board, and I plan to keep in contact with them. I don't want to disappoint you, but you're not on the short list, David.

PRESIDENT RUBENSTEIN: Can I be on the long list?



THE HONORABLE THOMAS DONILON

NATIONAL SECURITY ADVISOR
SEPTEMBER 16, 2011

PRESIDENT RUBENSTEIN: So, you've worked for three very high-IQ presidents. Who was the smartest of them?

MR. DONILON: That wasn't in the staff preparation for the national security interview. I guess the answer to that question would be this: that one of the keys to being able to work closely in a senior advisory role with three presidents over 30 years is not answering questions like that.



"The last time I saw David Rubenstein was at the Kennedy Center last Sunday night, and he was introducing Jack Black, Ben Stiller and Will Ferrell. And today he introduced me. I think I have now arrived."

THE HONORABLE GENE SPERLING

DIRECTOR
NATIONAL ECONOMIC COUNCIL

OCTOBER 31, 2011

PROGRAMS



Member-hosted Dinners



Two rounds of the Economic Club's popular Member-hosted dinner program were held in the 2011-12 season, one in December and the other in March. About 170 members and guests attended the small group dinners that were hosted by 14 different members. Hosts were **Magid M. Abraham**, President, CEO and Co-Founder, comScore, and **Linda Abraham**,

Co-Founder, CMO and EVP of Global Development, comScore; **John J. DeGioia**, Ph.D., President, Georgetown University; **Mark Ein**, CEO, Venturehouse Group; **Susan Lacz**, Principal and CEO, Ridgewells; **Linda D. Rabbitt**, Chairman and CEO, Rand Construction Corporation; **Joseph Bruno**, President, Building Hope; **Frank M. Conner III**, Managing Partner, Washington, D.C. Office, DLA Piper LLP (US); The Honorable **Frank Keating**, President and CEO, American Bankers Association; **Dr. Steven Knapp**, President, George Washington University; **Catherine Meloy**, President and CEO, Goodwill of Greater Washington; **Christopher Simmons**, Washington Metro Managing Partner and U.S. Board Member, PwC; **Leo Tucker**, Managing Partner, The Washington Group, Northwestern Mutual, and **Katharine Weymouth**, Publisher, *The Washington Post*, CEO, *Washington Post Media*.





Executive Conversations

A new program designed to provide Economic Club members with additional opportunities to interact with peers in small group settings was launched in spring 2012. Called “Executive Conversations,” the events are hosted by Club members interested in sharing their insight into current business trends and issues in their industry with approximately 20 other Club members invited to attend each session. The hosting members serve as “Day Chair” for the event and have carte-blanche to set the agenda. The first two Executive Conversations, hosted by **Katharine Weymouth**, Chief Executive Officer of Washington Post Media and Publisher of *The Washington Post*, and **Debra Lee**, Chairman and Chief Executive Officer of BET Holdings, Inc., were held in May. Another Executive Conversation was hosted in July by **Mark Ein**, Co-Chairman and Principal Shareholder of Kastle Systems, LLC.

Special Events

Other events held by the Economic Club during the 25th anniversary season included an invitation-only **Sponsor Appreciation Dinner** hosted by President **David M. Rubenstein** in October 2011 at the Anderson House, headquarters of the Society of the Cincinnati. A special guest at the event was **Jack Warren**, Executive Director of the Society of the Cincinnati, author of *The Presidency of George Washington*, and assistant editor of *The Papers of George Washington* at the University of Virginia. The purpose of the dinner was to express appreciation to Club members who supported the Economic Club in the 2010–2011 season by being a Corporate Partner, part of the Corporate Circle, or sponsoring Club events.

Additionally, **President Rubenstein, Deborah Dingell, Sudhakar Shenoy** and **Christopher Simmons**, Chairman of the Membership Committee, hosted a **breakfast for new and prospective members** in December at the Madison Hotel. This “insider’s breakfast briefing” was an opportunity to introduce prospective and new members of the Economic Club to the Board of Directors and provide the guests with information about the Club’s activities. President Rubenstein also shared with the group his economic forecast for the coming year.



EDUCATION INITIATIVES



The Economic Club's long-standing commitment to education initiatives received a significant boost in the 2011–2012 season through the generosity of **President David M. Rubenstein**. Early last spring, the Club announced that President Rubenstein was substantially increasing his financial contribution to the David M. Rubenstein/Economic Club of Washington, D.C. Scholarship Program, now in its fourth year. His new commitment enabled a doubling of the individual scholarship awards from \$5,000 to \$10,000 and an increase in the number of recipients from 38 to 44 students.

The Economic Club's Education Committee, chaired by **Jeffrey Eisenach**, Managing Director and Principal of Navigant Economics, hosted a special event in May to present the scholarships to this year's recipients. **Kaya Henderson**, Chancellor of the D.C. Public Schools, was the featured speaker.

Adding to the value of the 2012 David M. Rubenstein/Economic Club of Washington, D.C. Scholarships, several members stepped forward this summer to sponsor Leadership Training

Seminars to help the students prepare for life at college and in the workforce of the future. **Richard Woods** of Capital One led off the summer sessions. He was followed by **Stu Solomon** of Accenture and **Debra Lee** of BET Networks.

At the sessions, representatives of each of the sponsoring corporations presented life lesson experiences to help the participating students explore such matters as college budgeting, lunch etiquette, and social networking. Classroom discussions covered a variety of workplace issues.

Two of the Leadership Training sponsors also offered scholarship recipients an additional opportunity for social networking. Accenture and Capital One offered the students tickets to attend a Washington Nationals baseball game.

Club member **Kristina Bouweiri**, President & CEO of Reston Limousine, provided transportation for the participating scholars for all the Leadership Training Seminars.

The Economic Club also awarded three \$10,000 fellowships to graduate students pursuing doctoral degrees this spring.

The Philip M. Dearborn Fellowship, the Club's oldest annual fellowship that was first presented in 1993, was awarded to **Xiaochu Hu**, a student at George Mason University. Her thesis is titled "The Role of High-Skilled Immigration in Regional Economic Development; A Case Study of the Washington, D.C., Metropolitan Labor Market".

The other two fellowships, awarded in the name of **Vernon E. Jordan, Jr.**, the Economic Club's immediate past president, were presented to **Mauricio Villamizar**, a student at Georgetown University, and **Lisa J. Dettling** from the University of Maryland. Villamizar's thesis focuses on "Identifying the Effects of Monetary Policy Shocks: Evidence from Columbia". Dettling is examining the issue of "Opting Back In: Home Internet Use and Female Labor Supply".



COMMUNITY COMMITMENT



The Economic Club always has been actively engaged in initiatives that benefit the greater Washington metropolitan community. This year, Club members elevated that commitment to new heights by making a special, one-time only contribution of \$500,000 to several area not-for-profit organizations. The \$50,000 individual grants were awarded to 10 nonprofit organizations in honor of the Club's 25th anniversary. Contributing to the well-being of the metropolitan region in which Club members work and live was a common commitment of the Club's founding members, many of whom were instrumental in the rebirth of Washington as a business and cultural center.

A special Grants Task Force comprised of Economic Club Board members coordinated the process of awarding the grants. A total of 138 different community organizations were nominated by Club members for consideration as recipients. Criteria for organizations to be nominated and considered for the grants was limited to local nonprofit groups with a primary mission of preparing underserved youth for success in school, the workforce, and life.

GRANT RECIPIENTS WERE:

ALEXANDRIA SEAPORT FOUNDATION
BRAINFOOD
BUILD DC
E.L. HAYNES PUBLIC CHARTER SCHOOL
JUBILEE JUMPSTART/JUBILEE HOUSING
KIPP DC
LATIN AMERICAN YOUTH CENTER (LAYC)
MAYA ANGELOU SCHOOLS
URBAN ALLIANCE
YEAR UP NATIONAL CAPITAL REGION



BOARD REPORT

The Economic Club's Board of Directors expressed its appreciation in May 2012 to five members whose terms expired that month. Those members were **Charito Kruvant**, President and CEO, Creative Associates International, Inc.; **Josephine S. Cooper**, President, Josephine Cooper LLC; **Victoria Harker**, Executive Vice President and CFO, The AES Corporation; **William R. Roberts**, President, Verizon, Washington, D.C., and **Justin Smith**, President, Atlantic Media Company.

Simultaneously, the Board welcomed four new members. They are The Honorable **John Engler**, President, Business Roundtable; The Honorable **Dave McCurdy**, President and CEO, American Gas Association; **Brian Berry**, then Managing Director–Regional Director, Tishman Speyer, and **Julie Rogers**, President & CEO, The Meyer Foundation.

A major project undertaken by the Economic Club's Board of Directors in the past season was an update of the Club's bylaws. Club General Counsel **Wendelin White**, Partner, Pillsbury Winthrop Shaw Pittman LLP, generously provided pro bono services to guide this process to ensure that the bylaws were in line with current Economic Club status and operations.





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