Independent Colleges of Washington
Spring Board Meeting
April 3, 2017
Saint Martin’s University
Table of Contents

“Ctrl+left click” on item takes you to page

Board Meeting Agenda .................................................................................................................. 3
ICW Board of Directors Meeting Minutes .................................................................................... 5
2016-2017 ICW Committee Assignments .................................................................................... 11
Committee Plan ............................................................................................................................. 12
2016-2017 ICW Goals .................................................................................................................... 13
2016-17 Goals – March update ..................................................................................................... 14
ICW 2016-2022 Strategic Plan ....................................................................................................... 17
Visibility ........................................................................................................................................ 23
Public Policy ................................................................................................................................ 29
Fundraising .................................................................................................................................. 47
Nominations ................................................................................................................................. 55
Finance and Audit ......................................................................................................................... 57
Executive Session .......................................................................................................................... 61
Board Meeting Agenda
April 3, 2017
Worthington Center
Saint Martin’s University

Roy Heynderickx, Chair, presiding

9:30 a.m.  Introductions, Updates
  *Action Requested:* Approve Minutes of October Meeting
  Review of 2016-2017 Goals
  Introduction to Committee Discussions

9:45 – 11:15  Work in Committees

11:15–12:15  Visibility Committee
  *Action Requested:* ICW Web Privacy Policy
  *Action Requested:* Strategic Communication Constituent Survey

  Public Policy Committee
  End of Session Strategy

12:15 – 1:30  Lunch with Students

1:30 – 2:00  Brief Tour of Campus

2:00 – 3:00  Presidents’ Committee Update

  Fundraising Committee
  2016-17 Review
  *Action Requested:* Committee Name Change
  Ethics Bowl Update

  Nominations Committee
  *Action Requested:* Committee Duties Change

3:00 – 3:30  Finance and Audit Committee
  Auditor Selection
  2016-17 Review
  Estimated 2017 Reserves

“Ctl+left click” takes you to page

P.3

P.23

P.29

P.47

P.55

P.57

Return to Table of Contents
3:30 – 4:30 Executive Session

**Action Requested:** Approve 2017-2018 budget including executive salary and staff salary pool

Transition plan
Evaluation of meeting and any other executive session discussion

4:30 Adjourn

April 23 - 24, 2017 Ethics Bowl – Seattle University
October 23 - 24, 2017 Board Meeting – University of Puget Sound and Pacific Lutheran University
April 9, 2018 Board Meeting – Seattle University
Monday, October 24, 2016 Whitworth University

The Board met for lunch at Whitworth University with students and faculty from the college. President Beck Taylor welcomed the Board to Whitworth. Students Kimberly Jasper (ICW All Star and 2015-16 Board of Directors Scholarship recipient) and Rediet Medhane (2016-17 ICW Board of Directors Scholarship recipient and 2015-16 Costco ICW Scholarship recipient) spoke to the Board and thanked it for its support of students.

After a brief tour, the Chair Roy Heynderickx called the meeting to order. New board members were introduced, and the college presidents then gave updates on campus activities.

- Stephen V. Sundborg, S.J. reported about NLRB jurisdiction over Seattle University, increasing freshmen students from out of state, and softness of transfer student enrollment
- John McVay reported that the street improvements in front of the Walla Walla University campus are complete, the campus is in a capital campaign to expand and renovate Bowers Hall, and enrollment has increased
- Isiaah Crawford reported good undergraduate enrollment at University of Puget Sound, soft graduate enrollment, and talked about student activism

• Return to Table of Contents
- Thayne McCulloh reported healthy enrollment for Gonzaga, the national enrollment challenge facing law schools, the completion of the University Center, and the anticipation of three new buildings next year.

- Tom Krise reported that Pacific Lutheran University sold its radio station and is preparing for the 500th anniversary of the Reformation, including commissioning a beer. Its 253 scholarship has attracted 35 students. Enrollment is good but transfers are down. He encouraged Board members to explore the Listen Campaign.

- Beck Taylor reported that he is now a Whitworth University parent as his daughter is a freshman. Enrollment is good at all levels, the campus is embarking on academic prioritization process, and the University is beginning a four year engineering major.

- Roy Heynderickx reported the largest freshman class for Saint Martin's University and strong overall enrollment, a new covered tennis center, and new science building. Saint Martin's University adjunct faculty have voted to have SEIU represent them at the university.

### Meeting Minutes

Chair Heynderickx asked for review of the minutes of the last meeting.

**Action: Approval of the April 2016 ICW Board meeting Minutes**

José Gaitán made a motion to approve the April 2016 ICW Board meeting minutes. Deborah Cushing seconded the motion. The minutes were approved.

### WSAC Update

Chair Heynderickx invited Ray Lawton, ICW representative on the Washington Student Achievement Council (WSAC), to update the Board on WSAC activities. Lawton gave a brief history of his four years on the Council. He noted that the Strategic Action Plan has been approved by the Council with highest priority given to full funding of the State Need Grant. Lawton thanked the Board for the opportunity to represent it and believes the Council is well positioned to achieve its responsibilities and is hiring a new executive director. Lawton reported to the Board that the November Council meeting would be his last one. The Board expressed deep gratitude for his extraordinary service and presented him with a gift of appreciation.

### Strategic Plan

Heynderickx asked Violet Boyer to recap the work the Board has completed on the strategic plan since the April meeting. Boyer noted that every committee has met and prepared specific goals to meet the mission, purpose, and priorities approved at the April Board meeting. Each Committee chair introduced the goals for the six year plan. Discussion ensued.

**Public Policy Committee:**

- Chair Beck Taylor provided a brief introduction of the Public Policy Committee’s goals for the Strategic Plan noting the annual goals reflect the cycle of the state biennial budget being adopted every other year.

- The goals target 2016-2017 as a year for achieving new investments in higher education and reflect ICW's past and future priorities related to: full funding for the State Need Grant and College Bound programs, parity between the level of grant awards for ICW students and University of Washington students, and increasing funding for the Work Study program.
• The goals also focus on increasing ICW Board member participation in the legislative process and State Need Grant program advocacy, with the target of achieving 100% participation over the next six years (by 2022)
• The goals include continuing to affect federal congressional and administration policy through partnering with the National Association of Independent Colleges and Universities
• A primary new strategy is to build, grow, and sustain a state-wide alliance of support for the State Need Grant program

**Fundraising Committee:**

• Chair Laura Lawton Forsyth noted that the 2016-17 focus is to increase strategic leveraging of course-of-business activities into engagement opportunities with funders, influencers, and the recipients of our work: students. This will be a key strategy moving forward
• Another primary goal is to work with public policy activities and visibility efforts in a more deliberate fashion, especially where crossover engagement with funding prospects and stewardship of current supporters can be deepened
• The Strategic Plan includes developing a Case for Support, donor survey/analysis, a fundraising model, and performance indicators
• One of the most basic measures of organizational health is the commitment of every board member to contribute financially within his or her means and achieve 100% participation rate. Prospective and renewing donors often ask about board pledge and fulfillment rates when making decisions on who to fund. Chair Lawton Forsyth referred members to their personalized pledge forms at their seats
• The proposed fundraising goal is $895,000 in 2016-17. This goal is a 5% increase over the 2015-16 baseline of $853,000. Over the next six years, the goal is to increase donor support to $1.25 million (40% increase)
• The Fundraising Committee will work in concert with Public Policy Committee and Visibility Committee on formalizing joint donor calls with presidents and corporate board members.
• The combined efforts will help yield a 15% increase in the number of corporate and foundation donors, and a 92% donor retention rate
• The Committee recommends a goal to secure three to five business affiliate partners this year to move us toward non-dues revenue greater than 10% by 2022

**Visibility Committee:**

• Chair Tom Krise noted that in developing goals for the Visibility Committee, it recognized that its major function is to support the goals of the Public Policy Committee and the Fundraising Committee
• The goals are built around updating the Strategic Communications Plan and developing a work plan and schedule for the visibility work
• The goals include continuing to hold an ethics bowl with the commitment to broaden and deepen participation and create a set of activities related to building internship opportunities for ICW college students

**Nominations Committee:**

• Chair Deborah Cushing noted that the Nominations Committee goals envision a broader role for the committee to include mentoring new Board members, evaluating Board engagement,
• reconsidering Board terms, and strengthening the nominations process with greater involvement of each committee
Finance and Audit Committee:

- The Committee is focused on transparency, clarity and revenue diversity

A lively discussion ensued, including a desire to prioritize activities to be sure we are focused on the most important actions, especially with our limited staff. The Board discussed the role of the Ethics Bowl, and the following Board members agreed to work together to help plan a highly engaging lunch program for the 2017 Ethics Bowl: Laura Lawton Forsyth, Jim Yearby, Jerry Lee, Jennifer Divine, Thayne McCulloh, José Gaitán.

**Action: Approval of the 2016-2022 Strategic Plan**
Laura Rehrmann made a motion to approve the Strategic Plan and adopt the 2016-17 goals as the organizational goals for this fiscal year. José Gaitán seconded the motion. The Strategic Plan and 2016-17 goals were approved.

Heynderickx called on Fundraising Committee Chair Laura Lawton Forsyth.

**Fundraising Committee Report**
Lawton Forsyth directed members to their pledge forms, the 100% participation goal, and the reverse side of the pledge form that asks for introductions or connections to identified prospects. She referred members to the Fundraising Committee dashboard, noting we achieved and exceeded our giving goal for FY 2015-16.

As discussed in the Strategic Plan, the Committee recommends the goal for 2016-17 be set at $895,000. This represents a 5% increase from cash receipts received last year, less windfall and forecast deductions of $85,000.

A priority and key measure for the next fundraising strategic plan is our donor retention rate. New donors are very important, but the retention of existing donors is vital. This underscores maximizing our course-of-business activities into engagement opportunities with funders, influencers, and the recipients of our work: students.

Lawton Forsyth reminded members that the 2017 Ethics Bowl will be held at Seattle University. She thanked Jerry Lee for his enthusiasm for the Ethics Bowl and his efforts to introduce ICW to high profile volunteers. She also noted that as requested by the Board in April, ICW staff completed an analysis of the value of the Ethics Bowl through a logic model; the results are in the Board Book.

The Board recessed for dinner.

**Tuesday, October 25, 2016 Gonzaga University**
President Thayne McCulloh welcomed the Board to Gonzaga.

**Finance and Audit Committee Report**
Finance and Audit Committee Chair Rhona Kwiram presented for Board review the ICW 2015-16 Audited Financial Statement and the 2015 Form 990. The Financial Statement achieved a clean audit with no management letter. Auditors were very satisfied with the organization of materials and responsiveness to questions. Kwiram reviewed the financial dashboard, highlighting that
ICW is in a good financial position. Kwiram also reviewed the endowment report noting a very satisfactory return on investment this year.

Kwiram noted that ICW policy requires the Finance and Audit Committee to complete a thorough review of the audited financial statements, accept them, and report to the Board. No action is necessary by the Board. Similarly, the Committee reviews the IRS Form 990 and provides an opportunity for Board review before it is filed.

**Nominations Committee Report**
Committee Chair Deborah Cushing reminded Board members that the Committee is seeking assistance in identifying skills or talents needed by committees, and is requesting specific names from Board members to consider for Board membership.

**Public Policy Committee**
Public Policy Committee Chair Beck Taylor presented the proposed ICW 2017 legislative agenda, pointing out that the agenda reflects our goals in the Strategic Plan with a focus on the four areas: 1) full funding for the State Need Grant program; 2) expanding the State Work Study Program to serve an additional 3,000 students; 3) full funding for the College Bound Scholarship program; and, 4) funding the State Need Grant program to ensure that award levels for students attending ICW member colleges are the same as award levels for students attending the state’s research universities. The Board engaged in a rigorous discussion about the agenda and nature of the next legislative session and then approved the legislative agenda unanimously.

Taylor then informed the Board that ICW staff are working on a joint legislative agenda with our higher education partners, and that the six public baccalaureate university presidents worked together to develop the joint vision and challenge statement for public higher education, “Washington Competes.” He introduced the Student Aid Alliance, which will advocate for full funding of the State Need Grant program during this next session. This was followed by questions and suggestions about new partners for the Alliance.

Taylor reported that the Public Policy Committee, as discussed at the April Board meeting, has been considering the formation of an ICW Political Action Committee (PAC). He indicated that the Committee has not yet drawn any conclusions or recommendations. Taylor laid out some of the considerations by the Committee and asked the Board to allow further consideration of the issue. The Board approved the recommendation.

Taylor then discussed the Stanley McNaughton Award; he reminded the Board that in keeping with tradition, this year the award should be given to an elected official who has been a champion of ICW interests. The Public Policy Committee concluded that at this time no one person stands out as strongly deserving the award. The Committee asked the Board to allow the Executive Committee to act on a recommendation from the Public Policy Committee to facilitate presentation of the award at the next meeting if a champion emerges. If no clear champion emerges, further discussion will occur at the April Board meeting. After some discussion, the Board approved the recommendation.

Executive Committee to act on a recommendation from the Public Policy Committee to facilitate presentation of the award at the next meeting if a champion emerges. If no clear champion emerges, further discussion will occur at the April Board meeting. After some discussion, the Board approved the recommendation.

Finally, Taylor led a discussion about whether ICW should join the Cradle through College Coalition, which is a group of emerging partners led by the Community Center for Education Results. The Board concluded the discussion by approving the Policy Committee recommendation for the Board to grant authority to the Executive Committee to approve
joining the Coalition in the future if recommended by the Public Policy Committee. The committee is to consider whether supporters are a broad based bipartisan group, and whether any call for additional revenue is targeted for education and does not define the source.

**Action: Process for consideration of participation in the Cradle through College Coalition**
Beck Taylor made a motion to give authority to the Executive Committee to approve joining the coalition if recommended by the Public Policy Committee. José Gaitán seconded the motion and it was approved.

**Fundraising Committee**
In the absence of Committee Chair Laura Lawton Forsyth, Laura Rehrmann reminded Board members of the pledge envelope and introduced Crystal Murray-Weston, Gonzaga’s 2016-17 ICW Board of Directors Scholarship recipient. Murray-Weston, a 17 year old sophomore electrical engineering major, spoke briefly and thanked the Board for their generous gifts.

**Visibility Committee**
Visibility Committee Chair Tom Krise called the attention of the Board to the newly published “Fact Book” noting that this year the “book” has taken a very different look as a collection of integrated fact sheets about ICW and the great success of ICW colleges. Additional copies are available to share with groups if desired.

The Board went on a brief tour of the Gonzaga campus.

Upon return, Heynderickx asked for additional comments about the Strategic Plan and its goals approved on Monday. President John McVay sought confirmation that while the goals were ambitious, the Board understood that there may be times when circumstances intervene making them unachievable. The Board agreed that flexibility will be important over the course of the plan.

The Board went into Executive Session.

The meeting adjourned and the Board joined Gonzaga students and staff for lunch. Janay Davis, Gonzaga recipient of the ICW Principal Scholarship, spoke at lunch and thanked the Board for its support of students.

Respectfully submitted,

Rhona Kwiram
Secretary/Treasurer
2016-2017 ICW Committee Assignments
(as of 3/22/17)

Finance & Audit
Rhona Kwiram, Chair
Dick Bangert Emeritus
Pat Callans
Isiaah Crawford
Rick Gross
Jim Yearby
Craig Kispert (SPU)

Retirement Investment Committee
Dick Bangert Emeritus
Rick Gross
Rhona Kwiram

Executive Committee
Roy Heynderickx, Chair
José Gaitán, Vice Chair
Rhona Kwiram, Secretary/Treasurer
Deborah Cushing
Laura Lawton-Forsyth
Tom Krise
Steve Sundborg, S.J.
Beck Taylor
Violet Boyer

Fundraising
Laura Lawton-Forsyth, Chair
Jennifer Divine
Kenneth Goodchild Emeritus
Jerry Lee
Leigh Ann Lucero
John McVay
Julie Prince
Laura Rehrmann
Steve Sundborg, S.J.
Scott McQuilkin (WU)

Nominations
Deborah Cushing, Chair
John Bassett
DeLona Lang Bell
Rodney Procter

Presidents
Steve Sundborg, S.J., Chair
John Bassett
Isiaah Crawford
Roy Heynderickx
Tom Krise
Dan Martin
Thayne McCulloh
John McVay
Kathy Murray
Beck Taylor

Public Policy
Beck Taylor, Chair
José Gaitán
Trent House
Terry Jones
Dan Martin
Thayne McCulloh
Ian Metz
Shelly O’Quinn
Lyle Quasim
Steve Seward
David Wise (HU)

Visibility
Tom Krise, Chair
Betsy Cowles
Dina Fifadra
Liz Gorman
Carolyn Kelly
Kathy Murray
Ben Phillips
Ahmadou Seck
Genevieve Chan (SMU)
## Committee Plan

### April 3, 2017

<table>
<thead>
<tr>
<th>Time</th>
<th>Nominations</th>
<th>Audit Finance</th>
<th>Fundraising</th>
<th>Visibility</th>
<th>Public Policy</th>
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<tbody>
<tr>
<td>10:00 – 10:15</td>
<td>Scott Severs, Garde Capital</td>
<td>2016-17 Goals, Bylaws, Ethics Bowl</td>
<td>Web Privacy Policy 2016-17 Goals</td>
<td>End of Session Strategy</td>
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<td>10:15 – 10:30</td>
<td>Spectrum Pension</td>
<td>Strategic Constituent Communication Survey Proposal</td>
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<td>10:30 – 10:45</td>
<td>Other Issues</td>
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<td>10:45 – 11:00</td>
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<td>Business Affiliate Program</td>
<td>Wrap up</td>
<td>Wrap up</td>
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<td>11:00 – 11:15</td>
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### Return to Table of Contents
Mission: Independent Colleges of Washington promotes the unique educational opportunities of independent colleges in Washington, supports the value of choice to ensure success of college students, and advocates for the value of higher education to the state.

Purpose: In support of higher education in Washington, ICW advances the long term success of our member colleges and their students

Priorities:

- Reinforce the importance of higher education in Washington and ensure the public commitment remains strong to independent as well as public higher education.
- Raise awareness about the essential role independent liberal arts-based colleges play in the overall quality and diversity of Washington’s higher education landscape
- Strengthen the private and public commitment to financial aid so all students have the opportunity to choose the college that fits them best
- Enhance the administrative strength of the ICW organization to increase its impact in higher education

In achieving our purpose, ICW believes we will contribute to the long term health and vitality of an economically robust Washington

Audiences

Primary: Funding (public and private) & Policy decision makers and influencers
- Legislators, Governor, and Congressional delegation
- Corporate / Foundation leaders and influencers
- State agencies (e.g. WSAC)
- Editorial boards of key newspapers
- Community opinion leaders (e.g. chambers of commerce)

Secondary: Statewide & regional organizations that influence student choice
(e.g. College Success Foundation, League of Education Voters)

Not: General public, parents or students
2016-17 Goals March update

Public Policy Committee
- Close the gap on maximum State Need Grant for ICW students and fully fund State Need Grant Students in the 2017-19 state budget
  Working diligently this session toward these objectives with the alliance we created. Budget proposals may be known by the date of the Board meeting. Public Policy Committee approved a strategy for increased contacts with legislators for the period from February 22 to April 3.

- Increase State Work-Study in the 2017-19 state budget
  This has taken back seat to the State Need Grant agenda.

- Secure joint legislative agenda with the public higher education partners that reflects ICW agenda
  Joined the Council of Presidents “Washington Competes” agenda with the Student Achievement Council and Community and Technical Colleges. The agenda calls out funding for the State Need Grant program as a key priority.

- At least 25 Board members connect with legislators before and/or during the legislative session
  By April 3rd nearly all ICW member college Presidents and four community board members will have met with over 25 legislators in Olympia.

- Follow NAICU lead on federal issues, keeping WA delegation informed of state impact; connect interested Board members to federal higher education issues
  We have begun to send issue updates to all Board members when they are received. We continue to touch base with delegation as issues arise. This work will increase over the spring and summer as work on appropriations and reauthorization of the higher education act begin.

- Establish regional and state Student Aid Alliance. Communicate with key legislators before the session
  Developed a broad-based Alliance to support funding for the State Need Grant program. Conducted a student advocacy day that included over 75 students from all sectors across the state and student meetings with key legislators. College Promise Coalition of leaders developed and credits its ability to jump start quickly to ICW’s good work.

Fundraising Committee
- Invite key donors to every Board lunch; pair funders with scholarship recipients
  Successful pairing at Fall Board meeting in Spokane. It was much appreciated by donors.
- Build 3-5 year fundraising strategic plan concurrent with ICW strategic plan
  This is ongoing. We hope to use the outreach survey to inform the plan.

- 100% Board giving, and 5% increase in total gifts to $895,000 and add 2 new donors
  We are at nearly 100% Board giving and expect gifts to come in close to the goal. See fundraising dashboard for details. We have secured one new corporate donor, one family foundation, have one significant individual gift in progress, and several in the pipeline.

- Formalize joint president/corporate board donor calls in progress
  This will be organized after the legislative session and Ethics Bowl are completed.

- Launch Business Affiliate Program. Secure 3-5 inaugural affiliates
  This is in progress. We have secured the first member and will work this opportunity more intentionally over the summer.

Visibility Committee
- Update the 2016-17 ICW strategic communications plan; calendar activities through the year
  We have continued to utilize the calendar to strategically post on social media. The Committee decided to pursue an outreach effort to donors, key influencers, and elected officials as a way of obtaining qualitative data and feedback from our primary audiences to feed into the ICW 2016-2022 Strategic plan and to identify key messaging by constituent before updating the strategic communications plan (see proposal in the committee section).

- Secure guest editorials on legislative outcome on ICW related topics in four newspapers in major markets
  Worked with students to get op-ed placed in four newspapers. Seattle Times placed; others are pending.

- Prepare materials for Board members' presentations at city clubs, Rotary, economic development gatherings, etc. Track presentations to establish baseline
  This will be a post session activity.

- Increase awareness of quality of ICW students by successfully organizing an ethics bowl program that generates broader reach into the colleges, two new corporate sponsors, 3 new influencers, and one newspaper article
  We have secured T-Mobile, two additional business lines at Boeing, and other sponsors are pending. New influential judges and other volunteers have been recruited. The enhanced lunch provides an opportunity for Board members to invite new individuals to learn more about ICW.
Convene college intern coordinators to determine if ICW can add value to the colleges as well as donors
This will be an early summer activity.

Nominations Committee

- Continue to improve strength of Board members
  The Committee is preparing a terrific class for 2017.

- Survey committees about skills needed for the Committees
  The survey was completed in the fall and is driving the development of the new class.

- Develop a comprehensive Board development plan that includes on-boarding, mentoring, and evaluation
  Development is in progress and is expected to be implemented July 1.

- Consider changes to bylaws to adjust terms
  Changes to the Bylaws will be recommended at April 3 Board meeting.

- Secure at least three new Board members to the Board, including two from outside Seattle Metro and at least one from east of the mountains
  We are on track to exceed this goal.

Finance and Audit

- With Fundraising and Visibility Committees implement Business Affiliate Program
  We have recruited our first Affiliate (AonHewitt).

- Implement and refine financial dashboard
  The dashboard has been implemented and is refined with each iteration.

- Clean audit
  Completed in fall 2016.
### Mission:
Independent Colleges of Washington promotes the unique educational opportunities of independent colleges in Washington, supports the value of choice to ensure success of college students, and advocates for the value of higher education to the state.

### Purpose:
In support of higher education in Washington, ICW advances the long term success of our member colleges and their students.

### Priorities:
- Reinforce the importance of higher education in Washington and ensure the public commitment remains strong to independent as well as public higher education.
- Raise awareness about the essential role independent liberal arts-based colleges play in the overall quality and diversity of Washington’s higher education landscape.
- Strengthen the private and public commitment to financial aid so all students have the opportunity to choose the college that fits them best.
- Enhance the administrative strength of the ICW organization to increase its impact in higher education.

**In achieving our purpose, ICW believes we will contribute to the long term health and vitality of an economically robust Washington.**

### Audiences

**Primary:** Funding (public and private) & Policy decision makers and influencers  
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<td>+ Close the gap on maximum State Need Grant for ICW students, and fully fund SNG students in the 2017-19 budget</td>
<td>+ Continue funding SNG students; increase SWS</td>
<td>+ Secure joint legislative agenda with the public higher education partners that reflects ICW agenda</td>
<td>+ In 2020 supplemental budget continue to fully fund SNG students; increase SWS</td>
<td>+ Fully fund all SNG students and return SWS to $21 million in 2021-2023 state budget</td>
<td>+ Sustain funding in 2022 supplemental budget</td>
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<td>+ Increase State Work Study in the 2017-19 state budget</td>
<td>+ Secure joint legislative agenda with the public higher education partners that reflects ICW agenda</td>
<td>+ At least 30 Board members connect with legislators before and/or during the legislative session</td>
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<td>+ If appropriate, seek legislation to implement need based student aid structure</td>
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<td>+ Establish regional and state Student Aid Alliance: Communicate with key legislators before the session</td>
<td>+ Student Aid Alliance communicates with key legislators about continuation of increases in State Need Grant before the 2018 session</td>
<td>+ Student Aid Alliance will meet with key legislators prior to the 2019 session to advocate for higher education objectives</td>
<td>+ Student Aid Alliance will meet with key legislators prior to the 2021 session to advocate for higher education objectives</td>
<td>+ Student Aid Alliance will meet with key legislators prior to the 2022 session to advocate for higher education objectives</td>
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<td><strong>Fundraising</strong></td>
<td>+ Invite key donors to every Board lunch; pair funders with scholarship recipients</td>
<td>+ 100% Board giving, and 5% increase cash and gifts in kind from previous year and add 2 new donors</td>
<td>+ Leverage expansion tactics and continue increase in donations</td>
<td>+ Maximize retention strategies; continue to increase gifts and donors</td>
<td>+ Increase in gifts</td>
<td>+ Increase number of corporate and foundation donors to 57 (15% increase over 2015-16)</td>
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<td>+ Build 3-5 year fundraising plan concurrent with ICW strategic plan</td>
<td>+ Retention rate held to 92%</td>
<td>+ 2-5 president and corporate board donor call days</td>
<td>+ 3-6 president and corporate board donor call days</td>
<td>+ 4-7 president and corporate board donor call days</td>
<td>+ Increase donor support (cash and gifts in kind) to $1.25 million (40% increase over 2015-16)</td>
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<td>+ 100% Board giving, and 5% increase in total gifts to $895,000 and add 2 new donors</td>
<td>+ Implement two half day donor visits with presidents and corporate board members</td>
<td>+ Include retention strategy in partnerships</td>
<td>+ 2-5 president and corporate board donor call days</td>
<td>+ 5-8 president and corporate board donor call days</td>
<td>+ 5-8 president and corporate board donor call days</td>
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<tr>
<td></td>
<td>+ Formalize joint president/corporate board donor calls</td>
<td>+ Identify and secure statewide and Eastern Washington sponsors for Ethics Bowl program</td>
<td>+ Grow Business Affiliate Program to 10</td>
<td>+ Continue to implement the strategic communications plan and calendar</td>
<td>+ Continue to implement the strategic communications plan and calendar</td>
<td>+ With Fundraising and Public Policy Committees develop a two year strategic communications plan and calendar</td>
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<tr>
<td></td>
<td>+ Launch Business Affiliate Program. Secure 3-5 inaugural affiliates</td>
<td>+ Include retention strategy in partnerships</td>
<td>+ Extend understanding of ICW issues by holding an editorial board meeting with each newspaper in each of the five major market areas in the state</td>
<td>+ Secure 2 guest editorials on ICW related topics in 2 newspapers in major markets after the 2021 legislative session</td>
<td>+ Deepen understanding of ICW issues by holding an editorial board meeting with each newspaper in each of the five major market areas in the state</td>
<td></td>
</tr>
<tr>
<td><strong>Visibility With Fundraising and Public Policy</strong></td>
<td>+ Update the 2016-17 ICW strategic communications plan and calendar activities through the year</td>
<td>+ With Fundraising and Public Policy Committees develop a two year strategic communications plan and calendar</td>
<td>+ With Fundraising and Public Policy Committees develop a two year strategic communications plan and calendar</td>
<td>+ With Fundraising and Public Policy Committees develop a two year strategic communications plan and calendar</td>
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<td></td>
<td>+ Secure guest editorials on legislative outcome on ICW related topics in four newspapers in major markets</td>
<td>+ Educate newspaper editors on 2019 legislative agenda by holding an editorial board meeting with each newspaper in each of the five major market areas in the state</td>
<td>+ Secure 2 guest editorials upon completion of the 2019 legislative session</td>
<td>+ Secure 2 guest editorials on ICW related topics in 2 newspapers in major markets after the 2021 legislative session</td>
<td>+ Deepen understanding of ICW issues by holding an editorial board meeting with each newspaper in each of the five major market areas in the state</td>
<td>+ Deepen understanding of ICW issues by holding an editorial board meeting with each newspaper in each of the five major market areas in the state</td>
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<td>+ Prepare materials for Board members’ presentations at city clubs, Rotary, economic development gatherings, etc. Track presentations to establish baseline</td>
<td>+ Increase Board presentations to community groups by 25%. + Broaden understanding of quality of students by successfully organizing an ethics bowl program that continues to generate broader reach into the colleges, two new corporate sponsors, 3 new influencers, and one newspaper article</td>
<td>+ Continue to extend reach to donors and legislators through ethics bowl program and internship program</td>
<td>+ Extend reach into key audiences through ethics bowl program and internship program</td>
<td>+ Deepen engagement of key audiences through ethics bowl program and internship program</td>
<td>+ Continue to extend connections through ethics bowl program and internship program (if valued)</td>
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</tr>
<tr>
<td>+ Increase awareness of quality of ICW students by successfully organizing an ethics bowl program that generates broader reach into the colleges, two new corporate sponsors, 3 new influencers, and one newspaper article</td>
<td>+ Convene college intern coordinators to determine if ICW can add value to the colleges as well as donors</td>
<td>+ Deepen connection to donors and potential donors by implementing an internship plan that is helpful to the colleges and employers</td>
<td>+ Implement the program designed to raise attention to the value of a liberal arts education developed the previous year through the Washington Consortium for the Liberal Arts</td>
<td>+ Evaluate internship program</td>
<td>+ Seek opportunities to share successes of collaborative program implemented in 20-21</td>
<td></td>
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<tr>
<td>+ Convene college intern coordinators to determine if ICW can add value to the colleges as well as donors</td>
<td>+ Explore with colleges a program to promote the value of a liberal arts education at ICW college</td>
<td>+ Raise attention to the value of a liberal arts education developed the previous year through the Washington Consortium for the Liberal Arts</td>
<td>+ Consider new areas of reach and connection through collaboration across colleges; survey ICW member colleges</td>
<td>+ Seek media coverage of the implementation of the top priority determined through the survey of ICW member colleges to determine potential emerging needs that could be addressed by ICW through ICW member college collaboration</td>
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| **Nominations** | + Continue to improve strength of Board members  
+ Survey committees about skills needed for the committees  
+ Develop a comprehensive Board development plan that includes on-boarding, mentoring, and evaluation  
+ Consider changes to bylaws to adjust terms  
+ Secure at least three new Board, including two from outside Seattle Metro and at least one from east of the mountains | + Implement Board development plan  
+ Survey committees about skills needed  
+ Recruit based on skills needs and to continue to enhance diversity | + Survey committees about skills needed  
+ Recruit based on skills needs and to continue to enhance diversity | + Evaluate term changes (if implemented) and implementation of comprehensive Board development plan that includes on-boarding, mentoring, and evaluation based in part on annual surveys  
+ Survey committees about skills needed  
+ Recruit based on skills needs and to continue to enhance diversity | + Survey committees about skills needed  
+ Recruit based on skills needs and to continue to enhance diversity | + Continue to improve strength and diversity of Board 33% outside Seattle Metro, 50% women, 33% of color, 10% ICW alumni less than 10 years out of college |
| **Finance & Audit** | + With Fundraising and Visibility Committees implement Business Affiliate Program  
+ Implement and refine financial dashboard  
+ Clean audit | + Grow Business Affiliate Program to 1.5% of operating budget  
+ Review value of financial dashboard  
+ Clean audit | + Evaluate Business Affiliate Program  
+ Identify additional revenue options  
+ Continue financial dashboard  
+ Clean audit | + Outline additional revenue option and seek Board approval  
+ Non-dues revenue greater than 5% of operating budget  
+ Review dashboard  
+ Clean audit | + Begin to implement second revenue option  
+ Non-dues revenue greater than 10% of operating budget  
+ Review dashboard  
+ Clean audit | + Non-dues revenue greater than 10% of operating budget  
+ Review dashboard  
+ Clean audit |
Action Requested: ICWashington.org Web Privacy Policy

Visibility Committee Proposal

The Independent Colleges of Washington website (www.ICWashington.org) collects no personal information and does not use cookies or related technologies. We do collect analytics data and use third-party analytics tools and services to measure traffic and usage trends. These tools collect information sent by your browser or mobile device, including the pages you visit and other information that assists us in managing our website. We collect and use this analytics information in aggregate form such that it cannot reasonably be manipulated to identify any particular individual user. We do not share any of this information with any third party.

If you have any questions about our privacy policy and practice, please contact us at Info@ICWashington.org

Board Consideration: April 2017
Action Requested: Strategic Communication Constituent Survey

Action Requested: Use up to $25,000 in reserves to complete a strategic communications constituent survey to gather perspectives about how ICW is currently perceived by the external environment of the organization.

Background

In the 2016-2022 Strategic Plan, the Board outlined the purposes of ICW:

- Reinforce the importance of higher education in Washington and ensure the public commitment remains strong to independent as well as public higher education
- Raise awareness about the essential role independent liberal arts-based colleges play in the overall quality and diversity of Washington’s higher education landscape
- Strengthen the private and public commitment to financial aid so all students have the opportunity to choose the college that fits them best
- Enhance the administrative strength of the ICW organization to increase its impact in higher education

The approach to reach these purposes were subsequently incorporated into the annual goals of the Strategic Plan that guides activities, methods, communications, and messages to be outlined in an update of the ICW strategic communication plan. In the past, the plan has identified communication targets, key messages, priority activities, and the role of Board Members.

Proposal for Outreach

As the Visibility Committee began to implement update the communication plan, members concluded that before updating the plan, ICW should engage in an outreach effort to gather perspectives about how ICW is currently perceived by the external environment of the organization. Defining communications strategies, methods and messages is always more effective if based on data from an organization’s key constituencies. ICW has not conducted such outreach in about ten years. This outreach will target selected donors, elected officials, and key influencers to gain qualitative data and feedback about how ICW is perceived, opportunities for partnership and collaboration, and how the mission of ICW is understood and supported. This information will then be used specifically to help define messages and approaches in the update of the ICW Strategic Communications Plan and generally in implementing the ICW 2016-2022 Strategic plan over the next five years.

The work is proposed to be completed by an outside source to help develop questions, interview key constituents to gain insights on ICW's strengths and weaknesses, especially as related to communications. This work would synthesize the discussions and findings and then presented to the ICW Board with key insights and recommendations for communications.
ICW Takes to the Hill in February

Christian Colleges Balance Faith and Politics in Response to Trump’s Ban on Refugees

By Vimal Patel  FEBRUARY 02, 2017  PREMIUM

WASHINGTON

Beck A. Taylor (right), president of Whitworth U., had planned to spend time on Capitol Hill this week talking to lawmakers about issues such as financial aid and student-loan repayment. But President Trump’s travel ban catapulted the treatment of international students to the top of the list.

Many college leaders have struggled to respond to President Trump’s executive order halting travel to the United States by refugees and by citizens of seven predominantly Muslim countries, a decree sparking widespread protests and a wave of anxiety among international students.

The challenge has been especially vexing for Christian colleges, where leaders face a balancing act. They tend to view the action as an affront to their faith’s central tenet of loving one’s neighbors. But they also oversee students who tend to be politically conservative and more supportive of Mr. Trump than students at American colleges more generally.

“It’s taxing us. We’ve never been pushed to the point where upholding our mission would be breaking the law.”

Mr. Trump, for example, received 58 percent of the Christian vote, according to an analysis of exit-poll data by the Pew Research Center. Among white evangelical Christians, Mr. Trump received 81 percent.
Faith-based institutions have to strike a balance between hewing to religious doctrine while also observing the nation’s laws, said Sharon L. Hirsh, president of Rosemont College. Her institution signed on to a [statement](#) put out by the Association of Catholic Colleges and Universities affirming "the moral obligation of our country to assist migrants, particularly those who are fleeing any kind of persecution." But such a stance has come into conflict with Mr. Trump’s executive order, which the association strongly opposes.

"It’s taxing us," Ms. Hirsh said. "We’ve never been pushed to the point where upholding our mission would be breaking the law. In my 12 years as president, I’ve never had that kind of a dilemma."

The order, which Mr. Trump signed on Friday, describes its purpose as "protecting the nation from foreign terrorist entry into the United States." But like many colleges, Oklahoma Christian University is trying to figure out exactly what it means for them. The university has about 400 international students, but only two from the countries on the list. Its president sent an email to all international students on Monday morning explaining that the university stood with them.

"We wanted to communicate very clearly to all of our international students that they are welcome here and we love them and that diversity brings our campus together," says John Osborne, director of international programs. Even so, Oklahoma Christian did not explicitly oppose the executive order and Mr. Osborne noted that students had differing views on the matter.

Religious doctrine has always been open for interpretation, but these hyperpartisan times underscore that fact. Loving one’s neighbor, for example, sounds simple enough, but Mr. Osborne says that students also point to that imperative to justify their support of Mr. Trump’s order: Keeping neighbors safe from terrorism is one form of supporting them.

"If that’s your perspective, OK, I can appreciate that," Mr. Osborne says. "But how are you loving your neighbor who may be caught by this executive action and is an innocent victim, someone who is our most vulnerable, people fleeing persecution?"

‘A Scriptural Mandate’

Ambiguity didn’t plague Beck A. Taylor’s response to Mr. Trump’s executive order.

"The Bible speaks very clearly about how we are to treat those who are under persecution," said Mr. Taylor, president of Whitworth University, a Christian institution in Spokane, Wash. "There’s very clearly a scriptural mandate for us to open our arms and doors and provide refuge to such people."

Mr. Taylor spent Tuesday on the Hill here preaching that message to his state’s U.S. senators and other lawmakers. He had planned to spend the visit mostly on topics like financial aid, tax issues related to charitable giving, and student-loan repayment, but Mr. Trump’s order catapulted the treatment of international students to the top of the list.

Many students and community members in Spokane support Mr. Trump’s executive order, said Mr. Taylor, as he waited outside the office of Sen. Patty Murray, a Democrat from Washington state, in the Russell Senate Office Building. "I respect their opinion, but my highest and most sacred duty as university president is to protect the health, welfare, and safety of my current students. That’s going to take priority over everything else."

On his campus, Mr. Taylor said, the immigration order largely transcends politics. It’s located in a conservative area of Washington, and its students tend to be Republicans. Even so, Mr. Taylor said he believes most students oppose the order because they personally know someone who is worried about its effects. Even though only a single Whitworth student, an Iranian undergraduate, is from one of the seven countries on Mr. Trump’s list, about 100 of the university’s 3,000 students are international, and many of them are concerned they’ll be next.
Teachable Moment

Messaging is key for Christian colleges. Conversations on campus can be tense and colleges should try to avoid the perception that their opposition to the travel ban is grounded in politics, said John J. Petillo, president of Sacred Heart University. In an email to students and at a prayer service on the campus on Tuesday, Mr. Petillo stressed the institution’s mission of inclusiveness.

Opposing the order, says one college leader, 'is not a political statement. It’s a human-dignity statement.'

"We remind students, whether they hear it or not, that it’s not a political statement," he said. "It’s a human-dignity statement. Government needs to do what’s best for security, but they need to do so in a humane and just manner."

Other Christian college groups have also voiced opposition to the letter. A group of evangelical leaders, including Shirley V. Hoogstra, president of the Council for Christian Colleges and Universities, wrote a letter to Mr. Trump and Vice President Mike Pence denouncing the order. Among other issues, the letter states, the executive action hurts families and deprives churches of an opportunity to "live out the biblical commands to love our neighbors, to make disciples of all nations, and to practice hospitality."

In an interview, Ms. Hoogstra said Mr. Trump’s order provides Christian colleges a teachable moment and has sparked healthy conversations about what it means to be a citizen and a Christian.

"Our immediate priority is addressing students’ fears and concerns about their well-being," she said. "And then offering an opportunity for them to think about the electoral process and about how that fits within the totality of a faith perspective and worldview."

Correction (2/2/2017, 10:40 a.m.): This article originally misstated the enrollment of Whitworth University. It is about 3,000, not 300. The text has been updated accordingly.

Vimal Patel covers graduate education. Follow him on Twitter @vimalpatel232, or write to him at vimal.patel@chronicle.com.
2017 Legislative Priorities

ICW did not ask for any additional funding in the 2016 supplemental for student financial aid. Instead, we worked with legislators to help them fully understand the critical role financial aid plays in ensuring opportunity to attend and stay in college for low income students.

This session ICW encourages our elected leaders to work together to build on last session’s accomplishments and finish funding the remaining portions of basic education. At the same time, ICW believes that enhancements in higher education opportunities for all students, regardless of their economic ability must be funded and we have joined our higher education partners in a joint request to accomplish this in the 2017 session.

ICW is also a founding partner in a broad-based alliance that is requesting the legislature to fully fund the State Need Grant (SNG) program so that that the 25,000 students who are eligible but do not currently receive a grant under the program can receive the funding they so desperately need and deserve through the program.

ICW’s 2017 Legislative Session Goals:

1. Full funding for the State Need Grant program so that eligible but unserved students receive awards through the program in the future.

2. Expand the State Work Study Program to serve an additional 3,000 students.

3. Full funding for the College Bound Scholarship program so the promise to students in the program is continued without affecting State Need Grant eligible students.

4. Funding in the State Need Grant to ensure that award levels for students attending ICW member colleges are

About ICW’s 10 Member Colleges:

- Enroll nearly 40,000 students each year from all 39 Washington counties, all 50 states, and 90 countries
- Graduate 9,400 students each year (20% of Washington’s bachelor’s and advanced degrees)
- Return significant value to the public’s investment in students through State Need Grants
- Have capacity to grow by 20% over the next eight years (4,000 students)
- Receive no state support except for student financial aid and match each state dollar with over $14 in grant aid
- Award financial aid to more than 90% of undergraduates. More than 70% of these grants are need-based and the average grant is $15,800 per student
- Employ over 7,700 faculty and staff (one of the top 20 employers in the state) and generate over $2.5 billion annually in state and local economic activity
- Recognized in top five best graduation rates of all sectors in the country four years in a row with 92.5% of students starting at our colleges graduating within six years
Background on ICW’s State Need Grant policy and Budget Objectives

Goal: Fully fund the SNG Program and return to ICW member college student award equity

Over 24,000—over one in four—eligible students did not receive a grant in 2016 due to lack of funding. Research shows that students who receive grants are more likely to earn a credential than otherwise-similar students and this financial aid allows students to focus on their studies, rather than attending only one or two courses and working too many hours or accumulating too much debt.

The state must fund its stated policy to meet the promise to these students through this program. For example, increasing funding for the State Need Grant program by $19 Million would serve an additional 4,500 low-income students. The total funding gap is about $100 Million.

At the same time, equity for our students in the State Need Grant program must be restored. Until 2011, ICW member college SNG students were eligible to receive awards equal to those provided to students attending public research universities. After 2011, an inequity was created through the state budget that has resulted in ICW college students receiving almost $2,400 less per year from 2012-2015.

The tuition reductions made through the 2015-2017 biennial budget reduced this inequity by holding award level for students attending ICW member colleges constant while reducing award levels at public colleges commensurate to tuition decreases but still leaves about an $850 gap (or about $950,000 per year). ICW believes it is time for the legislature to close this gap in the 2017 legislative session and return to the recent historical policy of equity even in recognition that in the past, the policy was to provide greater awards to students attending ICW member colleges based on the value proposition ICW member colleges provide to the state.

Prior to 2011-12, State Need Grant Awards Were Equal (or Higher) for Low-Income Washington Students Who Chose a Private Colleges

<table>
<thead>
<tr>
<th>Sector Totals</th>
<th>State Need Grant</th>
<th>College Bound</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Served</td>
<td>Unserved</td>
</tr>
<tr>
<td>ICW</td>
<td>3,356</td>
<td>1,111</td>
</tr>
<tr>
<td>Research</td>
<td>13,130</td>
<td>5,423</td>
</tr>
<tr>
<td>Regional</td>
<td>9,505</td>
<td>4,638</td>
</tr>
<tr>
<td>CTC’s</td>
<td>39,173</td>
<td>12,850</td>
</tr>
<tr>
<td>Other*</td>
<td>3,912</td>
<td>1,124</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>69,076</td>
<td>25,146</td>
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</table>

12/2016 Data Totals are not de-duplicated of students attending more than one institution in 2015-16. *Includes Western Governors University. Source: WSAC

Source: WSAC. *2016-17 Maximum Regional awards are estimates based on mandated tuition changes.
Student Aid Alliance
State Need Grant Funding Imperative

The Student Aid Alliance is a collaboration of higher education, businesses, and concerned nonprofits, that supports full funding for the State Need Grant program, including increased funding for the State Need Grant program in the 2017 legislative session to serve more students who are eligible for the grant but do not receive it because of lack of funding.

The combination of greater workforce need and increase in populations underrepresented in higher education makes full funding for the State Need Grant Program an absolute requirement. It is right for our economy, and for social justice!

Editorial Opinion Support for the State Need Grant
The Student Aid Alliance is a collaboration of Student Associations, higher education partners, businesses, and concerned nonprofits, that support full funding for the State Need Grant program, including increased funding for the State Need Grant program in the 2017 legislative session to serve more students who are eligible for the grant but do not receive it because of lack of funding.

Background
The State Need Grant (SNG) program was established in 1969 to lower financial barriers to a college education for low- and middle-income Washington residents. Currently grants cover approximately 96% of the cost of tuition at public colleges and universities and 25% of the cost of tuition at private colleges. A student is eligible to receive a grant if their family income is below 70% of the state’s median family income ($59,500 for a family of four). The program annually serves about 72,000 students.

The program’s broad reach allows students to study at 67 institutions, from private career schools to research universities, opening opportunities for students wherever and however they enter postsecondary education and training – from a traditional student going to college immediately after high school graduation, to a returning adult student who wants to get a credential to boost their earning potential in the labor market.

Unfortunately, since 2007, the program has been increasingly underfunded in the state budget; last year more than 24,000 enrolled students (about 26% of eligible students) did not receive a grant because of underfunding.

The funding gap to serve all eligible students is approximately $100 million per year.

Why Fund the State Need Grant Program?
Higher education makes a significant and life altering difference in a student’s life. For those students with financial need, receiving a grant is often the difference between attending college, earning their degree, and achieving their dreams or dropping out of school. Eligible unserved students:

- Have higher average debt loads than their served peers.
- Tend to take fewer credits, which slows their progress and reduces the chances of completion.

State Need Grant is also a significant source of financial support for facilitating postsecondary participation among currently underserved students, including first-generation college students, veterans, students of color, and older students.

Funding the State Need Grant is vital to Washington’s future!
Our growing economy is demanding a more educated workforce. Jobs in Washington are projected to grow to over 4 million in 2023, a 19% increase over ten years. A recent study suggests there will be some 740,000 openings between now and 2021.

At least 70% of jobs in 2020 are projected to require postsecondary education; 51% of Washington adults currently have any postsecondary education and only 31% of Washington high school students go on to earn a postsecondary credential; we need 70% to go on to earn a postsecondary credential to meet job opportunity demands.

Washington’s high school graduates of color are projected to nearly double by 2028. These students are less likely to pursue, attend, or complete their postsecondary education without additional resources.

Higher education completely changes the trajectory and prosperity of a student’s life.

### Earnings and unemployment rates by educational attainment, 2015

<table>
<thead>
<tr>
<th>Level of Education</th>
<th>Median usual weekly earnings</th>
<th>Unemployment rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Doctoral degree</td>
<td>$1,623</td>
<td>1.7%</td>
</tr>
<tr>
<td>Professional degree</td>
<td>$1,730</td>
<td>1.5%</td>
</tr>
<tr>
<td>Master’s degree</td>
<td>$1,341</td>
<td>2.4%</td>
</tr>
<tr>
<td>Bachelor’s degree</td>
<td>$1,137</td>
<td>2.8%</td>
</tr>
<tr>
<td>Associate’s degree</td>
<td>$758</td>
<td>3.8%</td>
</tr>
<tr>
<td>Some college, no degree</td>
<td>$738</td>
<td>5.0%</td>
</tr>
<tr>
<td>High school diploma</td>
<td>$678</td>
<td>5.4%</td>
</tr>
<tr>
<td>Less than a high school diploma</td>
<td>$493</td>
<td>8.0%</td>
</tr>
</tbody>
</table>


The combination of greater workforce need and increase in populations underrepresented in higher education makes full funding for the State Need Grant Program an absolute requirement. It is right for our economy, and for social justice!
Washington Competes: A Sector-wide Agenda for Higher Education Growth and Completion

In 2017, state policy makers have an opportunity to build on recent investments in order to serve more students and strengthen the state’s competitive advantage by increasing investment in Washington’s college and university systems. Because higher education is a public good, everyone benefits when there are more college graduates.

Postsecondary education is essential to being competitive in today’s global economy. Washington’s economic vitality hinges on a strong and vibrant education system that includes early learning, K-12, and higher education. Increasing the number of individuals with a postsecondary credential reduces reliance on social support programs and ensures that Washington families are not left behind.

Current Challenges:

Unmet Workforce Demands – A skilled and educated workforce is the foundation of a prosperous economy. According to the Washington Roundtable, there will be 740,000 job openings in Washington in the next five years. Yet as identified in the WSAC’s Roadmap report, only 51% of adults currently possess a postsecondary credential. Our state’s colleges and universities are key to creating a local pipeline for Washingtonians to fill these jobs.

Degree Attainment – Washingtonians ages 25 to 34 are projected to be the first generation in history with lower educational attainment than their parents. Many have some college credit but have not completed a degree. At the same time, a growing number of Washington students come from groups that have been historically underserved by higher education. Ensuring the academic success of these students requires strategies and investment in proven student success initiatives.

Competing for Excellence – Providing quality education requires access to talented and dedicated faculty and staff. Yet Washington’s colleges and universities face an increasingly competitive national marketplace to attract and retain top-notch educators.

The Path Forward:

Addressing our educational and economic challenges requires increased state investment to improve student access and degree completion, preserve affordability, and maintain the high quality of our colleges and universities. Washington’s colleges and universities request funding to bolster certificate and degree production, student success, and educational quality.

Degrees to meet demand: Address state needs through targeted investments

- Expand capacity to support student completion in the areas they pursue. This includes enrollments that fill skill gaps in high-demand fields such as STEM, teacher preparation, health care, and priority workforce programs.
- Reduce bottlenecks in high-demand and priority workforce programs and courses, and improve student time to degree or credential.
- Ensure that graduates have the breadth of knowledge, aptitudes, and experiences enabling them to adapt to a changing economy and workforce. The workforce of tomorrow will need to be more nimble and flexible than before – the core skills that the humanities can provide lay the groundwork for a lifetime of learning and reinvention – of business, of themselves.

Student success: Ensure that students have the resources to graduate

- Invest in proven strategies that retain students and lead to degree completion.
- Strengthen pathways for historically underserved populations, transfer students, veterans, and adult learners.
- Fully fund the State Need Grant to permit more students to attend college and reduce student debt loads.

High Impact credentials: Ensure that all students excel in today’s competitive labor market

- Provide an educational experience that equips students with knowledge, skills, and experiences that translate from the classroom to the workplace.
- Invest in competitive compensation for faculty and staff in order to attract and retain quality educators.

Each year, Washington’s 50 public and private colleges and universities together award 71,000 credentials to students in all 39 counties. However, we need to produce more to meet the state’s growing economic needs and to ensure that Washingtonians are not left behind. We are ready to build on nationally-recognized programs to increase the multi-billion dollar economic impact that our colleges and universities have on the state’s economy, as well as to enhance the economic well-being of all Washington residents.

THE COUNCIL OF PRESIDENTS • STATE BOARD FOR COMMUNITY & TECHNICAL COLLEGES • INDEPENDENT COLLEGES OF WASHINGTON
Who we are

The College Promise Coalition (CPC) is an unprecedented partnership that brings together advocates for Washington state’s public and private four and two-year colleges and universities alongside students, families, faculty, alumni, education supporters and leaders in business and labor to advocate for higher education opportunity and access for Washington’s students and to urge policymakers to make higher education a top priority in our state. Founded in 2011 in response to dramatic state cuts to higher education funding, the coalition is entering its sixth year of fighting to ensure that access to an affordable, quality education remains an option for all Washingtonians.

Using the strength of our collective voice, the College Promise Coalition advocates for increased investments in proven strategies that retain students, lead to degree completion and strengthen pathways for historically underserved populations, transfer students, veterans, and adult learners.

The Problem

We recognize that academic success and economic strength hinges on investments in education being made across the entire education pipeline – early learning, K-12 and higher education. Having strong colleges and universities is critical to providing Washington students with the skills they need to be successful in today’s economy.

Yet despite best intentions, as a state we are still falling short when it comes to providing access to higher education for all Washingtonians. In 2013 the Washington legislature adopted an educational attainment goal of at least 70% of adults ages 25-44 possessing a postsecondary credential or degree by 2023. This means a four-year degree, a two-year degree or completion of any number of certificate, certification and license programs that prepare or enhance student’s career readiness.

But today we are at just 51% of adults reaching this goal. And if you look at just Washington students we’re even further behind, with only 31% of students graduating from Washington high schools going on to receive a post-secondary credential. And current data on credential attainment trends show that we are not yet on track to meet the 2023 adopted goal – doing everything we can to move the needle and make real progress towards achieving our higher education attainment goals is CPC’s overarching goal.

Our 2017 Priority

After years of cuts, recent years’ budgets have begun to reverse this trend and provide
Now in 2017 we have an opportunity to build on previous investments to allow more students to be served and to strengthen Washington’s competitive economic advantage by bolstering certificate and degree production and increasing student success and educational quality.

Our highest priority this year for making progress towards achieving our state’s higher education attainment goal is securing the additional $100 million per year needed to fully fund the Washington State Need Grant (SNG), our state’s largest financial aid program. For over forty years the SNG has been providing assistance to the lowest-income undergraduate students in the state helping them be able to pursue degrees, gain new skills or train for current or new careers. And unlike other need-based student aid programs, the SNG can serve everyone from traditional post high school students to adult learners seeking anything from a certificate to a baccalaureate degree – this broadness and flexibility has made Washington’s SNG program a national model in how to administer need-based access programs successfully.

But for years now, the Need Grant has been underfunded. Each year since 2009, at least a quarter of eligible students did not receive the grant due to lack of state funds severely undermining the efficacy of the program. Today, there are over 24,000 eligible students unable to receive grants due to lack of funding. Securing the additional $100 million per year needed to fully fund the program would allow the program to serve all 93,000 eligible Washington state students. Ensuring eligible students are able to access financial aid will help boost enrollment, completion and help us address the state’s skills and opportunity gaps - which is why CPC’s shared top priority for the 2017 legislative session is fully funding the State Need Grant.

Expanding the Need Grant and continuing strong investment in other state financial aid programs is an essential component in improving educational attainment, by joining forces to amplify our shared agenda we can make a real difference.

We also recognize the need to increase the availability and accessibility of all types of higher education in a variety of disciplines to ensure that Washingtonians are ready for the jobs of the future. This includes expanding capacity to support student completion and fill skill gaps in high-demand fields such as STEM, teacher preparation, healthcare and priority workforce programs. Directing resources towards programs with proven success in increasing graduates’ scope and depth of knowledge, skillsets and experiences is also necessary to enable them to adapt to a constantly changing economy - ensuring that once they enter the workforce, they are able to remain in it.
State Need Grant Advocacy Day

On February 7th over 75 students attended meetings with more than 25 legislators as a part of State Need Grant Advocacy Day organized by the Student Aid Alliance. Students came from 18 different schools and colleges from as far away as Bellingham, Spokane, Vancouver, and Walla Walla. Social media was a component of the day.
Fund the State Need Grant — we are worth the investment

*Special to The Times*

*February 24, 2017*

**Fund the State Need Grant — we are worth the investment**

Originally published February 24, 2017 at 1:35 pm Updated February 26, 2017 at 8:35 am

Four Washington state college students urge the Legislature to fully fund the State Need Grant so that all eligible lower-income students have the opportunity to go to college.

By Kalei Gordon, Megan Filippello, Ana Ramirez and Norma Heredia

STUDENTS from across the state traveled earlier this month to Olympia to advocate for full funding of the Washington State Need Grant. We called it Student Advocacy Day, and more than 150 of us lobbied our legislators.

We came from high schools, private four-year institutions, public research and regional institutions, and community and technical colleges. We spent the day testifying and meeting with legislators to share our personal stories of how the grant has affected the trajectory of our lives. Many legislators said they recognized the significant positive benefit this financial aid program provides for low-income students and the state. But too many remain uncommitted to providing the funding to serve the 24,000 eligible but currently unserved students.

We urge the Legislature to fully fund the State Need Grant so that all eligible students have the opportunity to go to college. The State Need Grant is, simply put, a lifesaver for many students. Without the grant, lower-income students like us could not pursue higher education, or if they do, they struggle to make ends meet, often dropping out before completion.

Many of us are the first in our family to attend college, and our families lack the financial resources to support our education and career dreams. Everyone who has a desire to further their education should have that opportunity; lack of funds should not be the determining factor. Receiving the grant allows us to devote our efforts to our studies, focusing on graduating on time and in good standing. With financial assistance from the state, we are able to thrive.

In addition to receiving the opportunity for higher education to better our lives, the State Need Grant program is a smart investment for the state, as well. Need Grant recipients are a cross-section of the state. We come from every community; we represent all backgrounds, all ethnicities and all areas of study. We are documented and undocumented, first generation, traditional and nontraditional students. We will become Washington’s doctors, educators, engineers, policymakers, and police officers. We are Washington’s future, and we are worth the investment.

Our experiences in Olympia showed us that using our voices as students can have a positive impact. We stand with eligible students who do not receive a grant and ask that they be afforded the same opportunities we have been.

We strongly urge the Legislature to fully fund the Washington State Need Grant. An investment in Washington’s college students is a smart investment in Washington’s future. Without full funding,
the grant’s intended reach cannot be fully realized, and real students’ lives will be negatively altered. Funding the State Need Grant will help extend the opportunity for success in higher education to all students regardless of their income. It is the right thing to do for students, and the right thing to do for Washington.

*Kalei Gordon is a student at the University of Washington, Bothell. Megan Filippello is a student at Walla Walla University. Ana Ramirez is a student at Western Washington University. Norma Heredia is a student at Whitworth University.*

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**NOVEMBER 29, 2016 8:00 PM**

*State Need Grant deserves a boost*

**State Need Grant Deserves a Boost**

*The Olympian Editorial Board*

Washington’s universities, community colleges and technical colleges are joining forces on a few common budget goals in the next year. One important focus is on the State Need Grant program.

This valuable piece of Washington’s investment in higher education provides tuition aid to nearly 70,000 low-income students.

Institutions as large as from the University of Washington and as small as those in the community and technical college system are jointly seeking to expand the program to cover all 93,000 eligible students.

Grants for these students represent an investment in the state’s future workforce. Students range from recent high school graduates to older adults.

These also are individuals who otherwise may not receive the academic or workplace training needed to step into the workforce and up the ladder of opportunity.

The catch is the same as ever: cost. To get the program fully funded to cover another 24,000 students would cost about $100 million, according to data kept by the Washington State Student Achievement Council.

But as UW president Ana Mari Cauce told The Olympian Editorial Board recently, “Higher education is the linchpin for the future prosperity of our entire state.”

Cauce added: “We are looking to the state to keep its promise (to students) ... To have it be empty is I think the worst of all situations.”

On the bright side, the region’s economy is growing overall, driven by strong growth in Seattle and central Puget Sound. On the down side, high jobless rates remain in many rural areas.

Also, the cost of fully funding basic education by 2018, which the state Supreme Court ruling in the McCleary case demands, could require a boost of $1.75 billion per year into K-12 alone. And state employees are due for raises.
So the $2.1 billion expected in reserves at the start of the next biennium in July could be eaten up before higher education ever sits down to the table.

Balancing all of these needs won’t be easy. But lawmakers must own up to the challenges faced by higher education and the growing high-tech economy.

That is not to say lawmakers haven’t tried.

After tuition shot up after 2009 to help balance state budgets, the Legislature put a cap on tuition hikes — in 2013. Two sessions ago, led by Senate Republicans, the Legislature made Washington the first state to actually cut tuition.

Democrats including Gov. Jay Inslee eventually embraced the tuition cuts and helped pass them into law, but not before the GOP agreed to include community colleges in the tuition cut.

Importantly, the GOP also agreed to raise new money to help defray the lost tuition dollars.

Gov. Inslee doesn’t put out his budget until after mid-December. But we hope he and the Legislature don’t forget the investment in economic opportunity that is represented by the State Need Grant program.

They also must remember that Washington is still among the lower third of states for tax burden when measured against incomes.

A generation of students is depending on wise choices that may include new resources. Read more here:
http://www.theyolympian.com/opinion/editorials/article117806953.html#storylink=cpy

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**Special to The Times**

*February 24, 2017*

- **Opinion**
  Too many Washington kids are not college- or job-ready

By **Steve Mullin**

*Special to The Times*

Originally published November 25, 2016 at 8:01 am Updated November 25, 2016 at 12:23 pm

STUDENTS in Washington classrooms today will soon enter a job market bursting with opportunities. New research from The Boston Consulting Group and the Washington Roundtable projects 740,000 job openings in our state in just the next five years. State job growth over that period is expected to be nearly triple the national average.
A survey of Washington Roundtable member companies shows a universal preference to hire Washington kids for Washington jobs.

The largest number of openings — 45 percent (or 330,000 jobs) — will be what we call “pathway jobs.” Examples of these positions include construction laborers, service and retail positions and office-administration jobs. They offer annual salaries ranging from $30,000 to $45,000. These positions also have a direct route to a career job. Workers with a credential or some college education will fill nearly two-thirds of these jobs.

Twenty percent (or 150,000) of the openings will be entry-level. These jobs — in fields like food service, farm labor, and housekeeping — offer opportunities to gain important work experience. However, compensation is lower ($20,000 to $30,000 a year) and there is little opportunity for upward mobility. Workers with a credential or some college education will fill nearly half of these jobs.

A survey of Washington Roundtable member companies shows a universal preference to hire Washington kids for Washington jobs. We have no doubt other employers feel similarly.

The challenge is this: Just 31 percent of the students who attend a public high school in our state go on to attain a postsecondary credential by age 26. Less than a third are prepared for the jobs of the future. That’s not good enough.

The Washington Roundtable has set an ambitious goal: By 2030, 70 percent of Washington students will earn a postsecondary credential by the age of 26. An education advisory team to Mayor Ed Murray recently recommended a similar goal for Seattle students.

Increasing postsecondary attainment to 70 percent statewide means that, in a class of 81,000 students (the typical size of the state’s public high-school cohort), 31,000 more Washington students would earn a credential. As a result, each would earn nearly $1 million more over his or her lifetime. Their collective successes would reduce unemployment by a third and cut poverty by nearly half, saving our state $3.5 billion a year in social spending.
We can meet the goal and enhance the lifetime prospects of young Washingtonians by adopting a “cradle to career” approach to education. Efforts should focus in four areas:

• Improve school-readiness, emphasizing services for low-income children and traditionally underserved populations.

• Improve the performance of the K-12 system to ensure more students graduate career- and college-ready.

• Increase participation of Washington students in postsecondary education, focusing on high-demand fields.

• Help students, beginning in elementary schools, understand career opportunities. Inspire them to think about their futures and develop the necessary skills to attain their goals.

Washington employers are creating exciting and fulfilling job opportunities. Taking these sensible steps would ensure our own students have what they need to compete for those opportunities and succeed in their home state. When that happens, we all benefit.

Steve Mullin

Steve Mullin is president of the Washington Roundtable, an association of senior executives from the state’s major employers.

Editorials

GPA cutoff has no place in the successful State Need Grant program

Originally published March 1, 2017 at 1:08 pm Updated March 1, 2017 at 1:32 pm

The State Need Grant for low-income college students doesn’t need a GPA threshold, it needs to be expanded.

By Seattle Times editorial board

The Seattle Times

SINCE 1969, the state Legislature has sent generations of low-income students up the educational escalator, offering deep college financial aid for those lucky enough to get it.
The Legislature has chipped away at the backlog, and this year should try to end it, even at an eye-popping cost of about $100 million.

What the Legislature should not do is impose a GPA cutoff for State Need Grants. A bill, SB 5820, has raced through the Republican-held state Senate with a new 2.5 GPA threshold for Need-Grant aid. Currently, recipients of Need Grants get a special review — and, typically, special counseling at their institution — if they fall below 2.0, but don’t automatically lose their grants.

Sen. John Braun, the Centralia Republican who chairs the Senate budget-writing committee, said at a recent hearing on the bill, “Moving from a 2.0 GPA to a 2.5 does not seem to me to be a gross injustice when we know there are other students with higher GPAs that are not being served.”

It’s a fair question: there probably are higher-performing students on the waiting list. But instead of rationing aid, it should be expanded to include the ones being left behind. Braun has the power to end the waiting list for Need Grants.

There is plenty of evidence that the Need Grant is working as intended, without a GPA cutoff. At all levels of higher education, graduation rates for Need-Grant recipients are higher than for Need Grant-eligible students on the waiting list, according to a study by the state’s Education Research and Data Center. More than 60 percent of State Need Grant recipients enrolled at four-year institutions graduated within five years, comparable to national averages.

Students, researchers, universities and the state’s Council of Presidents, which represents the four-year institutions, have protested the proposed GPA threshold. Up to 7,000 students could stand to lose vital Need Grants. If faced with losing that aid, students may predictably gravitate toward easier classes, avoiding the STEM courses that feed the highest-demand professions.

The State Need Grant for generations has provided an educational and economic ladder for low-income students. Instead of rationing that aid, the Legislature should expand it.

Editorial board members are editorial page editor Kate Riley, Frank A. Blethen, Donna Gordon Blankinship, Brier Dudley, Mark Higgins, Jonathan Martin, William K. Blethen (emeritus) and Robert C. Blethen (emeritus).
Supercharged economy leaves too many students behind

In less than three years, 70 percent of the jobs in the state will require some postsecondary education; 33 percent will require a bachelor’s degree or more.

By George Bridges and Sabah Randhawa

Special to The Times

MANY of today’s students overcome huge obstacles to reach college and succeed.

Consider Liam, whose father was incarcerated when he was 13; he and his sister cared for their mother, stricken with cancer, until she passed away. Liam persevered and is excelling as a freshman at Western Washington University. Or Jessy, who was abandoned by her parents, lived with various relatives and members of her church and worked her way to success at Western. And Mayra — the first member of her family to attend college and a participant in the Upward Bound program to support college readiness and the TRIO Student Success program at The Evergreen State College. She is solidly on her path to becoming a teacher and has also inspired her younger sister and brother to attend college.

For these students and others, access to a little extra support — academic advising, assistance navigating unfamiliar college systems, social support from staff and student mentors, and financial aid opportunities — can make all the difference.
The Seattle Times editorial board recently observed that Washington lawmakers have an opportunity to foster a world-class education in our state — preschool through college.

As presidents of two of our state’s public four-year higher education institutions, we support this goal. By 2020, 70 percent of the jobs in the state will require some postsecondary education; 33 percent will require a bachelor’s degree or more.

In today’s knowledge economy, the consequences of not having any postsecondary degree are significant, as reflected in gaps in income, household wealth, poverty rates, dependency on government assistance programs, and even health and longevity outcomes, between the haves and have-nots.

The consequences for the economic, political, and social vitality of our state and country are just as important.

According to an annual survey of the nation’s public-education systems, Washington ranked second to last when it came to narrowing the gap in performance between low- and high-income students — even though the state ranked 13th in overall K-12 achievement.

As a state, how can we fully compete when so many of our students are being left behind by the fast-moving 21st century economy?

The good news is increasing numbers of students attending our universities and colleges from lower-income families, which also are more ethnically and racially diverse.

Fully 90 percent of Evergreen’s 2016 graduates belonged to at least one group traditionally underrepresented in higher education: low-income, first-generation to complete a bachelor’s degree, students of color, veterans, nontraditional age and students with disabilities. And these students are already contributing to their communities.

Through the award-winning Compass 2 Campus program, Western students have spent 123,000 hours mentoring 9,000 kids in 31 low-income schools across Whatcom and Skagit counties, encouraging them to set their sights on college.

It’s not enough to just get students in the door. To remain competitive as a state, we must invest in proven strategies; strengthen pathways for historically underserved populations, transfer students, veterans, and adult learners; and fully fund the State Need Grant to permit more students to attend college and reduce the burden of student debt loads.

We must also address persistent bottlenecks for STEM (Science, Technology, Engineering and Math) coursework to fill the significant needs in our state’s burgeoning technology sectors. By 2018, 70 percent of all STEM jobs in the state will require a bachelor’s degree or greater. And Washington ranks No. 3 in the nation in STEM job growth.

So, we urge the Legislature to fulfill the worthy goal to invest in a world-class education system, and to ensure that every child in our state can indeed have an education of the highest quality, K-16 and beyond.

The investments we make in Liam, Jessy, Mayra and others like them will yield a robust return, not just for the students, but for our communities, our state and our economy.

George Bridges is president of The Evergreen State College. Sabah Randhawa is president of Western Washington University.
Fundraising
ICW Fundraising Dashboard

Committee Members: Laura Lawton-Forsyth, Chair; Jennifer Divine, Jerry Lee, Leigh Ann Lucero, John McVay, Julie Prince, Laura Rehrmann, Steve Sundborg, S.J., Scott McQuilken (Whitworth)

Note: The majority of gifts come in during the 4th quarter of the fiscal year.

Year to Date Revenue Summary

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FY 2016-17 Forecast

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Fund Development Programs

Matched College Savings Program (MCSP)
A Program of Independent Colleges of Washington

Program and Funding Snapshot
- Two ICW colleges (5 students) in pilot: SPU and PLU. All five successfully graduated in 2016
- Ten students (9 Heritage; 1 PLU) currently enrolled. Represents and restricts ICW private match = $47,000
- Saint Martin’s is dipping their toe in this year by offering to foster youth
- Funds available now to support 40-55 new students or = $192,000
- New funders that fit MCSP in 2016-17 pipeline = $100,000. New funders weigh impact and effectiveness of program in new funding decisions
- Legacy funders look for grant reports showing progress made toward expected outcomes prior to renewed funding requests

ICW collected feedback from each member financial aid office and made significant refinements to the program this past fall including: eliminating application barriers, mapping turnkey financial education models, and on-line banking options for custodial accounts. We need college staff to recruit the students.

Ethics Bowl + Enhanced Lunch

The Ethics Bowl will be held on the Seattle University campus April 23 and 24.

This year there is an opportunity for Board members to invite one or two guests to learn more about ICW. There will be a short program at the Sunday evening reception and at the awards lunch on Monday. Please see the invitation for details. Thank you!
**Action Requested: Bylaws Change Proposal**

SECTION 7.6 **Fundraising-Fund Development Committee.** The Fundraising-Fund Development Committee shall consist of three (3) or more members of the Board of Directors, including at least one (1) Ex Officio Director and one (1) Elected Director or Institutional Director. Prior to the annual meeting of the Board of Directors, the Nominating Committee shall nominate at least three (3) directors for election to the Fundraising Committee. The Board of Directors at its annual meeting shall elect at least three (3) Directors from among those nominated by the Nominating Committee. The Board of Directors shall designate one (1) member of the Fundraising-Fund Development Committee as the Chairperson of the Fund Development Fundraising Committee. Fund Development Fundraising Committee members shall serve as such for a term of one (1) year commencing on July 1 and terminating on June 30. The Fund Development Fundraising Committee shall provide counsel and guidance on fundraising activities of this corporation.
ETHICALLY SPEAKING

INDEPENDENT COLLEGES OF WASHINGTON PRESENTS

2017 ICW Ethics Bowl

Sunday, April 23, 2017 1:00 PM–6:30 PM
Monday, April 24, 2017 8:30 AM–1:30 PM

Seattle University—Pigott Building
901-12th Avenue, Seattle WA 98122

Attend all or a portion of the event as your schedule allows. Details on reverse.

“Ethics is knowing the difference between what you have the right to do and what is right to do.” — Hon. Potter Stewart

Independent Colleges of Washington

ICWashington.org
You are invited to the 2017 ICW Ethics Bowl and Award Reception

This year’s competition spans over two days, with a reception* each day designed to network with students, university staff, and corporate executives from across the state. Come see the future we want for Washington—up close!

Ethics Bowl Competition
Sunday, April 23, 2017—1:00 PM-5:00 PM
Monday, April 24, 2017—8:30 AM-12:00 PM
Seattle University—Pigott Building and Administration Building
901-12th Avenue, Seattle WA 98122

Reception*—Sunday, April 23
PACCAR Atrium 5:30 PM-6:30 PM

Awards Luncheon*—Monday, April 24
Campion Ballroom 12:00 PM-1:30 PM

*RSVP required.
Please RSVP by April 14
ICWashington.org/ethics-bowl/rsvp
or 206.623.4494

Sponsors

Boeing
The Wollenberg Foundation
TIAA
Kenneth J and Beryl N
Goodchild

Seattle University
petersonsullivan LLP
Dear Robin Horrell & ICW Community,

Hello to you all! My name is Carlo Juntillo, and I am writing to you to share my sincere gratitude for selecting me to be a recipient of the William Saletic Scholarship for the 2016-17 school year. Being the first in my family to attend college was scary financially, so your support means the world to me.

I am currently a junior at Gonzaga University and am pursuing a degree in Political Science. I dream of working in the field of politics because I want to be a figure for equitable education for marginalized communities. Your financial assistance has allowed me to study abroad last semester in India. While abroad, I was given the chance to volunteer with kids at an NGO that specialized in providing education to those suffering from a multitude of factors (e.g., AIDS, drug addiction, etc.). Being there and experiencing this made me more passionate to focus my dreams a reality.

Thank you again for your kindness and for believing in me. I promise to you that I will work hard and eventually be able to give back to others & help empower people all over the world to make their dreams come true.

Sincerely,

Carlo Juntillo

---

Robin Horrell
Independent Colleges of WA
400 Stewart St, Suite 600
Seattle, WA 98101
Phone: 206-623-4494
Nominations
Action Requested: Bylaws Changes

Proposed by Nominations Committee

Effect: Changes name and function from Nominating to Board Development and adds responsibilities to include orientation, training, mentorship and evaluation.

Change term to one four-year term. Option for a second four-year term, but would not be the norm.

Also replace “Nominating” with “Board Development” throughout the bylaws

Board of Directors

SECTION 4.5 Terms. Each Elected Director and each Institutional Director shall be elected to serve for a term of three (3)four (4) years commencing on July 1 and terminating on June 30 of the appropriate year. Each Elected Director and each Institutional Director shall hold office for the term for which he or she was elected and, unless the Board of Directors has determined that a successor will not be elected, until his or her successor has been elected and qualified, or until his or her prior death, resignation or removal. Each Elected Director and each Institutional Director may at any time be removed with or without cause by the Board of Directors. Any vacancy occurring because of the death, resignation or removal of an Elected Director or an Institutional Director shall be filled for the unexpired term of such director by the Board of Directors.

No Elected Director may serve for more than two (2) consecutive complete three (3)four (4) year terms as an Elected Director. No Institutional Director may serve for more than one (1) complete three (3)four (4) year term as an Institutional Director. Notwithstanding the foregoing, an Elected Director or an Institutional Director may serve for one (1) additional consecutive term if he or she is a member of the Executive and Nominating-Board Development Committee or is the Chairperson of any other committee of this corporation at the time of expiration of what would otherwise be his or her final term as a member of the Board of Directors.

SECTION 7.2 Nominating-Board Development Committee. The Nominating-Board Development Committee shall consist of three (3) or more members of the Board of Directors. Prior to the annual meeting of the Board of Directors, the Nominating-Board Development Committee shall nominate three (3) or more members of the Board of Directors, including at least one (1) Elected Director or Institutional Director, for election to the Nominating-Board Development Committee. The Board of Directors at its annual meeting shall elect at least three (3) members of the Board of Directors, including at least one (1) Elected Director or Institutional Director from among those members of the Board of Directors nominated by the Nominating Committee. Nominating-Board Development Committee members shall serve as such for a term of one (1) year commencing July 1 and terminating June 30 and may serve for more than one year.

The Nominating-Board Development Committee shall be responsible for nominating Elected Directors, Institutional Directors, the officers and all committee members of this corporation. No nomination shall be made or accepted other than those submitted by the Nominating-Board Development Committee. Any member of the Board of Directors desiring to submit a name of a person or persons to be nominated shall do so by submitting the name or names in writing to the Chairperson of the Nominating-Board Development Committee at least sixty days prior to the annual meeting of the Board of Directors.

The Board Development Committee is also responsible for creating and conducting an orientation session for new Board members, for recommending training sessions for the entire Board, for establishing and implementing a mentorship program for new Board members, and to evaluate Board participation and Board satisfaction.
Financial Dashboard
ICW Finance and Audit Committee
March 2017

2016-17 Budget

- Salary: $615,330 (62%)
- Personnel/Other: $164,310 (16%)
- Rent: $164,310 (16%)
- Operations: $62,000 (6%)
- Visib/Legislative: $27,500 (3%)

Spending through Jan 2017

- Salary: $355,829 (60%)
- Personnel/Other: $88,966 (15%)
- Rent: $88,966 (15%)
- Operations: $40,893 (7%)
- Visib/Legislative: $15,571 (3%)

Budget, Dues, End of Year Spending

- Budget (inc reserves)
- Dues
- Spending

Budget (inc reserves)
Dues
Spending

2012-13
2013-14
2014-15
2015-16
2016-17

$850,000
$900,000
$950,000
$1,000,000
$1,050,000
$1,100,000

* est.
Operating Funds at 6/30/2016
Checking/Savings $171,820
CD’s $156,058

Trust/Fundraising Funds at 6/30/2016
Money Market
  For Distributions $283,607
Endowment $649,439
Estimated Operating Reserves – June 30, 2017

June 30, 2016 (audited) Net Assets $ 276,792

Operating Net Assets $120,734

Operating Investments (CD’s) $156,058

$276,792

Reserves Transfer to Operating ($ 35,000)
Budget 2017-18
(For ICW President Search and Strategic Communication Constituent Research)

Estimated Year End (6/30/17) Operating Funds to transfer to Reserves $ 35,640

Estimated Reserves June 30, 2017 $ 277,432

ICW Policy requires reserve 20% of Budget $ 199,778

ICW Reserve Policy
Recommended by Finance/Audit Committee

It is the intent of ICW to run a budget reserve of approximately 20 percent of the annual budget. The surplus will grow through deposits into the reserve fund account and any annual budget surplus funds. Use of the budget reserve will be determined on a case by case basis with approval of the Executive Committee.

Board Approved: May 27, 1999

February 2017
Executive Session
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<th>6/30/17 Year End Estimate</th>
<th>2017-18 Proposed Budget</th>
<th>% Change from 2016-17 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>301 · Dues</strong></td>
<td>998,890</td>
<td>618,964</td>
<td>998,890</td>
<td>998,890</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>4211 · Interest Income</strong></td>
<td>41</td>
<td>100</td>
<td>200</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>4215 · Other Income</strong></td>
<td>600</td>
<td>600</td>
<td>420</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Transfer From Reserves</strong></td>
<td>0</td>
<td>0</td>
<td>35,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total 301 · Dues</strong></td>
<td>999,531</td>
<td>619,664</td>
<td>999,510</td>
<td>1,033,890</td>
<td>3.4%</td>
</tr>
<tr>
<td><strong>5100 · Personnel</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Subtotal Salaries</strong></td>
<td>615,330</td>
<td>355,829</td>
<td>598,500</td>
<td>610,630</td>
<td>-0.8%</td>
</tr>
<tr>
<td><strong>5132 · President's Discretionary</strong></td>
<td>5,000</td>
<td>5,000</td>
<td>5,000</td>
<td>5,000</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>5180 · Payroll Taxes</strong></td>
<td>45,300</td>
<td>21,078</td>
<td>45,300</td>
<td>45,300</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>5191 · Staff Retirement</strong></td>
<td>59,010</td>
<td>34,192</td>
<td>59,010</td>
<td>59,010</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>5192 · Medical, Disability, Life</strong></td>
<td>600</td>
<td>600</td>
<td>420</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Transfer From Reserves</strong></td>
<td>0</td>
<td>0</td>
<td>35,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total 5100 · Personnel</strong></td>
<td>779,640</td>
<td>444,242</td>
<td>756,000</td>
<td>779,940</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>5200 · Operating Expense</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>5231 · Depreciation</strong></td>
<td>250</td>
<td>0</td>
<td>1,300</td>
<td>1,300</td>
<td>420.0%</td>
</tr>
<tr>
<td><strong>5523 · Boyer Scholarship</strong></td>
<td>10,000</td>
<td>10,000</td>
<td>10,000</td>
<td>10,000</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>5210 · Rent</strong></td>
<td>62,000</td>
<td>40,893</td>
<td>62,150</td>
<td>65,350</td>
<td>5.4%</td>
</tr>
<tr>
<td><strong>5220 · Repairs &amp; maintenance</strong></td>
<td>750</td>
<td>314</td>
<td>750</td>
<td>750</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>5230 · Office Expense &amp; printing</strong></td>
<td>3,000</td>
<td>2,066</td>
<td>3,000</td>
<td>3,000</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>5240 · Telephone /Wireless</strong></td>
<td>3,600</td>
<td>1,799</td>
<td>3,100</td>
<td>3,000</td>
<td>-16.7%</td>
</tr>
<tr>
<td><strong>5250 · Dues &amp; Subscriptions</strong></td>
<td>2,000</td>
<td>426</td>
<td>1,200</td>
<td>1,500</td>
<td>-25.0%</td>
</tr>
<tr>
<td><strong>5260 · Director's / Office Insurance</strong></td>
<td>4,000</td>
<td>0</td>
<td>4,000</td>
<td>4,500</td>
<td>12.5%</td>
</tr>
<tr>
<td><strong>5270 · Computer Maintenance</strong></td>
<td>5,500</td>
<td>4,084</td>
<td>6,200</td>
<td>5,500</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>5274 · Computer Hardware</strong></td>
<td>3,000</td>
<td>127</td>
<td>3,000</td>
<td>3,000</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>5275 · Computer Software</strong></td>
<td>1,500</td>
<td>569</td>
<td>1,500</td>
<td>2,000</td>
<td>33.3%</td>
</tr>
<tr>
<td><strong>5280 · Postage</strong></td>
<td>2,500</td>
<td>1,206</td>
<td>2,500</td>
<td>2,500</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>5290 · Audit</strong></td>
<td>13,400</td>
<td>13,400</td>
<td>13,400</td>
<td>13,800</td>
<td>3.0%</td>
</tr>
<tr>
<td><strong>5295 · Legal &amp; Accounting</strong></td>
<td>9,700</td>
<td>6,360</td>
<td>8,000</td>
<td>8,500</td>
<td>-12.4%</td>
</tr>
<tr>
<td><strong>5310 · Membership Dues</strong></td>
<td>10,000</td>
<td>8,850</td>
<td>10,000</td>
<td>9,000</td>
<td>-10.0%</td>
</tr>
<tr>
<td><strong>5522 · Property Tax &amp; Fees</strong></td>
<td>250</td>
<td>55</td>
<td>250</td>
<td>250</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>5330 · Board / Task Force</strong></td>
<td>17,500</td>
<td>15,125</td>
<td>19,000</td>
<td>18,000</td>
<td>2.9%</td>
</tr>
<tr>
<td><strong>5193 · Professional Education</strong></td>
<td>10,000</td>
<td>8,850</td>
<td>10,000</td>
<td>9,000</td>
<td>-10.0%</td>
</tr>
<tr>
<td><strong>5521 · Miscellaneous</strong></td>
<td>500</td>
<td>0</td>
<td>500</td>
<td>500</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>5330 · Travel</strong></td>
<td>36,800</td>
<td>22,507</td>
<td>33,500</td>
<td>36,000</td>
<td>-2.2%</td>
</tr>
<tr>
<td><strong>Total 5300 · Travel</strong></td>
<td>186,750</td>
<td>127,891</td>
<td>183,750</td>
<td>188,950</td>
<td>1.2%</td>
</tr>
<tr>
<td><strong>5400 · Promotion / Fundraising</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>5442 · Visibility</strong></td>
<td>18,000</td>
<td>12,633</td>
<td>15,000</td>
<td>43,000</td>
<td>138.9%</td>
</tr>
<tr>
<td><strong>Total 5400 · Visibility</strong></td>
<td>18,000</td>
<td>12,633</td>
<td>15,000</td>
<td>43,000</td>
<td>138.9%</td>
</tr>
<tr>
<td><strong>7110 · Interns</strong></td>
<td>5,000</td>
<td>2,500</td>
<td>2,500</td>
<td>2,500</td>
<td>-50.0%</td>
</tr>
<tr>
<td><strong>7120 · Legislative Misc</strong></td>
<td>4,000</td>
<td>2,938</td>
<td>4,000</td>
<td>4,000</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>7130 · Legislative Entertainment</strong></td>
<td>500</td>
<td>500</td>
<td>500</td>
<td>500</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Total Legislative Relations</strong></td>
<td>9,500</td>
<td>2,938</td>
<td>4,500</td>
<td>7,000</td>
<td>-26.3%</td>
</tr>
<tr>
<td><strong>5600 · Contingency/Consultants</strong></td>
<td>5000</td>
<td>1,968</td>
<td>4,000</td>
<td>15,000</td>
<td>200.0%</td>
</tr>
<tr>
<td><strong>Total 5600 · Contingency/Consultants</strong></td>
<td>998,890</td>
<td>589,671</td>
<td>963,250</td>
<td>1,033,890</td>
<td>3.5%</td>
</tr>
</tbody>
</table>