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Board Meeting Agenda
April 9-10, 2018
Student Center
Seattle University

Beck Taylor, Chair, presiding

April 9

9:30 a.m. – 11:30 a.m. Committee Meetings (Student Center)
  Board Development – Robin Horrell (160 Fr. LeRoux Conference Center)
  Finance and Audit – Patty Daniels (160 Fr. LeRoux Conference Center)
  Fund Development – Kris Gonzales (160 Fr. LeRoux Conference Center)
  Public Policy and Visibility - Vi Boyer and Devon Crouch (130 Multipurpose Room)

11:45 – 1:00 Awards Luncheon (Campion Ballroom)
  Azrael Howell, ICW Board of Directors Scholar
  Outstanding Advocacy Award to Senator Dino Rossi
  Departing Board Members

1:15 Introductions, Updates, Minutes (Fr. LeRoux Conference Center – Student Center)
  Action Requested: Approve Minutes of October Meeting
  Review Strategic Plan
  Review of 2017-2018 Goals

1:30 Visibility and Public Policy
  Take-Aways from Constituent Survey
  Legislative Update
  Interim Communication Plan
  Action Requested: Approve Communication Plan

2:30 Federal Policy Update
  David Warren, President, National Association of Independent Colleges and Universities

3:15 Fund Development
  2017-2018 Update
  Washington Student Engagement Networks (Gates Grant) – Darcy Posselli
  Matched Savings Scholarship
3:35  Board Development
      Board Survey

3:50  Finance and Audit
      2017-2018 Update
      Conflict of Interest Forms
      2018-19 Budget

4:15  Executive Session
      **Action Requested:** Approve Budget

5:00  Reception and Dinner

**April 10**

8:00 – Noon  Breakfast and Executive Session (Fr. LeRoux Conference Center)

October 29-30, 2018  Heritage University
April 1, 2019  Saint Martin’s University
October 28-29, 2019  Walla Walla University, Whitman College
April 6, 2020  Seattle Pacific University
October 26-27, 2020  Gonzaga University, Whitworth University
Monday, October 23, 2017 University of Puget Sound

The Board met for lunch at University of Puget Sound with students and faculty from the college. President Isiaah Crawford welcomed the Board to University of Puget Sound. After lunch Puget Sound senior Julia Lin, ICW Board of Directors Scholarship recipient spoke to the Board and thanked it for its support of students.

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

Minutes
Board Chair Taylor asked for review of the minutes of the last meeting.

Action: Approve the April 2017 ICW Board meeting Minutes
Fr. Steve Sundborg made a motion to approve the April 2017 ICW Board meeting minutes. Isiaah Crawford seconded the motion. The minutes were approved.

The Board reviewed the 2016-22 Strategic Plan and the draft 2017-18 organizational goals to prepare for the discussions over the next two days.
Presentation – Breakpoint
Jon McGee, Vice President for Planning and Public Affairs at the College of Saint Benedict and Saint John’s University, and author of Breakpoint: The Changing Marketplace for Higher Education addressed the Board through interactive video. Addressing the challenges facing private higher education, the Board followed up with questions.

Presidents’ Committee
Committee Chair Sundborg reported that the Presidents’ Committee has not met since the last meeting. The Committee doesn’t do the work of the Board unless asked. Generally the presidents discuss issues they face as campus leaders.

Public Policy Committee
Committee Chair Shelly O’Quinn introduced Mike Burgess, ICW’s contract lobbyist for the 2018 session. She reported that the Board voted on-line to give the Stanley O. McNaughton Leadership award to Governor Inslee for his support of State Need Grant, recommending $100 million in new funding in his budget. The award will be presented on December 13 in the Governor’s office.

The Committee also recommends that we create a new award for State Senator Dino Rossi for his successful efforts to restore the maximum state need grant level to the research university level after five years of a lower grant.

Action: Approve presenting the Outstanding Advocacy Award to Sen. Dino Rossi
Carolyn Kelly made a motion to approve the Outstanding Advocacy Award to State Senator Dino Rossi. Kathy Murray seconded the motion. The motion was unanimously approved.

O’Quinn turned the Board’s attention to the proposed 2018 Legislative Session Agenda: increase funding for State Need Grant, State Work Study, and fixing the DACA problem. After discussion, the Board took action.

Action: Approve the 2018 Legislative Agenda
Crawford made a motion to approve the 2018 Legislative Agenda. Jennifer Divine seconded the motion. The motion was approved.

O’Quinn turned the Board’s attention to the Legislative Committee goals for 2017-18. After questions were asked, the action on the goals was deferred to the full goals discussion at the end of the meeting.

Visibility Committee
Committee Chair Dina Fifadra asked the Board to review the committee goals. After discussion, action was deferred to the full goals discussion at the end of the meeting.

She then introduced Samara Villasenor from GreatWork Strategic Communications to report on the interviews with legislators and donors as agreed to at our April meeting. Villasenor presented the findings from their 24 interviews with legislators and donors. The Board asked questions and discussed. The full report will be delivered before the end of 2017.

The meeting was adjourned for the reception and dinner.
Tuesday, October 24, 2017 Pacific Lutheran University

Visibility Committee discussion continued
Following up on the discussion of the constituent interviews, Board members would like to have more preparation in key issue areas: why liberal arts matters, how ICW colleges are engaged in high demand areas. In addition, it was recommended that the colleges become more engaged with local businesses through local economic development councils or chambers of commerce.

Washington Student Achievement Council
Washington Student Achievement Council (WSAC) Executive Director presented to the Board, including a brief history of higher education in the United States. He mentioned that the Governor is exploring free college for the first two years of college. The Board asked several questions about the free college plan and how it related to State Need Grant funding.

Collaborative Activities
Violet Boyer shared the updated ICW video and thanked DeLona Lang Bell for her in-kind contribution to the update. In response to a question, Vi noted that the video is used with the legislature, with guidance counselors, and is available to Board members for presentations if requested.

Executive Committee
Taylor reported that as requested by the Board at the April meeting, the Executive Committee met on September 6 to approve up to $60,000 in reserves for the presidential search. It is anticipated that this could cover all expenses including modest moving expenses.

Finance and Audit Committee
Committee Chair Rhona Kwiram began by discussing the organization’s audit. The Committee met with the auditors including in executive session with them. The Committee has accepted the audit. Kwiram noted that it is a clean audit, and operating ratios are normal.

Kwiram turned attention to the IRS Form 990. She walked through the several key areas of the tax form. After questions were answered, the Board acknowledged that it reviewed the form prior to filing.

**Action: Accept the IRS Form 990**
Julie Prince made a motion to accept the IRS Form 990. Carolyn Kelly seconded. The motion was accepted.

Kwiram walked through the financial dashboard and the Committee goals for 2017-18.

Fund Development Committee
Committee Chair John McVay referred the Board to the Fund Development dashboard, reported on the 2016-17 Board of Directors giving summary, and directed the board to their pledge forms for 2017-18 and goal of 100% board participation. McVay shared ICW will not host an Ethics Bowl in 2018 due to shifts in funding support and the Matched College Savings Program will be brought in-house, fully privatized, automated, and re-branded to serve more students.
The Committee recommends the fund development goal for FY 2017-18 be set at $1,000,000. This represents a 5% increase from cash receipts received last year, plus windfall from the Gates Foundation initiative, forecast growth with Matched Savings Scholarship.

Action: Approve 2017-2018 Fund Development Goal
John McVay made a motion to approve the 2017-18 Fund Development goal. José Gaitán seconded the motion. The motion was approved.

Board Development Committee
Committee Chair José Gaitán reported that the Committee’s implementation of a more robust Board development plan approved at the April meeting has begun with the first orientation for new Board members, held just prior to the Board meeting. New each board member has a mentor. The Board experienced the professional development portion of the committee’s work with Jon McGee and Mike Meotti. The Committee is analyzing the Board survey from the spring meeting.

The Committee is requesting nominations for the new class of Board members, with particular emphasis this year on ethnic diversity. Gaitán directed the attention to the 2017-18 Committee goals for approval.

2017-18 Goals
Taylor directed attention to the 2017-18 Goals that have been discussed throughout the Board meeting. After questions were answered a motion was considered

Action: Approve 2017-2018 Organizational Goals
Gaitán made a motion to approve the 2017-18 Organizational goals. Betsy Cowles seconded the motion. The motion was approved.

Executive Session & Closing Lunch
The Board went into executive session followed by lunch with PLU students and staff. Joel Earlywine, the recipient of the Norcliffe Scholarship and a saver in the Matched Savings program spoke at lunch, thanking the Board for their support which made is possible to continue his studies at PLU and graduate this year.

Adjourn  The meeting was adjourned.

Respectfully submitted,

Rhona Kwiram
Secretary/Treasurer
**ICW 2016-2022 Strategic Plan**

<table>
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<tr>
<th>Mission:</th>
<th>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.</th>
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<tr>
<td>Purpose:</td>
<td>In support of higher education in Washington, ICW advances the long term success of our member colleges and their students</td>
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<td>Priorities:</td>
<td>+ Reinforce the importance of higher education in Washington and ensure the public commitment remains strong to independent as well as public higher education.</td>
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<td>+ Raise awareness about the essential role independent liberal arts-based colleges play in the overall quality and diversity of Washington's higher education landscape</td>
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<td>+ Strengthen the private and public commitment to financial aid so all students have the opportunity to choose the college that fits them best</td>
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<td>+ Enhance the administrative strength of the ICW organization to increase its impact in higher education</td>
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**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

In achieving our purpose, ICW believes we will contribute to the long term health and vitality of an economically robust Washington
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<td>Public Policy</td>
<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>+ In 2020 supplemental budget continue to fully fund SNG students; increase SWS</td>
<td>+ Secure joint legislative agenda with the public higher education partners that reflects ICW agenda</td>
<td>+ Secure joint legislative agenda with the public higher education partners that reflects ICW agenda</td>
<td>+ Secure joint legislative agenda with the public higher education partners that reflects ICW agenda</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>+ Secure joint legislative agenda with the public higher education partners that reflects ICW agenda</td>
<td>+ Every Board member connects with legislators before and/or during the legislative session</td>
<td>+ Every Board member connects with legislators before and/or during the legislative session</td>
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<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>
<td>+ At least 35 Board members connect with legislators before and/or during the legislative session</td>
<td>+ Follow NAICU lead on federal issues, keeping WA delegation informed of state impact; connect interested Board members to federal higher education issues</td>
<td>+ Follow NAICU lead on federal issues, keeping WA delegation informed of state impact; connect interested Board members to federal higher education issues</td>
<td>+ Follow NAICU lead on federal issues, keeping WA delegation informed of state impact; connect interested Board members to federal higher education issues</td>
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<td>+ At least 25 Board members connect with legislators before and/or during the legislative session</td>
<td>+ Follow NAICU lead on federal issues, keeping WA delegation informed of state impact; connect interested Board members to federal higher education issues</td>
<td>+ Follow NAICU lead on Federal issues and keeping WA delegation informed of state impact; connect interested Board members to federal higher education issues</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 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 2021 session to advocate for higher education objectives for the session</td>
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<td>+ Follow NAICU lead on Federal issues and keeping WA delegation informed of state impact; connect interested Board members to federal higher education issues</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 2021 session to advocate for higher education objectives</td>
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<td>Fund Development</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>
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<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 $805,000 and add 2 new donors</td>
<td>+ Implement two half day donor visits with presidents and corporate board members</td>
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<td>+ 5-8 president and corporate board donor call days</td>
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<td>+ Formalize joint president/corporate board donor calls</td>
<td>+ Identify and secure statewide and Eastern Washington sponsors for Ethics Bowl program</td>
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<td></td>
<td>+ Launch Business Affiliate Program. Secure 3-5 inaugural affiliates</td>
<td>+ Include retention strategy in partnerships</td>
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<td>Visibility with Fund Development and Public Policy</td>
<td>+ Update the 2016-17 ICW strategic communications plan and calendar activities through the year</td>
<td>+ With Fund Development and Public Policy Committees develop a two year strategic communications plan and calendar</td>
<td>+ Continue to implement the strategic communications plan</td>
<td>+ With Fund Development and Public Policy Committees develop a two year strategic communications plan and calendar</td>
<td>+ Continue to implement the strategic communications plan</td>
<td>+ With Fund Development and Public Policy Committees develop a two year strategic communications plan and calendar</td>
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<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>+ Extend understanding of ICW issues through an editorial board meeting with each newspaper in each of the five major market areas in the state</td>
<td>+ Extend understanding of ICW issues through 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.</td>
<td>Track presentations to establish baseline</td>
<td>+ Increase Board presentations to community groups by 25%</td>
<td>+ Continue to extend reach to donors and legislators through ethics bowl program that generates broader reach into the college, brings in two new corporate sponsors/program funders, 2 new influencers, and three articles</td>
<td>+ Extend reach into key audiences through ethics bowl program and internship program</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>
</tr>
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<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>+ Reach deeper into key audiences by extending internship program to potential donors</td>
<td>+ Consider new areas of reach and connection through collaboration across colleges; survey ICW member colleges</td>
<td>+ Seek opportunities to share successes of collaborative program implemented in 20-21</td>
<td>+ Continue to extend connections through ethics bowl program and internship program (if valued)</td>
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<td><strong>Board</strong></td>
<td>+ Continue to improve strength of Board members</td>
<td>+ Implement Board development plan</td>
<td>+ Survey committees about skills needed</td>
<td>+ 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</td>
<td>+ Survey committees about skills needed</td>
<td>+ Continue to improve strength and diversity of Board 33% outside Seattle Metro, 50% women, 33% of color, 10% ICV alumni less than 10 years out of college</td>
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<td><strong>Development</strong></td>
<td>+ Survey committees about skills needed</td>
<td>+ Recruit based on skills needs and to continue to enhance diversity</td>
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<td>+ Survey committees about skills needed</td>
<td>+ Recruit based on skills needs and to continue to enhance diversity</td>
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<td>+ Consider changes to bylaws to adjust terms</td>
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<td>+ Secure at least three new Board, including two from outside Seattle Metro and at least one from east of the mountains</td>
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<td><strong>Finance</strong></td>
<td>+ With Fund Development and Visibility Committees implement Business Affiliate Program</td>
<td>+ Grow Business Affiliate Program to 1.5% of operating budget</td>
<td>+ Evaluate Business Affiliate Program</td>
<td>+ Outline additional revenue option and seek Board approval</td>
<td>+ Begin to implement second revenue option</td>
<td>+ Non-dues revenue greater than 10% of operating budget</td>
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<td><strong>and Audit</strong></td>
<td>+ Implement and refine financial dashboard</td>
<td>+ Review value of financial dashboard</td>
<td>+ Identify additional revenue options</td>
<td>+ Non-dues revenue greater than 5% of operating budget</td>
<td>+ Continue financial dashboard</td>
<td>+ Review dashboard</td>
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<td>+ Clean audit</td>
<td>+ Clean audit</td>
<td>+ Continue financial dashboard</td>
<td>+ Review dashboard</td>
<td>+ Clean audit</td>
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ICW 2017-18 Goals

Board Development Committee
- Recruit three new Board members, at least two with ethnic diversity
  - In Process
- Survey Committees about skills necessary
  - Completed in fall
- Survey Board about value of the meeting, their participation, and the value of orientation and mentors
  - To be completed after April 2018 meeting

Finance and Audit Committee
- Achieve a clean audit
  - Completed
- Secure five Business Affiliate Program participants
  - Two secured, six in pipeline

Fund Development Committee
- 100% Board giving, and 5% increase in total gifts to $1,000,000 and two new donors
  - In process. Seven outstanding to be secured at Board meeting
- With Public Policy Committee, implementation of Gates Foundation grant and coalition initiative
  - Implementation underway. Staff hired. Fall Symposium complete. Feb 4-5, 2018 Student Engagement Day a success
- Launch new Matched Savings Scholarship (MS2) and enroll 25-50 students
  - Process developed, systems in place, 43 students enrolled. Savings in process. First payout expected September 2018
- With Finance and Audit Committee, secure five business affiliates
  - Two secured, six in pipeline
- Continue Board lunch, scholarship recipient, and donor pairings
  - Completed at both fall lunches. Plans in place for April lunch
- With Visibility Committee, implement constituent survey findings
  - In process. Report at Board meeting
- Utilize Board members for strategic donor visits
  - Opportunities to be identified
**Public Policy Committee**

- **Fully fund State Need Grant in supplemental budget**
  - House proposal provides plan for full funding. Legislature provided $18.5 million and a plan to fully fund over four years
- **Increase State Work-Study funding**
  - Not this year
- **Support legislation to fix in-state tuition and need based aid eligibility of DACA students while keeping current residency requirement**
  - Completed in Washington state. Worked with Members of Congress
- **Secure joint legislative agenda with public higher education partners that reflects ICW priorities**
  - No written joint legislative agenda, but close collaboration. Everyone’s top priority was State Need Grant
- **At least 30 Board members connect with legislators before and/or during the legislative session**
  - 11 Board members went to Olympia for meetings. In addition to those, one board members sent e-mails to the legislature. We hope that more sent e-mails but didn’t tell us about it.
- **Continue to build strong student liaison network on campuses**
  - Continue to build. Now connected with Washington Student Engagement Networks (Gates grant)
- **Follow NAICU lead on federal issues, keeping the Washington delegation informed of state impact and connecting interested Board members to federal higher education issues**
  - Met with Members of Congress at annual meeting, continued to connect on HEA.
- **Utilize the College Promise Coalition CPC to support State Need Grant funding**
  - ICW AllStar cards are the basis of the CPC promotional material.
- **Successfully implement the Gates Foundation Grant on Student Engagement Network**
  - Implementation underway. Staff hired. Fall Symposium complete. Feb 4-5, 2018 Student Engagement Day a success

**Visibility Committee**

- **Successfully implement findings of the Strategic Communication Survey into the implementation of ICW strategic plan to sharpen the message and provide more examples of the impact independent colleges have on the state**
  - In process. Report at Board meeting
- **Leverage Gates Foundation grant to form a Student Engagement Network into op-ed or editorial board visits**
  - Working with students to write articles or op-eds for student newspapers
- **Format data and talking points into materials that can be used by ICW Board members**
  - Not complete
- **Create and share a communication calendar**
  - Shared and under discussion
Implementing the feedback from the Constituent Survey
(italics) = implemented as a result of survey result

Make it personal – tell the story
• The All Star cards are our go-to item – sharing in person and on social media
• The Gates funded Student Engagement Networks project is extending our reach with students
• Thank you letters to donors all include a student story
• The Factbook and other collateral include student stories on each page

Coalition building is honored
• The coalitions created in the last several years are deepening through the Gates Grant work with students
• Matched Savings Scholarship opens us to broader coalitions in fund development

Relationship development – engage more people
• Each Board member visiting Olympia had at least one introductory meeting with legislators new to ICW. We will continue to build these relationships

Leverage alumni
• Through our work with the Gates Grant, alumni directors are able to utilize a constituent engagement platform (like ICW’s Action Page) to connect with their constituents. ICW can use this with legislative messages as it is developed
• ICW is exploring creating alumni AllStar cards for people who were undergraduate AllStars

Use technology
• Three communications per year to all constituents by postcard and trackable e-mail marketing system
• Tribute campaign via e-mail and seeking to collect e-mail for others

Demonstrate impact/success
• Working with the colleges to participate in research with Washington’s Department of Employment Security to collect employment information about alumni
• Exploring use of LinkedIn to capture locations of alumni

Engage beyond State Need Grant
• Testified on bills important to public colleges with no impact on ICW colleges
Final Olympia Report for the 2018 Session – Pending Gubernatorial Action

This was generally a good session for ICW colleges! Building on last year’s modest investment in State Need Grant and restoring parity for students attending private nonprofit colleges, this year the legislature increased funding for State Need Grant, and the STEM scholarship and gave WSAC more enforcement powers. The final bill funds the teacher pay increases developed last year and moves them to this fall, costing about $800 million. Special Education funding is increased by nearly $27 million.

<table>
<thead>
<tr>
<th>Program</th>
<th>Governor</th>
<th>Senate</th>
<th>House</th>
<th>Final Bill</th>
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</thead>
<tbody>
<tr>
<td>State Need Grant</td>
<td>$9,842,000</td>
<td>$25,000,000</td>
<td>$18,500,000</td>
<td></td>
</tr>
<tr>
<td># additional students</td>
<td>2,500</td>
<td>6,200 and plan to fully fund by 2021</td>
<td>4,600 and plan to fully fund by 2022</td>
<td></td>
</tr>
<tr>
<td>Funding for 1488 – DACA</td>
<td></td>
<td>$500,000</td>
<td></td>
<td>(included in SNG funding)</td>
</tr>
<tr>
<td>Treatment of private grants in Washington State Opportunity Scholarship (WSOS) (private funds raised, matched by the state)</td>
<td>Makes all grants public funding</td>
<td>Makes private funding private</td>
<td>Makes all grants public funding</td>
<td></td>
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<tr>
<td>Passport to College (2832/6274)</td>
<td></td>
<td>$559,000</td>
<td>$299,000</td>
<td>$559,000</td>
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<tr>
<td>WSOS match of private funds</td>
<td>$12,800,000</td>
<td>$4,336,000</td>
<td>$4,336,000</td>
<td>$4,336,000</td>
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<tr>
<td>Expand WSOS to technical degrees (1452)</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
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<td>$500,000</td>
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<tr>
<td>WSAC Enforcement (1439+)</td>
<td></td>
<td>$126,000</td>
<td>$126,000</td>
<td>$585,000</td>
</tr>
</tbody>
</table>

**Bills that have passed** (I am sure there are some bills we missed - there always are, but we’re getting better. If you were tracking something and it isn’t included here, please let me know)

- **With direct impact on ICW members**

1499 **Student loan disbursement** – When a student has money owed to them through financial aid, the college must refund the money to the students in a way that is in the best financial interest of the student.

2143 **Medical Student Loan Program and WSOS** – Creates the medical student loan program for MDs and ODs interested in working in rural Washington; Makes eligible for the WSOS advanced degrees in health professions needed in service obligation areas.

5028 **Native American Curriculum** – teacher preparation programs must integrate curriculum developed by the office of the superintendent of public instruction.

6029 **Student Loan Bill of Rights** – Creates a student loan advocate in the Student Achievement Council to receive and review complaints from borrowers and forward to the Department of Financial Institutions or the Attorney General’s officers. Modifies the loan information bill from last year. Establishes fees on loan servicers. Adds requirements on student loan providers (including colleges). Excludes colleges from needing a license, but must follow the rules. ICW got an amendment to exempt accounts receivable and payment plans at private nonprofit colleges from the definition of loans. Requests a study from Washington state institute for public policy on student loan authorities that refinance existing federal and
private undergraduate loans from tax exempt bonds. (This has been raised as the next step in affordability by several Senate Democrats.)

6514 Higher Education Behavioral Health – Forefront to develop statewide resource for behavioral health and suicide prevention to include training curriculum and model protocols; a task force is created to establish this work including a counseling director from a private nonprofit institution, grant program to help improve programs on campuses; requires colleges to submit data to the Department of Health annually. (ICW will discuss this with deans of students at meeting in June)

**Bills that have passed**
- **No immediate impact**

1169 Student Loan Assistance – Eliminates the requirements to suspend professional licenses for nonpayment of student loan; limits interest allowed on unpaid private loans; cannot seize cellphone, personal computer or printer; limits garnishment.

1293 College Bound Signatures – If the parents are unresponsive to signing the college bound scholarship pledge the school counselor can sign.

1439 – Regulating for profit colleges – WSAC must study for profit colleges, and send recommendations regarding creation of an ombuds to serve students, empowers WSAC to deny, revoke or suspend the authorization of any degree-granting institution (including ICW colleges) for violation of the rules. (I think we always assumed this) Data presented to students must be correct. ICW is included in the degree granting authority, but exempt from regulation, though this bill may test that notion. The bill comes with a significant increase in the WSAC budget to provide greater site visits.

1488 Undocumented / DACA Students – Makes undocumented (1079) students eligible for College Bound, the Washington State Opportunity Scholarship; makes DACA students (or formerly DACA students “residents” under the definition

1506 Equal Pay – modifies the Equal Pay Act by defining “similarly employed”, prohibits discrimination in providing career advancement opportunities based on gender, prohibits retaliation for workplace discussions about wages.

1561 – Open education resources – WSAC shall distribute grants on a competitive bases to public baccalaureates to develop open education resources.

2009 Gold Star Families – In addition to waiving tuition and fees, the students meeting the definition of surviving child or partner of a deceased veteran shall receive a $500 stipend for textbooks.

2177 – Rural county high employer demand jobs - the Washington State Opportunity Scholarship Board will oversee the creation of a public/private rural jobs program to help students prepare for employment in rural counties (as defined in the sales and use tax code).

2282 Net Neutrality – First in the nation roll back of FCC rules on open internet. Prohibits internet providers from blocking or “throttling” content, apps, or services or from favoring some traffic over others
in exchange for benefit. Requires internet providers to disclose information about management practices, performance, and commercial terms.

**2595 Automatic voter registration** – residents 18 and older who receive an enhanced driver’s license are automatically registered to vote.

**5064 – Freedom of expression** – At public colleges and in high schools, students have the right to exercise freedom of speech and of the press in school sponsored media. Advisors may not be disciplined for refusing to suppress the protected free expression rights of student journalism.

**5917 IB and Cambridge credit** – Public colleges must established a coordinate, evidence-based policy for granting as many undergraduate college credits for students who have earned a minimum score of 4 on standard level IB exams or a minimum score of E on Cambridge.

**6087 College Savings Program** – Allows Guaranteed Education Tuition account holders who purchased GET unites before July 2015 to transfer funds to the Washington College Savings Program.

**6136 Computer Science as Math** – Has removed the requirement that a high school student must be enrolled in or completed algebra II in order to count computer science as a math course.

**6274 Apprenticeships/foster** – Renames Passport to College to Passport to Careers and includes homeless students and apprenticeship/pre-apprenticeship

**6493 – Transparency and accountability for intercollegiate athletic programs** – Regents of public baccalaureate universities must approve, in an open public meeting, the annual budget for intercollegiate athletic competition.

**6544 – Future of Work Task Force** – Taskforce to inventory trends that are drivers of transformation of industries; identify policies and practices that will assist in responding to rapid changes, recommend structures for sustainable industry partnerships; create a policy framework that supports talent development and lifelong learning: Preparation to navigate careers, keep skills up-to-date, portable credentials, collaborative applied research. Task force includes 4 legislator, 6 business, 6 labor.

**6021 Voter Registration period** – Allows a person to register to vote eight days before an election. Voter registration may be updated up to 8:00 pm the day of the election. (Federal law requires colleges to share voter registration information with students.)

**6582 – “ban the box” on applications to higher ed** – Public colleges may not request criminal history on an application for admission. If they are using third-party application, their website must say the college may not automatically or unreasonably deny admission based on the applicants criminal history. But after the student has been deemed qualified for admission, the college may ask for criminal conviction history to deny residency or to offer counseling. (Complicated)
**Other budget items of interest**

**University of Washington**
- Funding to expand computer science and engineering
- Olympic Peninsula environment and forest science collaborative
- Study wolves
- Psychiatry integrated care training program
- Shellfish production study
- Pre-law pipeline and social justice at UW-T
- First Nation’s MESA program in Toppenish
- Non-native finfish escape

**Washington State University**
- Renewable energy tax incentives
- Renewable natural gas
- Tree fruit research
- Study on legislative records

**Central Washington University**
- Game on! – training for middle and high school in leadership and STEM
- Create bachelor’s degree for students completing registered apprenticeship

**The Evergreen State College**
- Open education resources
- Truancy resources
- Washington State Institute of Public Policy
  - Single payer healthcare
  - Additional funding for data storage and security upgrades
  - Marijuana
  - Dually involved females
  - Step therapy
  - Higher education funding in other states

**Western Washington University**
- New early childhood program on Peninsula
- Feasibility of new campus on Kitsap or Olympic Peninsula
- Create a new program in marine, coastal, watershed science

**State Board for Community and Technical Colleges**
- Opportunity center for employment and education at North Seattle College
- Highline to implement Federal Way campus with UW-T
- Study compensation
- Expand peninsula college programs in medical fields
- Labor education and research center in South Seattle College
- Study a new community college in Graham
- Study and identify a new test for GED equivalent
2018 Legislative Session Communication Report

**Legislative Meetings**

This session eight presidents and three corporate board members came to Olympia to meet with legislators during the session. These presidents and board members met with 50 different legislators and five legislative assistants.

**Email Communications**

This session our four action alerts calling students and others to contact their legislators generated 470 emails to 86 legislators, the Governor, and Lieutenant Governor.

**Student Day**

As part of our work through the Washington Student Engagement Networks (our Gates Foundation funded grant work), we helped plan and organize a student day in Olympia to advocate for fully funding the State Need Grant. We hosted 60 students from public, private, 4-year, and 2-year colleges for the two-day advocacy event. The students met with 25 legislators and 21 legislative assistants, sharing their State Need Grant stories and urging increased financial support for the grant. Students also heard from two legislators at lunch, and were hosted on the Senate Floor by Lieutenant Governor Cyrus Habib.

**Student Testimony**

This session we arranged for four ICW students to share testimony on bills in front of committees on State Need Grant and DACA legislation. All of these students were sharing testimony for the first time, and have been helpful in engaging other students on their campuses on issues important to us.

**Mailed Letters**

After the student day in Olympia, students followed up with 134 mailed postcards thanking the 46 legislators for meeting with them and reminding them of the importance State Need Grant.
Interim Communication Plan

Issue
The legislature is poised to take robust action on higher education. It could take the form of “free college” or it could be fully funding State Need Grant and turning it into an entitlement. The fund development landscape is increasingly difficult for consortial fundraising. Raising the value of the private non-profit sector is necessary and timely. In addition, it will provide visible opportunities for the new CEO to lead statewide.

Draft Message
What do you want the higher education landscape to look like?
- Private college significant role in the dynamic system that is currently in place
  - Enrollment, diversity, graduation rate, cost to the state, success of graduates, capacity to do more
- How to best sustain the current diversity of opportunity in Washington
  - Fully fund SNG and increase private assistance to low income students

Data / Resources necessary – why the 10 are important: capacity, success, and delivery of message
- Enrollment – current data
- Diversity – current data
- Graduation rate – current data (Clearinghouse data)
- Cost to the state – current data
- ICW added value through Matched Savings Scholarship – research on demand and student profiles
- Success of graduates
  - Colleges share Labor and Industry summary data with ICW
  - Alumni all-stars (focused on previous SNG recipients)
  - Use LinkedIn to search by school and identify impact on businesses,
- Capacity - update capacity study
- Complete factbook early so ready to use in early September

Message Delivery – strategic by region (discuss with Board members in each major market to identify the method that will be most influential in that town – may be different in each town)
May include
- Editorial Board visits (presidents and community board members)
- Op-eds from community board members and legislators
- Regional legislative meetings (presidents and community board members)
- Individual campus visits with key legislators and opinion leaders
- Rotary/Economic Development Roundtable presentations
- Seattle Times Education Lab

Desired Measurable Outcomes
  Materials that can be packaged and distributed
  - At least three geographically diverse editorials/op-eds about the value of the system
  - Pictures from regional events to show engagement
David L. Warren, Ph.D.

President
National Association of Independent Colleges and Universities
david@naicu.edu

David L. Warren has been president of NAICU since 1993. A tireless crusader for America’s private colleges and for increased financial aid funding for all college students, he is widely regarded as one of the most persuasive and influential voices for higher education within Washington, D.C. He is frequently asked to speak at higher education national conferences and on campuses, and is regularly quoted by the news media on national higher education issues.

Warren came to the association after nearly a decade as president of Ohio Wesleyan University, an independent liberal arts college of 1,900 students. This experience has helped him lobby successfully to eliminate intrusive regulation, restore proposed cuts to federal student aid, and gain tax relief to help families and students afford higher education.

As a member of the founding board of Campus Compact, and a member of its executive committee since 1986, Warren has been a leader in the national community service movement. He was appointed by the governor of Ohio to chair the Ohio Ethics Commission for two years. He also chaired the NCAA President’s Commission of Division III from 1989 to 1992.

Warren held a number of administrative and faculty positions at Yale University and at Antioch University, culminating in service as Antioch’s senior vice president and university provost. From 1982 to 1984, he was the chief administrative officer of the City of New Haven, Conn.

Warren earned a B.A. in English from Washington State University, where he was elected to Phi Beta Kappa. He earned master’s degrees in both divinity and urban studies from Yale University, and a Ph.D. in higher education administration from the University of Michigan. He was also a Fulbright Scholar in India and a Rockefeller Fellow at Yale.
Student Aid Funding
We encourage Congress to work towards a final budget deal that funds student aid at the highest levels possible for the coming year. The federal student aid programs work in concert with each other to help low-income students get into, stay in, and complete college. The Senate bill increases the Pell Grant maximum to $6,020, provides level funding for SEOG and FWS, and a small increase for TRIO. The House bill maintains the Pell Grant maximum at $5,920, level funds SEOG and FWS, and significantly increases TRIO and GEAR UP.

Tax Reform
We greatly appreciate that the final tax reform bill preserved all of the student and family benefits, the charitable deduction, and the IRA charitable rollover. However, we remain concerned about the overall effects of the rate reduction and changes to the standard deduction on charitable giving. Also, the elimination of advance bond refinancing will add significant costs to a key financing tool for our institutions. Finally, we remain keenly opposed to the new excise tax on certain private college and university endowments. This is an unfair tax on charitable gifts, hurts a critical funding resource, and attacks only one sector of higher education (see Endowments for more).

Endowments
The final tax reform bill includes a new annual 1.4% excise tax on the endowment investment returns of about 30 private colleges. The requirement will redirect private charitable gifts to the government, target one sector of higher education, and discriminate against institutions with the nation’s highest on-time completion rates. Low-income students at institutions with large endowments have among the lowest costs in U.S. higher education. Endowment spending is tightly restricted by both IRS and state laws regarding donor intent and the fiduciary responsibilities of nonprofit colleges. The stated intent of the provision is to line up fees for private colleges with private foundations. However, private foundations that perform charitable work such as education are not taxed. This provision has serious implications for the entire U.S. charitable tradition.

The Importance of SEOG, Perkins Loans, and LEAP
SEOG, Perkins Loans and LEAP programs require colleges or states to match federal student aid funds, so that they have “skin in the student aid game.” The SEOG program has served needy students for nearly a half century. A permanent extension of the Perkins Loan program, which reinstates graduate student funding, and restores financial aid packaging flexibility, is critical. Proposals to eliminate these programs in favor of one grant, one loan are pennywise and pound foolish, as they eliminate the matching funds from states and institutions.

Federal Student Loans
Federal Student Loans are a critical access tool for millions of Americans. While student debt is a growing concern, most students have manageable debt and repay their loans. Attempts to address the debt issue need to be focused on those borrowers who are struggling the most. Budget proposals to charge low-income students interest while they are in school would cost working class and Pell students thousands of dollars. The House HEA bill places too low a cap on graduate and parent loans.

Institutional Risk Sharing
At private, nonprofit colleges, 67% of all aid for students comes from a college’s own resources. However, there is the perception among some elected officials that colleges and universities do not have enough “skin in the game” when it comes to educating students. Several different proposals have been floated to require additional institutional risk-sharing. Such measures could add significantly to the financial risk for institutions, affect their financial ratings and ratios, and drive up tuition because there would be no other revenue source for most institutions to make the required payments. Colleges already have “skin in the game” with low-income students and will continue to invest heavily in their students.

Title IV Eligibility by Major
Historically, Title IV eligibility has been available institution-wide to colleges that meet appropriate federal, state, and accreditation requirements. Now, Congress is considering basing eligibility on how well students in each major within an institution pay back their student loans shortly after graduating. This federal intrusion into academic decision making would create massive amounts of red tape, potentially shut off certain majors to students from low- or middle-income families, and stifle the development of new majors. Private, nonprofit colleges are deeply committed to ensuring students have the opportunity to choose the major that best fits their needs regardless of their wealth.
Accreditation
The core function of accreditation is ensuring the quality of American higher education. We are concerned that accreditation is losing its independence and becoming an agent of federal compliance. We oppose the idea of allowing state governments to take over this private role. We strongly support the independence of higher education accreditation in order to protect the diversity and quality of higher education in the United States.

Veterans and Service Member Education
We appreciate the federal investment in educational benefits for veteran and military students. Particularly important are the Post-9/11 GI Bill and its “Yellow Ribbon” program, which have opened educational opportunities for many veterans. We are committed to offering a supportive environment for veterans on our campuses.

Campus Sexual Assault
Students attending college should expect to find a safe and supportive environment. Campus sexual assault is getting more national attention, and generating positive action towards changing campus culture. Legislative and regulatory initiatives to enhance campus safety must assure the safety and fair treatment of all students. They must also be flexible enough to be adapted to the particular circumstances of each institution.

Freedom of Speech
Promoting the free and open exchange of ideas is a central tenet of higher education. In an era of increased protests on college campuses, Congress has considered various proposals to regulate how institutions handle freedom of speech. Any such proposals must consider an institution’s duty to balance free speech protections with other essential values, such as student safety, inclusion, respect, and institutional mission.

Deregulation
We support the bi-partisan effort from the last Congress to streamline higher education regulations that are stifling innovation or not serving their intended purpose. We are deeply appreciative of last year’s repeal of the teacher preparation regulations. We also appreciate the House HEA proposal to fix the problematic implementation of the Financial Responsibility Standards for nonprofit colleges, which have forced many institutions that are not at risk of precipitous closure to waste limited resources by buying unnecessary letters of credit. We also support eliminating the state authorization regulations (both the core regulations and those pertaining to distance education), and the federal definition of credit hour.

Deferred Action for Childhood Arrivals (DACA)
While the program officially ended on March 5, court rulings have kept it temporarily in place. The turmoil has led many DACA students to be understandably nervous about their future status. Congress should take bi-partisan legislative action to protect DACA enrollees.

Anti-Trust Exemption
Private, nonprofit colleges are deeply aware of the growing college pricing strains on both families and institutions. For more than 20 years, federal anti-trust practices have prevented our colleges from engaging in full discussions of new business models. Congress should provide private, nonprofit colleges temporary (5 years) relief from anti-trust restrictions for the purpose of discussing affordability and efficiency. At a time when many are promoting the idea of a federal role in setting public college tuition at $0, Congress should prohibit nonprofit colleges (that compete directly with state colleges) from discussing their own pricing and aid structures.

College Completion
There is an important and heightened conversation taking place regarding college completion. It is a long-time priority of independent colleges, which have the highest graduation rates of any sector. We support initiatives that could positively affect college completion, such as NAICU’s Pell Plus proposal.

Award & Transfer of Credit
The awarding and defining of academic credit is central to an institution’s academic mission, and to the value and meaning of its diploma. In a rapidly changing environment of increased student mobility and new modes of course delivery, institutions are taking a careful look at their policies. However, federal mandates on the standards to be used are not only inappropriate, but also place at risk one of the most effective quality control mechanisms in higher education.

Federal Money for State Colleges
Federal funding for state colleges to backfill funding cuts by the states is an emerging policy idea. Private, nonprofit, public four-year, and public two-year colleges all have a public mission and all enroll about the same percentage of Pell Grant students. We strongly support keeping the federal higher education investment focused on students first, wherever they choose to attend college, and not on institutions.
**Fund Development Dashboard**

**Gift Income vs. Goal**

- **2015-16**: In-Kind $204,907, Cash $686,240, Total $891,147
- **2016-17**: In-Kind $210,822, Cash $688,990, Total $899,812
- **2017-18**: In-Kind $134,36, Cash $607,834, Total $742,200

**2016-2017 Final** ($899,811)

- **Board of Directors**: $45,150
- **Other Individuals**: $24,706
- **Foundations**: $313,351
- **Corporations**: $305,783
- **In-Kind**: $210,822

**2017-2018 YTD** ($1,000,000)

- **Board of Directors**: $43,700
- **Other Individuals**: $8,600
- **Foundations**: $364,450
- **Corporations**: $191,100
- **In-Kind**: $134,350

<table>
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<tr>
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<th>2016-17 Final</th>
<th>2016-17 LYTD</th>
<th>2017-18 YTD</th>
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<tr>
<td>Board of Directors</td>
<td>$45,150</td>
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<td>$43,700</td>
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<td>Other Individuals</td>
<td>$24,706</td>
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<tr>
<td>In-Kind</td>
<td>$210,822</td>
<td>$135,469</td>
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**2017-18 Projected**

- YTD: $742,200
- Renewals: $365,000
- New: $50,000
- Total: $1,157,200
Fund Development: Washington Student Engagement Networks (WA-SEN)
An initiative administered through Independent Colleges of Washington with funding from the Bill & Melinda Gates Foundation

Description of Investment

The purpose of this 18-month project is to establish Student Engagement Networks, a well-informed, self-sustaining group of students on public and private, four- and two-year college campuses to activate the student voice in a cohesive unified manner. The primary outcome is to engage student constituents with policymakers regularly in the district, and annually during the legislative session.

ICW delivered on two key outputs as of February 2018: Produce the first of three training symposia for student leaders and; host 50-100 trained student leaders to meet with 40+ legislators during the 2018 legislative session in Olympia. A snapshot of representation and engagement noted in the below graphics.

<table>
<thead>
<tr>
<th>Rep. Districts</th>
<th>WA-SEN Olympia Day</th>
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<tbody>
<tr>
<td>1 19 34</td>
<td>Seattle Pacific U.</td>
</tr>
<tr>
<td>3 21 36</td>
<td>Pacific Lutheran U.</td>
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<tr>
<td>6 22 38</td>
<td>Walla Walla U.</td>
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<tr>
<td>8 23 40</td>
<td>Heritage U.</td>
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<tr>
<td>9 24 41</td>
<td>Whitworth U.</td>
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<tr>
<td>12 25 42</td>
<td>Saint Martin’s U.</td>
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<td>13 27 43</td>
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<td>14 28 46</td>
<td>South Puget Sound C.</td>
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<tr>
<td>16 29 49</td>
<td>Clark C.</td>
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<td>17 32</td>
<td>Highline C.</td>
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<td></td>
<td>Lower Columbia C.</td>
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<table>
<thead>
<tr>
<th>Party</th>
<th>Reported Colleges</th>
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</thead>
<tbody>
<tr>
<td>27 Dem.</td>
<td>Western Washington U.</td>
</tr>
<tr>
<td>19 GOP</td>
<td>WSU (Vancouver)</td>
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<tr>
<td></td>
<td>Central Washington U.</td>
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<tr>
<td></td>
<td>Evergreen State C.</td>
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<td>University of Wash. (2)</td>
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<table>
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<tr>
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<td>25 Leg.</td>
<td>Bates Tech C.</td>
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<td></td>
<td>Whatcom Comm. C.</td>
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<td>SPSCC/Saint Martin’s U.</td>
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<tr>
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<td>Henry Foss H. S.</td>
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<td></td>
<td>Kentridge H. S.</td>
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</tbody>
</table>

“With an expected 720,000 jobs to fill by 2023, this investment is arming enrolled students now to mobilize the workforce of tomorrow. The College Promise Coalition is an important avenue for Washington’s higher education institutions to build common ground around common issues. I applaud Independent Colleges of Washington for taking a leadership role on behalf of all of us.”

-Jan Yoshiwara, Director, SBCTC
Fund Development: Matched Savings Scholarship (MS2)

MS2 is our new signature scholarship program that teaches a healthy habit of savings and rewards low-income students for investing in their college education. MS2 makes college more affordable by matching student savings at a 6:1 ratio, giving students a total of $3,500 to use for tuition and approved educational expenses per enrollment year. The first cohort of 43 students will earn $129,000 in scholarships and save $21,500.

"This a great program that not only gives me a chance to start learning how to save money but also helps me have a plan to pay off any loans after I graduate." – Diana P.

The 2016-22 Strategic Plan goal is to enroll 100 student savers or 10 per campus by 2022. As FY 2018 is a program-building year, the goal is to raise $150,000 or match 50 student savers for the second cohort in AY 18-19. In addition to successfully seeking new funding relationships with this innovative program, funding strategies include leveraging a challenge grant from Council of Independent colleges (CIC) and launching a tribute campaign in honor of Vi Boyer’s retirement.
## 2017 Spring Board Evaluation

<table>
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<tr>
<th>Entry Id</th>
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<tr>
<td>Overall Board Evaluation</td>
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<td>4.53</td>
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<tr>
<td>S1 Q3</td>
<td>Opinions of Board members are sought and valued.</td>
<td>77</td>
<td>5</td>
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<tr>
<td>S1 Q8</td>
<td>Information provided by staff is adequate to ensure effective Board governance and decision making.</td>
<td>76</td>
<td>5</td>
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<tr>
<td>S1 Q2</td>
<td>The organization’s mission and strategic plan is well-understood and supported by the Board.</td>
<td>75</td>
<td>5</td>
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<tr>
<td>S1 Q7</td>
<td>The Board chair effectively and appropriately leads and facilitates the Board meetings and the policy and governance work of the Board.</td>
<td>73</td>
<td>5</td>
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<td>16</td>
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<tr>
<td>S1 Q1</td>
<td>Board agendas are thoughtful and move the organization forward according to the strategic plan.</td>
<td>72</td>
<td>5</td>
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<tr>
<td>S1 Q4</td>
<td>The Board actively engages in discussion around significant issues.</td>
<td>72</td>
<td>5</td>
<td>5</td>
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<td>4.24</td>
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<tr>
<td>S1 Q5</td>
<td>The Board receives regular updates and takes the necessary steps to ensure the organization is well administered.</td>
<td>70</td>
<td>4</td>
<td>5</td>
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<tr>
<td>S1 Q9</td>
<td>The Board has a range of talents, experience, and knowledge to accomplish its role and uses its members’ talents and skills effectively.</td>
<td>70</td>
<td>5</td>
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<tr>
<td>S1 Q12</td>
<td>Communication is strong and clear between the Board and staff.</td>
<td>70</td>
<td>5</td>
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<td>S1 Q11</td>
<td>Committees address issues of substance and have adequate agendas and minutes for each meeting.</td>
<td>69</td>
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<tr>
<td>S1 Q5</td>
<td>Board members are prepared for Board meeting and participate in the discussion.</td>
<td>67</td>
<td>4</td>
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<td>S1 Q10</td>
<td>The Board actively engages in outreach efforts with donors, public policy work and/or visibility in the broader community.</td>
<td>64</td>
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<td>S2 Q16</td>
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<td>S2 Q18</td>
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Number of questions answered by respondent
Respondent’s combined total score (sum) 93 98 96 86 82 84 80 72 84 85 79 85 85 67 98 85 94
Respondent’s average score 4.6 4.9 4.8 4.4 4.1 4.2 4.0 4.2 4.3 4.3 4.0 4.3 4.4 3.4 4.9 4.3 4.7
General Survey

P. 1. it's a great board and overall, well organized without a lot of unnecessary process.

P. 2 A high functioning, efficient board--with an excellent mission! The staff do a great deal to help board members have impact without getting bogged down in the details. Really outstanding leadership by Vi and the chair and a most capable slate of well-informed, diverse and active board members.

P 5 I think board engagement has improved greatly over past few years; great to see and important to continue.

P 7 Not sure if the board really is on the same page as to the mission of the organization. Do we ask ourselves enough if the things we do are on point with that mission and supportive of it?

P. 8 The N/A answers are because I have no information, knowledge or experience with this question to be able to answer it.

P. 9 Excellent job in recruiting new board members of quality. You do this as well as any board I have known. The meetings are a bit too predictable by marching through committees. We need one major open-ended discussion item each meeting, something generative. Something we will remember

P 11 Board meetings have gotten more substantive and engaging, which is great. Continuing the focus on strategic issues is great; maybe we should have joint meeting with community colleges board/s to see how we can better collaborate, ala WGU.

P 15 I don’t recall having rated a board this highly before, but Vi and our chairs do an excellent job of creating meaning discussion, informing the board, aiding us in advocacy and expressing appreciation for our work. Only one suggestion: There is too much information provided in the board packet--would like to see this tightened and pared down. I

P 16 Presidents always seem to have a good grasp on issues, some of the other board members don’t always seem as prepared. Some of the committees, like visibility committee, struggle to tackle significant projects. Often seems like there is a recurring discussion around whether the organization supports the colleges as a whole, and works to unify them, or steps out of the way and just provides a legislative message. I’m interested in ways the colleges can work together to do more than they can accomplish individually

Survey of individual participation satisfaction

P 2 Harder to do some things that require a west-side location because of where I live in eastern Washington, but I try to make up for it by offering other kinds of volunteer help.

P 5 it's an honor to be involved.

P 7 I wish committee work could be done more frequently face to face. It is hard to be a cohesive board when the members don’t have a chance to engage more directly and more often with each other.

P 9 This is a critical board for me in terms of what it accomplishes for our schools. It does something and none of the schools alone could do, especially in the legislative arena. I do not find myself as engaged in the committees as much as I would like; it is more the whole board that has significance for me.

P 16 Talked to Vi a little around this already, but if be interested to see if there are more projects where some of the colleges can collaborate and get better results, e.g. joint tech job fairs to attract more employers, etc. Let me know if I can help clarify any of my responses.
Financial Dashboard

2017-18 Budget ($1,133,890)

- $238,600 (21%)
- $169,310 (15%)
- $65,350 (6%)
- $610,630 (54%)
- $50,000 (4%)

Spending through Jan 2018 ($621,227 = 54.8%)

- $338,296 (54%)
- $81,151 (13%)
- $41,531 (7%)
- $92,276 (15%)
- $67,973 (11%)

Reserves at End of Year

- 2013-14
- 2014-15
- 2015-16
- 2016-17
- 2017-18*

*assumes utilization of $135k for search/visibility

Budget, Dues, End of Year Spending

- 2013-14
- 2014-15
- 2015-16
- 2016-17
- 2017-18

- Budget (incl. reserves)
- Dues
- Spending
Conflict of Interest Disclosures

2017-2018 Conflict-of-Interest Disclosures

Name: ____________________________________

( ) Officer    ( ) Director     ( ) Key Employee

The IRS requires Boards to report relationships between Board members, and relationships with ICW's vendors. Please respond to each question. Definitions, a Board list, and a vendor list are attached.

Relationships with Other Board Members

1. Do you have a business or family relationship with any other officer, director, trustee, or key employee of ICW. (See attached definitions and list of Board members) Attach separate listing if more space is required.

( ) Yes Name: ____________________________ Relationship: __________________________

( ) No

2. Have you or any of your family members had any business transactions (see definitions) with ICW, either directly or indirectly through an organization with which you or your family member is a Board member, trustee, director, or owner? Please note family and business relationship.

( ) Yes Relationship:____________________ Transactions: _________________________

Amount of Transaction: ________ % of Ownership: ______________

( ) No

3. Are any of your family members employed by ICW?

( ) Yes Name: ____________________________

( ) No

4. Did you or your family member receive any grants (scholarships, internships, prizes, etc.) or other assistance (goods or services, use of facilities, etc.) from ICW during the year regardless of amount?

( ) Yes Name ______________________ Relationship with Organization: ____________

Amount of assistance: __________________

( ) No

5. Are you “independent” (see definitions below) from ICW?

( ) Yes

( ) No Describe why ____________________________________________________________________
**Relationship with ICW Vendors**

Please list any individuals or organizations with which your relationship would be construed as substantive according to the attached definition. Give a brief description why you feel this might be a substantive relationship. If there are none, please check the box so indicating at the end of the questions.

Name of organization/individual: ____________________________________________________________

_______________________________________________________________________________________________

Name of organization/individual: ____________________________________________________________

_______________________________________________________________________________________________

Name of organization/individual: ____________________________________________________________

_______________________________________________________________________________________________

( ) To the best of my knowledge, neither I nor any member of my family has a substantive relationship with any organization conducting business with ICW.

Signed: ____________________________

Date: ____________________________

**Definitions**

*Business relationship:* a) One person being employed by the other in a sole proprietorship, or by an organization in which the other person is a current or former trustee, director, officer, key employee, or greater than 35% owner.
b) One person transacting business with the other (other than in the ordinary course of either party's business on the same terms as are generally offered to the public), directly or indirectly, in one or more contracts of sale, lease, license, loan, performance of services, or other transaction involving transfers of cash or property valued in excess of $10,000 in the aggregate during the organization's tax year (indirect transactions are the transactions with an organization with which the one person is associated as a trustee, director, officer, key employee or greater than 35% owner); or
c) The two persons are each a director, trustee, officer, or greater than 10% owner in the same business or investment entity.
d) Business relationship for this purpose excludes relationships in the ordinary course of business (that is, on terms generally offered to the public) and privileged relationships between attorney and client, medical professional and patient, or clergy and communicant.

*Family relationships* that need to be disclosed are: spouse, children (includes adopted), grand children, other lineal descendants, sisters, brothers, parents, grandparents or other ancestors, or any spouse of the foregoing.
Transactions can include joint ventures in which either the profits or capital interest of the organization and you exceed 10%. Contributions or membership dues paid to the organization, grants, or loans are not considered for this purpose.

Independent: You are independent if the following three circumstances applied at all times during ICW’s tax year (July 1 – June 30):  

a) You are not compensated as an officer or other employee of the organization or related organization, and  
b) You did not receive total compensation or other payments exceeding $10,000 during ICW’s tax year from ICW or from related organizations as an independent contractor, other than reimbursement of expenses as a member of the governing body, and  
c) Neither you nor any family member was involved in a transaction with ICW (whether directly or indirectly through an affiliation with another organization) that is required to be reported as a business transaction (see definition above) in ICW’s tax return.

Substantive relationship benefit: When a Board member or member of the Board member’s family is the actual or beneficial owner of more than five percent of the voting stock or controlling interest of an organization that does substantial business with ICW or (b) has other direct or indirect dealings with such an organization from which the Board member or a member of the Board member’s family benefits directly, indirectly, or potentially from cash or property receipts totaling $10,000 or more annually.

Board List 2017-2018 (*Emeritus)

Richard E. Bangert II*  
DeLona Lang Bell  
Allan Belton  
Kevin Bouchey  
Violet A. Boyer  
Pat Callans  
Elizabeth A. Cowles  
Isiaah Crawford  
Jennifer Divine  
Dina Fifadra  
José E. Gaitán  
Kenneth J. Goodchild*  
Liz Gorman  
Roy F. Heynderickx  
Trent House  
Shaunta Hyde  
Terry Jones  
Carolyn Kelly  
Rhona Kwiram  
Daniel J. Martin  
Thayne McCulloh  
John McVay  
Ian Metz  
Kathleen M. Murray  
Shelly O’Quinn  
Ben Phillips  
Julie Prince, CLU  
Rodney Proctor  
Lyle Quasim  
Laura Rehrmann  
Lorrie Scott  
Jamilia Sherls  
Andrew C. Sund  
Stephen V. Sundborg, S.J.  
Beck A. Taylor  
Tom Thoen  
Jim Yearby
ICW Vendor List
2017-2018

501 Commons
Seattle, WA
AAA
Seattle, WA
AdvYZ|PC Services
West Orange, NJ
Alaska Airlines
Seattle, WA
Amazon
Seattle, WA
AWB Benefit Services
Seattle
Barone Crystal
Seattle, WA
Blueacre
Seattle, WA
Bon Appetit
Seattle, WA
Brown and Brown
Insurance
Tacoma, WA
Civicom, Inc.
Greenwich, CT
Classic Design Awards
Morton Grove, IL
Comcast
Seattle, WA
COSTCO Wholesale
Issaquah, WA
Charles Schwab
Seattle, WA
Dell
Round Rock, TX
Garde Capital
Seattle, WA
Great American Insurance
Chicago, IL
Hanover Insurance Group
Worcester, MA
Horizon Air
Seattle, WA
Impark
Seattle, WA
K&L Gates (formerly Preston Gates & Ellis)
Seattle, WA
Kibble & Prentice
Tacoma, WA
Kusak Cut Glass
Seattle, WA
Lawton Printing
Spokane, WA
LobbyGov
Seattle, WA
MetLife
New York, NY
Microsoft
Redmond, WA
Mike Nakamura
Photography
Fall City, WA
Mile 25
Poulsbo, WA
Miller Nash Graham & Dunn LLP
Seattle, WA
Office Depot
Seattle, WA
Peterson Sullivan, LLP
Seattle, WA
Preferred Business Solutions
Seattle, WA
Principal Financial Group
Des Moines, IA
Premera Blue Cross
Seattle, WA
Precision Roller
Phoenix, AZ
PSPrint
Oakland, CA
Puget Sound Business Journal
Seattle, WA
RICOH
Bellevue, WA
Sammamish Data Systems
Redmond, WA
St. Paul Insurance
Hartford, CT
Sodexo
Seattle, WA
Spectrum Pension
Tacoma, WA
Tableau
Seattle, WA
The Standard
Portland, OR
TIAA - CREF
Atlanta, GA
US Bank
Seattle, WA
Vanguard
Philadelphia, PA
Urban Renaissance Group
Plaza 600 Building, Seattle, WA
Verizon Wireless
Bellevue, WA
Zippy Dogs
Seattle, WA
Zoo Printing
City of Industry, CA
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<td></td>
</tr>
<tr>
<td>4215 - Other Income</td>
<td>390</td>
<td>390</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transfer From Reserves</td>
<td>135,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,133,890</strong></td>
<td><strong>729,631</strong></td>
<td><strong>999,380</strong></td>
<td><strong>998,890</strong></td>
<td><strong>-11.9%</strong></td>
</tr>
</tbody>
</table>

| 5100 - Personnel       |                |                   |                       |                         |                           |
| Subtotal Salaries      | 598,630        | 326,292           | 591,630               | 598,630                 | 0.0%                      |
| 5133 - Deferred Comp   | 12,000         | 12,000            | 12,000                | 0                       | -100.0%                   |
| 5132 - President's Discretionary | 5,000 | 2,000 | 5,000 | 5,000 | 0.0% |
| 5180 - Payroll Taxes   | 45,300         | 19,583            | 45,300                | 45,300                  | 0.0%                      |
| 5191 - Staff Retirement | 59,010        | 29,101            | 51,000                | 59,010                  | 0.0%                      |
| 5192 - Medical, Disability, Life | 60,000 | 30,467 | 48,500 | 60,000 | 0.0% |
| **Total 5100 - Personnel** | **779,940** | **407,443** | **741,430** | **767,940** | **-1.5%** |

| 5200 - Operating       |                |                   |                       |                         |                           |
| 5231 - Depreciation    | 1,300          | 0                 | 1,300                 | 1,300                   | 0.0%                      |
| 5233 - Boyer Scholarship | 10,000       | 10,000            | 10,000                | 10,000                  | 0.0%                      |
| 5210 - Rent            | 65,350         | 41,531            | 64,330                | 69,900                  | 7.0%                      |
| 5220 - Repairs & Maintenance | 750  | 966 | 1,660 | 1,800 | 100.0% |
| 5230 - Office Expense & printing | 3,000 | 3,085 | 6,000 | 4,000 | 33.3% |
| 5240 - Telephone / Wireless | 3,000 | 2,126 | 3,100 | 3,000 | 0.0% |
| 5250 - Dues & Subscriptions | 1,300 | 1,084 | 1,900 | 1,200 | 0.0% |
| 5260 - Directors / Office Insurance | 4,500 | 0 | 4,500 | 4,300 | -5.0% |
| 5270 - Computer Maintenance | 5,500 | 4,076 | 4,600 | 6,200 | 22.2% |
| 5274 - Computer Hardware | 3,000 | 1,092 | 3,000 | 3,000 | 0.0% |
| 5275 - Computer Software | 2,000 | 2,455 | 3,000 | 3,000 | 50.0% |
| 5280 - Postage         | 2,500          | 1,192             | 2,200                 | 2,500                   | 0.0%                      |
| 5290 - Audit           | 13,000         | 13,000            | 13,000                | 14,000                  | 14.0%                     |
| 5295 - Legal & Accounting | 8,300 | 5,632 | 7,000 | 8,300 | 0.0% |
| 5310 - Membership Dues | 9,000          | 7,750             | 9,000                 | 8,000                   | -11.1%                    |
| 5522 - Property Tax & Fees | 250 | 55 | 150 | 250 | 0.0% |
| 5330 - Board / Task Force | 18,000 | 14,526 | 20,000 | 18,000 | 0.0% |
| 5193 - Professional Education | 500 | 150 | 500 | 500 | 0.0% |
| 5521 - Miscellaneous   | 500            | 109               | 500                   | 500                     | 0.0%                      |
| **Total 5200 - Operating** | **188,950** | **133,915** | **194,880** | **196,450** | **4.0%** |

| 5300 - Travel          |                |                   |                       |                         |                           |
| 5340 - Air Automobile  | 10,000         | 4,271             | 2,700                 | 10,000                  | 0.0%                      |
| 5360 - Air Airfare     | 2,500          | 597               | 1,500                 | 2,500                   | 0.0%                      |
| 5365 - Hot Hotels, Meals, Meetings | 15,500 | 12,791 | 20,000 | 15,500 | 0.0% |
| 5350 - Par Parking / Transportation | 9,000 | 6,627 | 8,000 | 8,000 | 0.0% |
| **Total 5300 - Travel** | **36,000** | **24,286** | **37,200** | **36,000** | **0.0%** |

| Total - Operating Expense | **188,950** | **133,915** | **194,880** | **196,450** | **4.0%** |

| 5400 - Promotion / Fundraising |                |                   |                       |                         |                           |
| 5442 - Visibility             | 43,000         | 54,564            | 57,000                | 22,500                  | -47.7%                    |
| **Total 5400 - Visibility**   | **43,000**     | **54,564**        | **57,000**            | **22,500**              | **-47.7%**                |

| 7110 - Interns              | 2,500          | 0                 | 2,500                 | 2,500                   | 0.0%                      |
| 7120 - Legislative Misc      | 4,000          | 3,140             | 4,000                 | 4,000                   | 0.0%                      |
| 7120 - Legislative Entertainment | 500 | 0 | 500 | 500 | 0.0% |
| **Total Legislative Relations** | **7,000** | **3,140** | **4,000** | **7,000** | **0.0%** |

| 5600 - Contingency/Consultants |                |                   |                       |                         |                           |
| **President Search**           | **110,000**    | **9,511**         | **110,000**           | **110,000**             | **0.0%**                  |
| **Total**                      | **1,133,890**  | **610,541**       | **1,112,310**         | **998,890**             | **-11.9%**                |

Note: Percentage changes are approximate and may not sum exactly due to rounding.