Independent Colleges of Washington

Fall Board Meeting

October 24-25, 2016

Whitworth University
Gonzaga University
Contents
Board Meeting Agenda................................................................. 3
ICW Board of Directors Meeting Minutes ........................................... 6
2017-19 Strategic Action.................................................................. 12
ICW 2016-2022 Strategic Plan.......................................................... 16
ICW Financial Health....................................................................... 21
Independent Colleges of Washington Endowment Funds...................... 23
Independent Auditor’s Report............................................................. 24
Form 990 ........................................................................................ 26
Nominations Committee request to ICW Committees............................ 27
2017 Legislative Session Priorities....................................................... 28
State Need Grant Funding Imperative ................................................ 30
Public Policy Committee Report and Recommendations to the Board .... 32
Access to higher education is a public good ....................................... 38
Washington Competes: A Sector-wide Agenda for Public Baccalaureate Growth & Completion ........................................................................ 40
“Dear ICW Board of Directors” (Thank You letter from Whitman scholar) ... 41
ICW Fundraising Committee Update.................................................... 42
ICW Ethics Bowl Logic Model........................................................... 44
2016-17 ICW Goals......................................................................... 45
Board Meeting Agenda
October 24-25, 2016
Whitworth University
Gonzaga University

Roy Heynderickx, Chair, presiding

October 24, 2016 Whitworth University
Weyerhaeuser Hall, Rm 111

12:00 Lunch with Students at Whitworth Hixon Union Building, Multipurpose Room
Whitworth University Scholarship Recipient, Speaker

1:15 Campus Tour

1:45 Introductions
Brief Campus Updates

* Approve Minutes

WSAC Update – Ray Lawton

2:15 Strategic Plan – Each Committee Leads Discussion of its Goals

5:00 Depart to Davenport Hotel and check in

6:15 Walk/Transportation to Barrister Winery - 1213 West Railroad Ave (509) 465-3491

6:30 Dinner at Barrister Winery

Overnight at The Historic Davenport Hotel

* Action Requested
October 25, 2016 Gonzaga University

Light breakfast at the meeting (protein, yogurt, pastries)
7:30 Transportation to Gonzaga (meet in the lobby)

Hemmingson Center, Multipurpose Room
(luggage will be stored in Loyola Dining Room)

8:00 Finance and Audit Committee
Financial Update
Audit/990

Nominating Committee
Request for Nominations

Public Policy Committee
* Set Legislative Agenda
* Cradle to College Coalition
* McNaughton Recommendation
   PAC Consideration

Fundraising Committee
Gonzaga University Scholarship Recipient
Dashboard
* Set 2016-2017 fundraising goal

Visibility Committee
Factbook

10:30 Campus Tour

11:00 *
Continue Discussion of and Approve ICW Strategic Plan
* 2016-2017 Goals

Summarize Meeting, Identify Next Steps

11:30 Executive Session

12:30 Lunch will be in Herak Club Room
Gonzaga University Scholarship Recipient, Speaker

2:00 Bus loaded for airport

3:30 Flight to Seattle

*Action Requested

Return to Table of Contents
## Next Board Meetings

**April 23-24, 2017**  **Ethics Bowl – Seattle University**

<table>
<thead>
<tr>
<th>Date</th>
<th>Location</th>
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<tbody>
<tr>
<td>April 3, 2017</td>
<td>Saint Martin’s University</td>
</tr>
<tr>
<td>October 23-24, 2017</td>
<td>University of Puget Sound and Pacific Lutheran University</td>
</tr>
<tr>
<td>April 9, 2018</td>
<td>Seattle University</td>
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<tr>
<td>October 29-30, 2018</td>
<td>Heritage University</td>
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<tr>
<td>April 1, 2019</td>
<td>Saint Martin’s University</td>
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<tr>
<td>October 28-29, 2019</td>
<td>Walla Walla University and Whitman College</td>
</tr>
<tr>
<td>April 6, 2020</td>
<td>Seattle Pacific University</td>
</tr>
<tr>
<td>October 26-27, 2020</td>
<td>Gonzaga University and Whitworth University</td>
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<tr>
<td>April 12, 2021</td>
<td>Saint Martin’s University</td>
</tr>
<tr>
<td>October 25-26, 2021</td>
<td>Pacific Lutheran University and University of Puget Sound</td>
</tr>
<tr>
<td>April 4, 2022</td>
<td>Seattle University</td>
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<tr>
<td>October 31 and November 1, 2022</td>
<td>Heritage University</td>
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[Return to Table of Contents](#)
ICW Board of Directors Meeting Minutes
April 4, 2016 Seattle Pacific University

Directors in Attendance

<table>
<thead>
<tr>
<th>Directors in Attendance</th>
<th>Directors Absent</th>
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<tbody>
<tr>
<td>Richard E. Bangert II</td>
<td>Franz Lazarus</td>
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<tr>
<td>John Bassett</td>
<td>Jerry Lee</td>
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<tr>
<td>Delona Bell</td>
<td>Daniel J. Martin</td>
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<tr>
<td>Violet A. Boyer</td>
<td>John McVay</td>
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<tr>
<td>Betsy Cowles</td>
<td>Ian Metz</td>
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<tr>
<td>Deborah B. Cushing</td>
<td>Kathy Murray</td>
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<tr>
<td>Jennifer Divine</td>
<td>Shelly O’Quinn</td>
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<tr>
<td>Dina Fifadra</td>
<td>Ben Phillips</td>
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<tr>
<td>José E. Gaitán</td>
<td>Julie Prince</td>
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<tr>
<td>Rick Gross</td>
<td>Laura Rehrmann</td>
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<tr>
<td>Roy F. Heynderickx</td>
<td>Steven T. Seward</td>
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<tr>
<td>Terry Jones</td>
<td>Stephen V. Sundborg, S.J.</td>
</tr>
<tr>
<td>Carolyn Kelly</td>
<td>Beck A. Taylor</td>
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<tr>
<td>Thomas W. Krise</td>
<td>Ronald R. Thomas</td>
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<tr>
<td>Rhona Kwiram</td>
<td>Jim Yearby</td>
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<tr>
<td>Laura Lawton Forsyth</td>
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Directors Absent

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<tr>
<th>Directors Absent</th>
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<tbody>
<tr>
<td>Liz Gorman</td>
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<tr>
<td>Trent House</td>
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<tr>
<td>Leigh Ann Lucero</td>
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<tr>
<td>Thayne M. McCulloh</td>
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<tr>
<td>John O’Halloran</td>
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<tr>
<td>Rodney Proctor</td>
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<tr>
<td>Lyle Quasim</td>
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<td>Ahmadou Seck</td>
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Guests

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<th>Guests</th>
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<tr>
<td>Shaunta Hyde, Alaska Airlines Managing Director of Community Relations accepting the 2015 Stanley O. McNaughton Leadership Award</td>
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Call to Order and Introductions

Roy Heynderickx, Chairman of the Board, called the meeting to order and asked Seattle Pacific University President Dan Martin to welcome the Board to campus. Board members introduced themselves and college presidents highlighted an activity on campus.

- Seattle University is opening a new School of Continuing Studies
- Heritage University is building two new buildings to be open in September
- Whitman College is having Supreme Court Justice Mary Yu as commencement speaker
- Seattle Pacific University is working on its master plan (to be approved by Seattle) to include new ways to think about the future
- Pacific Lutheran University has created the “253 College Bound” scholarship for area students
- Walla Walla University is still working on the road project
- University of Puget Sound has announced Isiaah Crawford as new president and Rep. Derek Kilmer as commencement speaker
- Whitworth University reports its ethics bowl team won nationals and a senior just won the national debate title
- Saint Martin’s just signed an MOU for 2+2 engineering program with Heritage University
Action: Approval of the October 2015 ICW Board meeting minutes
Carolyn Kelly made a motion to approve the October 2015 Board meeting minutes. José Gaitán seconded the motion. The minutes were approved.

Consent Agenda – Organizational Policy Review
Chair Heynderickx turned to the consent agenda. He reminded the Board that each Committee has reviewed each policy in its jurisdiction and brings forward some modest updates.

Action: Approve the recommended changes to various ICW policies
Steve Sundborg, S.J, made a motion to approve the slate of organizational policies. Laura Rehrmann seconded the motion. The policies were approved.

Strategic Plan
Heynderickx asked Violet Boyer to discuss the Strategic Plan process to date. Boyer noted that after the October Board meeting, staff worked with Liz Gorman and Carolyn Kelly to polish the draft and then worked with the Executive Committee to finalize the description, the mission, purposes, and priorities. Once Executive Committee completed that work, it went to each of the committees to prepare objectives for each of the priorities. With that work completed and reviewed by the Presidents’ Committee and the Executive Committee, the Strategic Plan is ready to be approved by the full Board.

Action: Approve the Strategic Plan
Beck Taylor made a motion to approve the Strategic Plan to date. José Gaitán seconded the motion. The Strategic Plan was approved as presented.

The Board then broke into its committees to discuss the some key questions about the objectives that will help to develop annual goals.

Luncheon Presentations
At 11:45 the Board gathered for lunch and a brief program. Alaska Airlines was presented with the 2015 Stanley O. McNaughton Leadership Award for its support of independent colleges. Shaunta Hyde, Alaska Airlines Managing Director of Community Relations, accepted the award. The Board then thanked John O’Halloran and Franz Lazarus for their terrific work on the Board for the last six years. In addition, the Board thanked Ron Thomas for his leadership and enthusiasm on the Board during the 13 years he served as the President of University of Puget Sound.

After lunch the Board went on a brief tour of the Seattle Pacific University Campus.

At 1:30, the Board reconvened. Dan Martin read a letter from Sandy Zimmerman, one of the first participants in the Matched College Savings Program. She was scheduled to speak to the Board, but a last minute family emergency called her away. Zimmerman praised the program for making it possible for her to attend and succeed at SPU.
Year Review and Committee Updates

Presidents’ Committee – Chair Steve Sundborg reported that the presidents met in March and discussed student engagement and the various forms that is taking this year. He noted that while the presidents generally do not do work related to ICW, but rather meet as colleagues, this time they reviewed the Strategic Plan as requested by the Board.

Nominations Committee – Chair Franz Lazarus asked the Board to forward any names of prospective members to anyone on the Committee.

Public Policy Committee – Public Policy Committee Chair Beck Taylor, provided updates on activities and accomplishments related to achieving the committee goals for the 2015-2016 year. Taylor reminded the Board that the legislature finished its special session the previous Tuesday by adopting a supplemental budget that keeps the State Need Grant and College Bound programs funded at the level needed to maintain current grants to students. It did not adopt any policy bills that cause concern. He noted that ICW Board and student engagement made a huge difference. The House-proposed budget shorted maintenance funding for the State Need Grant program by $9 million and through our engagement it was corrected. In turn the Senate-proposed budget shorted maintenance funding for the State Need Grant program by $4.5 million and through our engagement it was also corrected. Taylor informed the Board that the state budget includes a detailed study of the success of the State Need Grant program based on several outcome measures. He concluded his report by congratulating the Board and ICW staff for their great effort during the legislative session noting the Chair of the House Higher Education Committee called out the ICW effort as a model for others to emulate.

Visibility Committee – Chair Betsy Cowles briefly reviewed the Visibility Committee’s Strategic Communication Plan goals and reported that nearly all goals had been met by ICW staff, with the exception of a few goals to be covered during the report on the strategic plan discussion.

Finance and Audit Committee – Chair Rhona Kwiram reported on the goals for the year, noting that ICW had a clean audit in the fall, did a comprehensive review of policies, and is providing a first draft dashboard for review and asked the Board for its feedback. The Retirement Investment Subcommittee members met with vendors this spring and report that the process is working. She noted that the Finance and Audit Committee prepares the base budget and the Executive Committee acting as personnel committee makes any changes to the personnel portion of the budget. Kwiram also reported that the Finance and Audit Committee selected Peterson Sullivan as the 2015-16 audit firm.

Fundraising Committee – Chair Laura Lawton Forsyth reported on the goals for the year and referred to the fundraising dashboard. Of note: the 2015-16 estimate shows that we are currently ahead of schedule to successfully meet the 2016 fundraising goal. The ICW Ethics Bowl will be held on April 22 at Puget Sound University. There is full participation from all member colleges and universities. There was considerable discussion around leveraging the ICW Ethics Bowl for stewarding long standing donors; how the Bowl provides deeper engagement with members and; how the platform creates an entry point to new corporate foundation donors in working directly with students from all 10 colleges.
**Business Affiliate Program**

Lawton Forsyth requested action on the proposed ICW Business Affiliate Program. In April 2015, in discussion about possible revenue diversity, the Finance and Audit Committee brought forward two proposals for consideration. One (extending membership to select out of state colleges to the Coalition on College Cost Savings) was approved; the Board asked the Fundraising Committee to examine the Business Affiliate Program and bring forward a recommendation. The Board discussed the proposal and was comfortable with trying it and reviewing it again at the year three evaluation time.

**Action: Approve the Business Affiliate Program**

Laura Lawton Forsyth made a motion to approve the Business Affiliate Program. Tom Krise seconded the motion. The program was approved, with one abstention (Julie Prince).

**Committee Discussion on Strategic Plan**

Heynderickx asked each committee chair to report on the discussion from the morning.

**Nominating Committee** – Lazarus reported that the Nominating Committee would like to bring forward a proposal to expand its role to have a more comprehensive role in Board development to include orientation, assessment, and evaluation. It would like to explore a possible change in the number of terms, and work more closely with each committee to identify needed areas of expertise.

**Public Policy Committee** – Taylor reported the discussion of strategic considerations for the priorities and objectives of the Strategic Plan focused on questions related to establishing the coalition in support of higher education and financial aid; initiating activities to support financial aid beyond those ICW has traditionally pursued; and, considerations and consequences of possible changes to the state’s financial aid programs the legislature may consider.

These discussions resulted in a number of conclusions and recommendations on specifically who should represent business, nonprofit, government, and community leaders engaged in the coalition; the role of ICW and the ICW Board; leadership strategies; and, how the coalition effort should focus strong regional support in areas where ICW member colleges already have partnerships and strong relationships with legislators. One of the important conclusions of the discussion was that ICW needs to better tell the story of the success of the 10 colleges. And finally, the Committee concluded that ICW member college presidents are a key to elevating lobbying efforts to a new level and the success of the coalition.

**Fundraising Committee** – Lawton Forsyth reported that a number of strategies and key target areas were discussed to strengthen donor commitment. This includes targeting law firms, media, and health care for the Ethics Bowl program. Another suggested strategy to grow corporate foundation donors by 15% includes reintroducing a thoughtful, well-planned one-half day team call strategy to assist with significant fund development calls. Team calls could also include a review of trustee corporate connections to explore new development opportunities that benefit the collective.

Additional strategies to increase support by 40% (to $1.2M) include building out the Matched College Saving Program, exploring a named scholarship fund specific to first generation students, and close collaboration with the Nominations and Visibility Committee strategies.
Visibility Committee – Cowles reported that a number of strategies were discussed to help the strategic implementation of goals. These included prioritizing editorial boards, op-eds and letters to the editor; tracking when/where board will be presenting (chambers, rotary, etc.) and providing short talking points in advance; making connections with alumni was strongly suggested for increased visibility, lobbying, board outreach; creating and maintaining an annual planning calendar to help identify our operational rhythms, opportunities and overlaps. From the Committee’s perspective, the Ethics Bowl has limited "mainstream" appeal, but does raise awareness of those actively participating, and is beneficial to fundraising and nominations. The Committee recommended that ICW track the time and resources expended on activities to determine the best strategic use of time. Other suggestions for the long term included development of other ways to tell student stories and to consider polling or market research on awareness of ICW colleges.

Finance and Audit Committee – Kwiram reviewed the dashboard and will bring a refined version to the next meeting. The Committee also discussed expanding revenue sources beyond dues and had some suggestions to explore within the Business Affiliate Program.

Conclusion
Boyer then outlined the work in Committees to prepare annual goals for each objective leading to Board approval at the October Board Meeting.

ICW Budget Proposal – Heynderickx discussed the budget in open session, noting that it was a tight budget, but would allow for no dues increase this year. In executive session he discussed the personnel portion of the budget, noting that the Executive Committee reviewed comparison information for each staff person through the Archbright survey, and the survey of all state association executives for Boyer.

<table>
<thead>
<tr>
<th>Action: Approve the 2016-17 Budget</th>
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<tbody>
<tr>
<td>The 2016-2017 ICW Operating budget was approved in executive session.</td>
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Respectfully submitted,

Rhona Kwiram
Secretary/Treasurer
2017-19 Strategic Action Plan

December 2016
EXECUTIVE SUMMARY

Education is the catalyst for families, communities, and businesses to thrive. While Washington’s employers report a growing need for a more educated workforce in order to stay competitive, many individuals need higher levels of education to obtain work that can support themselves and their families. 1 Washington’s Roadmap goals identify the long-term education needs of our individuals and our economy. The 2014 Legislature approved the following ten-year goals for educational attainment:

- By 2023, all adults in Washington, ages 25–44, will have a high school diploma or equivalent.
- By 2023, at least 70 percent of Washington adults, ages 25–44, will have a postsecondary credential. 2

Due to changes in the economy and population, enrollment levels have dropped. 3 We also know that in order to make significant progress toward meeting the state’s needs, keeping up with population growth will not be adequate. We must improve educational attainment for underrepresented populations and ensure that adults with some credit but no credential complete their program. These are serious challenges, and we cannot wait until students’ last years of high school to promote high school completion and postsecondary enrollment, nor can we wait for the next cyclical surge in nontraditional enrollment.

Washingtonians have a rich and diverse menu of educational pathways. The combined opportunities across the higher education sectors provide a robust higher education system for Washingtonians of all ages to enrich their lives and meet the needs of the state’s economy. While Washington is recognized for strong dual-credit opportunities between K-12 and postsecondary institutions, a strong transfer system between community and technical colleges and four-year institutions, and high quality programs, there is much more work to be done. It is critical that Washington continue to build on the current education system from early learning through postsecondary education, public and private, to meet the rapidly growing and changing education needs of our state. 4

Three key challenges must be addressed to meet Washington’s education needs:

1. Closing gaps in educational outcomes for historically underrepresented populations.

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The report is a joint product of the Washington Student Achievement Council, the Workforce Training and Education Coordinating Board, and the State Board for Community and Technical Colleges.


4 Washington has made only modest progress toward meeting the attainment goals. The population aged 25–44 with a high school diploma or equivalent has increased from 89 to 90 percent. The population in that age group with a postsecondary credential has increased from 50 to 51.2 percent. Gaps in educational outcomes persist, especially for low-income and underrepresented minority students. For more information, see 2015 Roadmap Update at http://wsac.wa.gov/2015-roadmap-update
2. Improving postsecondary recruitment, retention, and completion for working-age adults.


These challenges are broad, persistent, and systemic. Washington’s response must be equally substantial. A focus on any one part of the education pipeline will not be enough; dramatic improvements in P-12 student achievement, college-going rates, and college completion rates are required to meet the state’s ambitious attainment goals. Washington must invest in an array of programs targeting every level of the education system. Thus, the strategies listed below go beyond the incremental needs of any single institution or education sector.

**Strategies for 2017-19 to Increase Attainment**

The Washington Student Achievement Council’s five priorities complement system-wide recommendations designed to increase high school completion, college preparedness, and college completion, which will lead to significant progress toward meeting Washington’s attainment goals. Full implementation of the plan would require that the Governor and the Legislature support policies and investments that improve college and career readiness, improve affordability, increase college completion, and meet workforce demands. Specifically, the Council recommends the strategies listed below.

Improve college and career readiness by:

- Increasing dual-credit opportunities.
- Investing in proven dropout-prevention and high school completion efforts.

Improve affordability by:

- Maintaining a stable and predictable tuition policy.
- Providing ample funding for higher education.
- Expanding state aid programs.

Increase college completion by:

- Funding successful student support programs.

Meet workforce demands by:

- Expanding investments in programs that prepare individuals to work in fields experiencing workforce shortages.

These system-wide strategies and priorities are discussed below under **Strategies to Increase Attainment**.

The Council has identified the following five funding requests for 2017-19:

1. Fully fund the State Need Grant to serve nearly 24,000 students who are eligible but unserved.

2. Increase equity in access to dual-credit opportunities for low-income students by:

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5 “College completion” includes postsecondary certificates with value in the labor market, associate degrees, apprenticeships, and baccalaureate degrees.
- Eliminating student fees for exam-based programs.
- Fully implementing the recently adopted College in the High School policy.
- Mitigating book and transportation expenses for Running Start students.

3. Expand the State Work Study program to serve an additional 3,000 students and incentivize creation or expansion of programs that allow Work Study recipients to mentor K-12 students.

4. Provide opportunity gap innovation grants to incentivize creative approaches to support services for underrepresented students.

5. Reengage adults who have some college credit but no postsecondary credential by developing a statewide framework to recruit, enroll, and support adult students.

Please see [WSAC 2017-19 Strategic Action Plan Priorities](#) for more information on these funding requests.
## 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
<table>
<thead>
<tr>
<th>Committee</th>
<th>2016-2017</th>
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<tbody>
<tr>
<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>
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<td></td>
<td>+ Increase State Work Study in the 2017-19 state budget</td>
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<td></td>
<td>+ Secure joint legislative agenda with the public higher education partners that reflects ICW agenda</td>
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<tr>
<td></td>
<td>+ At least 25 Board members connect with legislators before and/or during the legislative session</td>
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<td></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></td>
<td>+ Establish regional and state Student Aid Alliance. Communicate with key legislators before the session</td>
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<tr>
<td></td>
<td>+ Student Aid Alliance will meet with key legislators prior to 2019 session to advocate for higher education objectives</td>
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<tr>
<td></td>
<td>+ Student Aid Alliance communicates with key legislators about continuation of increases in State Need Grant before the 2018 session</td>
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<td>+ Continue funding SNG students; increase SWS</td>
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<td>+ Secure joint legislative agenda with the public higher education partners that reflects ICW agenda</td>
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<td>+ At least 30 Board members connect with legislators before and/or during the legislative 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>
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<td></td>
<td>+ Student Aid Alliance communicates with key legislators about continuation of increases in State Need Grant before the 2018 session</td>
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<tr>
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<td>+ Continue funding SNG and continue to increase SWS million in 2019-2021 state budget</td>
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<td>+ Secure joint legislative agenda with the public higher education partners that reflects ICW agenda</td>
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<td>+ At least 35 Board members connect with legislators before and/or during the legislative session</td>
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<td>+ Student Aid Alliance communicates with key legislators about continuation of increases in State Need Grant before the 2018 session</td>
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<td>+ In 2020 supplemental budget continue to fully fund SNG students; increase SWS</td>
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<td>+ Secure joint legislative agenda with the public higher education partners that reflects ICW agenda</td>
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<td>+ Every Board member connects with legislators before and/or during the legislative session</td>
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<td></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></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></td>
<td>+ Fully fund all SNG students and return SWS to $21 million in 2021-2023 state budget</td>
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<td>+ Secure joint legislative agenda with the public higher education partners that reflects ICW agenda</td>
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<td>+ Every Board member connects with legislators before and/or during the legislative session</td>
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<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></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>+ Sustain funding in 2022 supplemental budget</td>
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<td>+ If appropriate, seek legislation to implement need based student aid structure</td>
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<td></td>
<td>+ Secure joint legislative agenda with the public higher education partners that reflects ICW agenda</td>
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<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>+ Sustain funding in 2022 supplemental budget</td>
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<tr>
<td><strong>Fundraising</strong></td>
<td>+ Invite key donors to every Board lunch; pair funders with scholarship recipients</td>
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<td>+ Build 3-5 year fundraising plan concurrent with ICW strategic plan</td>
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<td>+ 100% Board giving, and 5% increase in total gifts to $895,000 and add 2 new donors</td>
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<td>+ Formalize joint president/corporate board donor calls</td>
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<tr>
<td></td>
<td>+ Launch Business Affiliate Program. Secure 3-5 inaugural affiliates</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>
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<tr>
<td></td>
<td>+ Secure guest editorials on legislative outcome on ICW related topics in four newspapers in major markets</td>
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<tbody>
<tr>
<td>Visibility With Fundraising and Public Policy, cont...</td>
<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 generates broader reach into the colleges, two new corporate sponsors, 3 new influencers, and one newspaper article + Convene college intern coordinators to determine if ICW can add value to the colleges as well as donors</td>
<td>+ Continue to extend reach to donors and legislators through ethics bowl program that generates broader reach into the college, brings in two additional corporate sponsors, 3 new influencers, and three articles + Reach deeper into key audiences by extending internship program to potential donors</td>
<td>+ Extend reach into key audiences through ethics bowl program and internship program + 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 + Consider new areas of reach and connection through collaboration across colleges; survey ICW member colleges</td>
<td>+ Evaluate internship program + 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>
<td>+ Continue to extend connections through ethics bowl program and internship program (if valued) + Seek opportunities to share successes of collaborative program implemented in 20-21</td>
</tr>
</tbody>
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Return to Table of Contents
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</thead>
<tbody>
<tr>
<td>Nominations</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% ICW alumni less than 10 years out of college</td>
</tr>
<tr>
<td></td>
<td>+ Survey committees about skills needed</td>
<td>+ Survey committees about skills needed</td>
<td>+ Recruit based on skills needs and to continue to enhance diversity</td>
<td>+ Recruit based on skills needs and to continue to enhance diversity</td>
<td>+ Survey committees about skills needed</td>
<td></td>
</tr>
<tr>
<td></td>
<td>+ Develop a comprehensive Board development plan that includes on-boarding, mentoring, and evaluation</td>
<td>+ Develop a comprehensive Board development plan that includes on-boarding, mentoring, and evaluation based in part on annual surveys</td>
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<tr>
<td></td>
<td>+ Consider changes to bylaws to adjust terms</td>
<td></td>
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<tr>
<td></td>
<td>+ Secure at least three new Board, including two from outside Seattle Metro and at least one from east of the mountains</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Finance &amp; Audit</td>
<td>+ With Fundraising 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>
</tr>
<tr>
<td></td>
<td></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>+ Clean audit</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>+ Clean audit</td>
<td>+ Continue financial dashboard</td>
<td>+ Review dashboard</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>+ Clean audit</td>
<td></td>
<td></td>
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</tbody>
</table>
ICW Financial Health

2016-17 Total Budget $998,890

- Salary: $608,300 (61%)
- Personnel/Benefits: $171,340 (17%)
- Operations: $124,750 (12%)
- Rent: $62,000 (6%)
- Other: $32,500 (3%)

Spending Through 8/30/2016 - 16.6% of FY

- Salary: $179,600 (16%)
- Personnel/Benefits: $299,667 (30%)
- Operations: $239,734 (24%)
- Rent: $239,734 (24%)
- Other: $39,956 (4%)

Operating Reserves FY 2015-16

- FY 2015-16 20% Policy: $209,711
- CD's: $156,058
- Checking/Savings: $172,100
Budget vs End of Year Spending
(Dues, Reserves)

<table>
<thead>
<tr>
<th>Year</th>
<th>Dues</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008-09</td>
<td>$867,051</td>
<td></td>
</tr>
<tr>
<td>2009-10</td>
<td>$806,600</td>
<td>-7%</td>
</tr>
<tr>
<td>2010-11</td>
<td>$850,220</td>
<td>5%</td>
</tr>
<tr>
<td>2011-12</td>
<td>$871,950</td>
<td>3%</td>
</tr>
<tr>
<td>2012-13</td>
<td>$925,095</td>
<td>6%</td>
</tr>
<tr>
<td>2013-14</td>
<td>$960,018</td>
<td>4%</td>
</tr>
<tr>
<td>2014-15</td>
<td>$989,000</td>
<td>3%</td>
</tr>
<tr>
<td>2015-16</td>
<td>$998,890</td>
<td>1%</td>
</tr>
<tr>
<td>2016-17</td>
<td>$998,890</td>
<td>0%</td>
</tr>
</tbody>
</table>

Organizational Expenses (From ICW Audit)

Endowment as of 6/30

Return to Table of Contents
## Independent Colleges of Washington Endowment Funds

### June 30, 2016

<table>
<thead>
<tr>
<th></th>
<th>McNaughton</th>
<th>Burlington</th>
<th>Goodchild</th>
<th>Irwin</th>
<th>Bangert</th>
<th>Saletic</th>
<th>Bishop</th>
<th>Boeing</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Balance at June 30, 2015</strong></td>
<td>$159,281</td>
<td>$66,875</td>
<td>$23,296</td>
<td>$31,585</td>
<td>$141,610</td>
<td>$25,508</td>
<td>$127,793</td>
<td>$61,817</td>
<td>$637,765</td>
</tr>
<tr>
<td><strong>Investment Gains/(Losses)</strong></td>
<td>$6,481</td>
<td>$2,718</td>
<td>$1,002</td>
<td>$1,304</td>
<td>$5,968</td>
<td>$1,044</td>
<td>$5,182</td>
<td>$2,526</td>
<td>$26,225</td>
</tr>
<tr>
<td><strong>Contributions</strong></td>
<td>$5,000</td>
<td>$0</td>
<td>$200</td>
<td>$1,750</td>
<td>$2,000</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$8,950</td>
</tr>
<tr>
<td><strong>Scholarships Awarded/Funds Utilized</strong></td>
<td>-$7,000</td>
<td>-$3,000</td>
<td>$0</td>
<td>-$1,000</td>
<td>-$3,000</td>
<td>-$1,000</td>
<td>-$6,000</td>
<td>-$2,500</td>
<td>-$23,500</td>
</tr>
<tr>
<td><strong>Balance at June 30, 2016</strong></td>
<td>$163,762</td>
<td>$66,593</td>
<td>$24,498</td>
<td>$33,639</td>
<td>$146,578</td>
<td>$25,552</td>
<td>$126,975</td>
<td>$61,843</td>
<td>$649,440</td>
</tr>
<tr>
<td><strong>Allocation report</strong></td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td><strong>Permanently Restricted</strong></td>
<td>$107,000</td>
<td>$52,220</td>
<td>$20,350</td>
<td>$25,985</td>
<td>$110,881</td>
<td>$21,140</td>
<td>$100,000</td>
<td>$50,000</td>
<td>$487,576</td>
</tr>
<tr>
<td><strong>Loss of Corpus</strong></td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td><strong>Temporarily Restricted</strong></td>
<td>$56,762</td>
<td>$14,373</td>
<td>$4,148</td>
<td>$7,654</td>
<td>$35,697</td>
<td>$4,412</td>
<td>$26,975</td>
<td>$11,843</td>
<td>$161,864</td>
</tr>
</tbody>
</table>

Stanley O. McNaughton Scholarship Fund (for community service)
ICW Burlington Forum Fund (biennial retreat for ICW college development officers)
Beryl & Kenneth Goodchild ICW Operational Fund
David M. Irwin Friend of Higher Education Award Scholarship Fund (for transformative experience)
Richard E. Bangert Business Award Scholarship Fund (for business study)
William G. Saletic Scholarship Fund (for history and political studies)
E. K. & Lillian F. Bishop Foundation Scholarship Fund (for Grays Harbor)
The Boeing Company Scholarship Fund (for STEM study)
INDEPENDENT AUDITORS’ REPORT

Click to review full financial statement

To the Board of Directors
Independent Colleges of Washington
Seattle, Washington

We have audited the accompanying financial statements of Independent Colleges of Washington, which comprise the statements of financial position as of June 30, 2016 and 2015, and the related statements of activities, functional expenses, and cash flows for the years then ended, and the related notes to the financial statements.

Management’s Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor’s Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor’s judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity’s preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity’s internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.
Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Independent Colleges of Washington as of June 30, 2016 and 2015, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States.

Other Matter

Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The accompanying Statement of Financial Position – By Program and Statement of Activities – By Program are presented for purposes of additional analysis and are not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States. In our opinion, the information is fairly stated in all material respects in relation to the financial statements as a whole.

Peterson Sullivan LLP

October 3, 2016
Form 990
Return of Organization Exempt From Income Tax
Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

Do not enter social security numbers on this form as it may be made public.

Information about Form 990 and its instructions is at www.irs.gov/form990.

A For the 2015 calendar year, or tax year beginning JUL 1, 2015 and ending JUN 30, 2016

B Check if applicable:

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C Name of organization

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Name and address of principal officer:

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I Tax-exempt status: 501(c)(3) § (insert no.) 4947(a)(1) or 527

J Website: www.icwashington.org

K Form of organization: Corporation Trust X Association Other

L Year of formation: 1933 M State of legal domicile: WA

Part I Summary

Briefly describe the organization's mission or most significant activities: SEE SCHEDULE O

Activities & Governance

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Revenue

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Expenses

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Net Assets or Fund Balances

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Click to review full 990 document

Signature Block

Under penalties of perjury, I declare that I believe, it's true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign =

Signature of officer

Date

Type or print name and title

VIOLET BOYER, PRESIDENT & CEO

Paid

Print/Type preparer's name

NATHAN J. HARTMAN

Preparer's signature

10/04/16

Check self-employed

PTIN

Yes No

Preparer

Firm's name

PETERSON SULLIVAN LLP, CPA'S

Preparer's EIN

91-0605875

Use Only

Firm's address

960 UNION ST, STE 2300

SEATTLE, WA 98101-2345

Firm's phone number

382-7777

May the IRS discuss this return with the preparer shown above? (see instructions)

Yes No
Nominations Committee Request to ICW Committees

A common theme at the April Committee meetings was individual committee input into the Board recruitment process. The Nominating Committee is in complete concurrence and is following up on that request. The Strategic Plan has broad diversity goals for the Board and would like to fulfill those through names and skills you identify.

Goals
33% outside Seattle Metro, 50% women, 33% of color, 10% ICW alumni less than 10 years out of college

We are doing well on most of the goals, but falling short on the Board members outside Seattle Metro area.

Please identify any names, skills, connections or other variables you would like the Nominations Committee to consider as it brings in the next class. We hope you will include this in your fall committee agendas and will have some suggestions to bring to the October Board meeting.

Current categories of committee members

Audit/Finance
CPA - 1
HR - 2
Corporate finance = 2

Fundraising
Attorney - 1
Foundation - 2
Financial industry - 1
Corporate - 2

Nominations
Nonprofit - 1
Corporate - 2

Public Policy
Attorney - 2
Lobbyist - 1
Corporate - 2
Elected gov’t leader - 2
Policy / Political Experts (all)

Visibility
Corporate - 2
PR experts - 2
Social media active - 2

Organizations Represented on ICW Board

Amazon
Ascent Law Partners
Clark Nuber
CM Bell Company
Costco Wholesale
Cowles Company
Edelman
Gladstone Enterprises, LLC
InvestED
Miller Nash Graham & Dunn
Lawton Printing, Inc.
MG2 Foundation
Microsoft
Northwestern Mutual
PushSpring
Spokane County
The Boeing Company
The Gaitán Group, PLLC
U.S. Bank
United Way of King County
2017 Legislative Session 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 the same as award levels for students attending the State’s research universities.

About ICW’s 10 Member Colleges:

- Enroll nearly 40,000 students each year from all 39 Washington counties, all 50 states, and 90 countries

- Confer one-in-five of Washington’s baccalaureate and advanced degrees (9,400 degrees) annually

- 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)

- Match every $1 in state support, all in student aid, by over $13 in grant aid

- Provide over $400 million in grants to students, opening the door of opportunity to students regardless of background

- Employ over 7,700 faculty and staff 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 three 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 25,000—more than one in three—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 develop 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 per year.

<table>
<thead>
<tr>
<th>Sector Totals*</th>
<th>Served</th>
<th>Unserved</th>
<th>Eligible</th>
<th>% Unserved</th>
<th>Expenditures</th>
<th>Students</th>
<th>Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICW</td>
<td>3,350</td>
<td>1,427</td>
<td>4,777</td>
<td>30%</td>
<td>$22,612,466</td>
<td>769</td>
<td>$2,901,705</td>
</tr>
<tr>
<td>Non-ICW 4**</td>
<td>653</td>
<td>272</td>
<td>925</td>
<td>29%</td>
<td>$4,356,288</td>
<td>103</td>
<td>$584,922</td>
</tr>
<tr>
<td>Research</td>
<td>11,684</td>
<td>7,665</td>
<td>19,349</td>
<td>40%</td>
<td>$109,581,999</td>
<td>3,271</td>
<td>$10,026,419</td>
</tr>
<tr>
<td>Regional</td>
<td>9,157</td>
<td>5,259</td>
<td>14,416</td>
<td>36%</td>
<td>$58,202,197</td>
<td>1,909</td>
<td>$4,629,638</td>
</tr>
<tr>
<td><strong>4-year Total</strong></td>
<td><strong>24,844</strong></td>
<td><strong>14,623</strong></td>
<td><strong>39,467</strong></td>
<td><strong>37%</strong></td>
<td><strong>$194,752,950</strong></td>
<td><strong>6,052</strong></td>
<td><strong>$18,142,684</strong></td>
</tr>
</tbody>
</table>

*Totals are not de-duplicated of students attending more than one institution in 2014-15. **Excludes Western Governors University. Source: WSAC*

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 a $850 gap. 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**

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

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

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 25,000 enrolled students (or about 30% 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.

Fully 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 currently, only 31% of Washington High School Students go on to earn a postsecondary credential.

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>$1,141</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>$798</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>

All workers: $660


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!
Public Policy Committee Report and Recommendations to the Board

The Public Policy Committee has been considering several issues that need full Board attention and in some cases approval. These include:

1. **Should ICW join the Cradle through College Coalition?** In working the Student Aid, we were asked if ICW would endorse (become a partner in) a Seattle based effort called Cradle Through College Coalition. This group is an emerging set of partners led by the Community Center for Education Results which works in high poverty schools in South Seattle and South King County to increase college going in those diverse populations: www.roadmapproject.org. This organization has an agenda very similar to ours. The coalition calls for greater transparency, stronger accountability, and a commitment to innovation as well as additional state revenue. We were asked to comment on their action plan and our comments have been incorporated into their document, including a request to fully fund the State Need Grant Program. The most recent version of their agenda is in Appendix 1 and can also be found at http://www.c2ccoalition.org/. You can see we have much in common so we are seeking your thought about joining them as a partner and in turn they would join our alliance as well.

   **Committee Recommendation:** The Board grant authority to the Executive Committee to approve joining the Coalition in the future if recommended by the Public Policy Committee. Considerations should include:
   1) supporters should be a broad based bipartisan group, and
   2) the call for additional revenue is targeted for education and does not define the source of the new revenue.

2. **Should the Board approve the formation of an ICW Political Action Committee (PAC)?** As requested by the full Board at its April meeting, the Public Policy Committee has been considering a PAC as a tool to achieve the Strategic Plan but has not yet drawn any conclusions or recommendations. Through our research, we have determined that many states have discussed it and found that they have concern about raising enough money over a sustained period of time to be meaningful. At least three states have formed a PAC and have found that $60,000 - $80,000 per cycle is meaningful. Some distribute through staff, some hold event for presidents to distribute. ICW Public Policy Committee members see a number of advantages and challenges with the idea as spelled out in Appendix #2, but need more time to consider it. Members have concluded through considering it so far that even if ICW does not form a PAC, the Board members should better connect current and any future increased level in contributions to candidates with ICW interests.

   **Committee Recommendation:** Allow the Committee to further consider the option and make a recommendation in the future.

3. **Stanley McNaughton Award:** 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 considered how to handle the award this year and concluded that at this time no one person stands out as strongly deserving the award so the Committee makes the following recommendation:

   **Committee Recommendation** If a champion emerges before the next Board meeting, 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 no clear champion emerges, further discussion will occur at the April Board meeting.
Cradle Through College Coalition Statement of Core Principles
“Advance Equity—Every Step of the Way”
DRAFT as of 9/20/2016
(This draft does not include a change they agreed to make – delete the word “public” when calling for access to quality higher education as a heightened priority.)

Coalition Statement of Core Principles:

1. Invest in education as a continuum from quality early learning through higher education;
2. Closing opportunity gaps and improving educational outcomes requires transparency, stronger accountability and a commitment to innovation—in addition to more funding;
3. The present use of local levies to fund basic education is unfair and inequitable—the current practice must end; and
4. Increased State revenue will be necessary, and must lead to improved educational outcomes.

Coalition’s Vision
Our vision is for education in Washington to become the envy of the nation—from early learning through higher education. Early learning should fully prepare our youngest learning for kindergarten; K-12 should set students up for success in postsecondary to earn a degree or college credential; and higher education should be accessible to everyone while Washington’s knowledge intensive economy is powered by homegrown talent.

Our vision sees inequities erased and all zip codes, not just the affluent ones, become great communities for children.

Our vision sees caring communities in which children and families in poverty receive the help they need to meet basic needs and achieve their full human potential.

In the next year, Washingtonians will make choices which will move us toward this vision or which will turn our backs on it. Which will it be?

Background
Washington State faces challenges of an historic nature, and our legislature will soon make critical decisions with lasting impact on our shared future. Those decisions can bend the arc of history toward equity and prosperity for coming generations of Washingtonians, or keep us on the present path that has obscured that chance for far too many. Our responsibility at this moment looms large, especially for those of us committed to advancing equity and opportunity.

There is indisputable evidence that student success across our entire education continuum falls short for our children and our economy. We know there is an underinvestment in quality early learning, and that thousands of our youngest students are not kindergarten ready. We lag the nation in K-12 per pupil investment, and during the Great Recession, State support for higher education decreased dramatically. Yet, 70% of jobs in Washington will require at least a postsecondary credential by 2020 (Carnevale, Smith, & Strohl, 2013).
Washingtonians are known for developing solutions to some of the planet’s most complex problems. Our education system should reflect that same spirit of innovation and commitment to excellence. We have an obligation to do everything in our power to ensure that our children are set up to succeed. This is especially true for students of color who are consistently over-represented in the opportunity and achievement gaps. Our focus must be on the students suffering from pervasive poverty and the daily impacts of institutional racism and implicit bias.

As a diverse, multi-sector, statewide coalition representing the entire education continuum, we hereby send Olympia a resounding message to adhere to these principles to which we collectively agree:

1. **Invest in education as a continuum from quality early learning through higher education—every stage of education is critically important.** In 2015, the Legislature made great strides in considering education policy and funding as an entire continuum. This is the right way to invest in education—not as silos competing for resources.

   The Early Start Act was passed and funded in 2015 to ensure that students get off to a good start. The Legislature must accelerate progress in closing the school readiness gap and preparing kids for positive life outcomes. In 2017 the Legislature should fund the expansion of the Early Childhood Education and Assistance Program to provide quality preschool to more children from low income families.

   On the other end of the continuum, access to quality, public, higher education must become a heightened priority. The Legislature must invest in both excellence and access. Keeping tuition affordable is key to the State’s support of higher education. The 2015-2017 biennium budget protected the State’s obligation to students with the College Bound Scholarship, but no significant new investment was made in the State Need Grant. That lack of support left over 27,000 eligible students unable to receive aid. The State Need Grant should be fully funded.

   This coalition is also committed to protecting the needs of the whole child and family; not just through education. For example, children and their families need to have healthcare, secure housing and food—important examples of basic needs that must not be sacrificed in a state budget battle. A hungry child cannot learn. Bottom line—education cannot be funded by cutting or compromising health and human services.

2. **Closing opportunity gaps and improving educational outcomes requires transparency, stronger accountability and a commitment to innovation—in addition to more funding.** There is a fundamental premise to which we must agree: high need students, disproportionally students of color and predominantly low income, require a higher level of support to realize success. It is a critical tenet of racial and social equity and is true not only for students going through the K-12 system, but for students enrolled in postsecondary institutions as well.
When we consider how the State allocates K-12 funding, it is important to acknowledge that concentrated poverty puts many students at a further disadvantage. A school with a 10% poverty rate faces different challenges than a school with an 85% or 90% poverty rate. The Legislature should review and improve how K-12 funding is weighted and allocated for factors such as poverty or other proxies of poverty. Right now, the lion’s share of basic education funding from the state does not consider poverty as a factor when calculating appropriations to districts. This flies in the face of indisputable research showing the challenged felt by children in poverty.

Transparency and accountability for results should both be strengthened in the K-12 funding system. The Legislature has gone to great lengths to create the prototypical school funding formula with the intent to increase transparency, but that has not happened. Parents, communities and the public deserve to understand how every dollar invested is contributing to improved results for students. Today, it is impossible to track how investments lead to results across the continuum.

Public 2-year and 4-year institutions of higher education have received less state funding since the Great Recession, and their operating budgets have felt the squeeze for some time. In particular, community and technical colleges, serving a more diverse and economically challenged population, need a boost to their operating budgets to strengthen student advising and supports. We know that stronger advising support at CTCs leads to credential completion or student transfer to bachelor degree granting institutions. The Washington State Board of Community and Technical Colleges Student Achievement Initiative is a good example of how the State uses funding to incentivize achievement of meaningful outcomes such as postsecondary persistence and completion.

High poverty schools should be granted greater flexibility in how they use their funds to develop innovative solutions that fit their student populations and communities. Many students require additional instructional time to meet standards and high need students deserve the most effective teachers. Learning can be effectively extended outside the school day and during the summer. Many students benefit from wrap-around social services such as mental health counseling and housing provided by well-structured community and school partnerships. Dual-language instruction, strong use of early warning indicators for dropout prevention and re-engagement programming, family engagement and increased guidance counseling are other examples of effective, innovative strategies that will boost achievement, graduation rates and contribute to postsecondary success.

1. The present use of local levies to fund basic education is unfair and inequitable—the current practice must end. Providing funding for basic education must be done in a manner that is fair and equitable. All students deserve to attend schools that are amply funded regardless of zip code or local property values. The current levy system penalizes poor and rural districts due to their low property tax base. A new funding system should correct this inequity. The State has a mandate to provide for a uniform funding system for all schools across the state that is both fair and equitable.

When the State assumes the full cost of basic education, the compensation system for educators is an issue that will be confronted. It is important that our compensation system attracts and retains a skilled educator workforce. For example, we believe the compensation system should include provisions that compensate educators fairly, addresses regional cost of living differences that exist.
across our state, increases starting pay for new teachers, offers differential pay to incentivize teaching high demand subjects and/or teaching in high poverty and rural schools.

1. **Increased State revenue will be necessary, and must lead to improved educational outcomes.** As a State, we cannot afford to keep putting money into an education system that hasn't produced great results for the highest need students and continues to hamper their opportunities for success. The way money is allocated matters a lot. While the need to increase revenue is unavoidable, it must be targeted to improve results for students.

The four-year budget outlook from the nonpartisan Economic and Revenue Forecast Council reveals that natural projected revenue growth will be insufficient to cover increase education spending needs in K-12 alone. With additional resources also needed in early learning and higher education, increased state revenue is a necessary ingredient to achieve the outcomes we envision.

**Conclusion**

Now is the time for our elected leaders to work together to develop solutions guided by these core principles.

This historic moment calls for leadership from the Governor and the Legislature. The compromises necessary to reach a *McCleary* “grand bargain” will be difficult for everyone involved, but it is the right thing to do for the future of our State. We encourage State legislators to work across the aisle, and with the Governor, to find common ground and put our children first. Facing the reality that we are failing an entire generation of kids requires courage and humility—demands action.

No more delays—the next generation is here.
Considerations in Forming a “PAC”

A political action committee (PAC) is an organization that pools campaign contributions from members and donates those funds to campaign for or against candidates, ballot initiatives, or legislation. In Washington PACs are considered political committees that raise and spend money to influence certain elections and they must register and report in accordance with the Public Disclosure Law.

If we were to form a PAC, we would also have to create a separate organization from ICW, most likely a 501(c)(4) organization.

What would the PAC do?
Basically, if we were to form a PAC, we would raise money through individual contributions and use those funds to promote (contribute to) candidates and elected officials as a means of supporting their past and proven support of higher education in general and ICW interests in particular.

Challenges related to forming a PAC
- Who actively solicits contributions and from whom?
- What are expectations of contribution levels?
- How much would we need to make a difference?
- Who decides to whom and how much is contributed to candidates?
- How is the PAC managed?
- Would it be active at the Federal level?

Positives
- A concentrated, recognized political force
- A stimulus to raise funds for specific political purpose
- A way to generate a culture of political activity through contributions

Negatives
- Lots of organizing work
- The challenge of transforming from the ICW Board’s past minimal political contribution history to new expectations and requirements
- Political party and candidate expectations that contribution levels would be high
- Possible negative exposure to being overtly political

Bottom Line
The heavy lift here is to expect the ICW Board and other potential partners to engage more overtly in the political process through making contributions to the PAC. In truth, much of the benefit of a PAC could be achieved without forming one if Board members made the same level of contributions directly to elected officials.
Access to higher education is a public good

Originally published September 8, 2016 at 2:44 pm Updated September 8, 2016 at 4:44 pm

The Legislature next year can broaden opportunities for more Washington students to attend college, while helping them reduce student debt. By David Frockt

Special to The Times

It was John F. Kennedy who once told us, “Victory has a thousand fathers, but defeat is an orphan.” The recent public spat over who should get credit for Washington’s victory in efforts to reduce college tuition (“GOP annoyed Gov. Inslee is taking credit for college-tuition cuts,” Local News, Aug. 25), probably makes voters chuckle at the image of bickering politicians arguing even when something good actually happens.

The truth is Washington students and their families don’t really care who did it and how it came to pass. They are just happy that after years of tuition increases in tight budgets, their elected officials enacted a historic tuition reduction for students at our public universities and community colleges. What people really want to know is: How to keep the positive momentum going?

The good news is that what occurred on college costs can be made even better in the coming legislative session if we put aside the partisanship and work together to extend as many higher-education opportunities as we can while reducing student debt. And it is not a complicated formula.

First, Washington needs to fully fund the State Need Grant; it’s the primary state-based financial-aid program. The award amount was designed to cover nearly all tuition costs at state public colleges and universities. Before the Great Recession, the state kept its promise to pay a significant portion of tuition costs for its neediest students.

In 2006-'07, 97 percent of eligible students (typically from households making less than $60,000 per year) received some award — full or partial. That number fell to 70 percent the following year and has remained roughly there ever since. In practical terms, that means 30,000 students across Washington each year struggle to find some other way to pay for tuition and other educational...
costs. Fully funding the program is now not only less expensive because of the tuition reduction, but it is also an acknowledgment that we are no longer cutting corners because of the recession.

Second, Washington needs to commit to expanding student eligibility for the State Need Grant so that students with family incomes between $60,000 and $125,000 — the near-middle and middle class — can also obtain state-based financial aid. This is critical because average student loan debt for some graduates can be nearly as high as a first-year starting salary in some fields. If our institutions are truly “public,” this must change.

As is the case with the students who are eligible for — but not receiving — a State Need Grant award, the most common form of aid these students receive is in the form of federally backed or private loans. This is compounded if the student goes to graduate school. Studies show that roughly half of all graduate students took out student loans as an undergrad.

**Public investment in higher education has not kept up with rising costs for the middle class and those who aspire to it.”**

Fully funding the existing program and expanding eligibility to serve students whose families have incomes up to $125,000 could mean that an additional 65,000 to 80,000 students in Washington would receive the grant in some form. This would effectively cover more than 80 percent of Washington families, significantly reducing the amount of student debt.

Over the last two years, there have been a series of great proposals on higher education at both the state and federal levels. Expanding our State Need Grant, making the additional investments that our public community colleges and universities have requested and continuing to invest in other excellent programs like the Opportunity Scholarship and College Bound would create a new middle-class compact for Washington families and continue to make this state a national leader on the expansion of postsecondary education for our people.

We must consider access to higher education as a broad public good. Public investment in higher education, however, has not kept up with rising costs for the middle class and those who aspire to it. Two years ago we began to turn this around with rare bipartisan consensus. If we want to continue to create political victories with a thousand parents, we should fully fund and expand the State Need Grant in order to reduce college-debt burdens on thousands more Washingtonians.

*State Sen. David Frockt represents the 46th District communities of North Seattle, Lake Forest Park and Kenmore. He is the ranking Democrat on the Senate Higher Education Committee.*

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**Sen. David Frockt**
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:

1. **Unmet Workforce Demands** – A skilled and educated workforce is the foundation of a prosperous economy. By 2017, Washington employers will have at least 50,000 unfilled jobs in high-demand fields due to a lack of qualified applicants. Our state's colleges and universities are key to creating a local pipeline for Washingtonians to fill these jobs.

2. **Degree Attainment** – Washingtonians ages 25 to 34 are projected to be the first generation in history with lower educational attainment than their parents. 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.

3. **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 degree production, student success, and educational quality.

1. **Degrees to meet demand: Address state needs through targeted investments**
   - Expand capacity to support student degree 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 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.

2. **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.

3. **High impact credentials: Ensure that all students excel in today's competitive labor market**
   - Provide a classroom 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 degrees to students in all 39 counties. However, we need to produce more graduates 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 degree 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.
Dear ICW Board of Directors,

My name is Isaac Sappington and I am a senior from Pasco, Washington. I received money from the ICW - Board of Directors scholarship. I sincerely thank you for supporting this scholarship. I would not be here if not for people like you.

Whitman has been a great fit for me. I am passionate about my major: biochemistry, biophysics, and molecular biology. Following graduation, I have the opportunity to either work for a biotechnology company in Colorado or research as an intern for the National Institute of Health. After a year or two, I hope to attend graduate school to earn a PhD in one of three fields of interest: pharmaceutical science, biomaterials, or synthetic biology. I am eager to begin my career and take on research projects to engineer innovative solutions for society's problems.

Whitman has provided me with an excellent education and unforgettable opportunities for which I'm very grateful. I am currently working in the lab of Dr. Jonathan Collins, an Organic Chemistry professor here at Whitman. Last summer, I completed a research program at Washington State University School of Pharmacy. Outside of my academics, I tutor high school students in science and math through the Advanced Student Enrichment Program. I have volunteered at Green Park Elementary School for the past three years with the Whitman Mentor Program. I played four years of varsity soccer, traveling to play in places all across the country. As a leader for Whitman Christian Fellowship, I went on service trips to Tacoma and Oala ware. These are experiences that have helped me to learn to lead a fulfilling life, and I would not have had them without your support!

Sincerely,
Isaac Sappington
ICW Fundraising Committee Update

2015-16
Total Gifts (cash, in-kind, new pledges): $938,968
Total cumulative gifts (actual receipts): $891,147

2016-17 *Baseline Forecast Sheet
Proposed Fundraising Goal: $895,000*
YTD Total: $121,508 (as of 10/7/16)
NOTE: 70% of gifts come in Q3 and Q4

Total Gift Income

<table>
<thead>
<tr>
<th>2013-14</th>
<th>2014-15</th>
<th>2015-16</th>
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<tbody>
<tr>
<td>Giving Goal</td>
<td>Total Giving</td>
<td>Giving Goal</td>
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<tr>
<td>1,400,000</td>
<td>886,383</td>
<td>903,600</td>
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Distributions to Colleges

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<th>2013-14</th>
<th>2014-15</th>
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<td>782,000</td>
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Funding Type

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<th>2013-14</th>
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<tr>
<td>$886,383 Cash</td>
<td>$844,290 In-Kind</td>
<td>$891,147 In-Kind</td>
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Donors

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<th>2013-14</th>
<th>2014-15</th>
<th>2015-16</th>
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</thead>
<tbody>
<tr>
<td>120 Existing Donors</td>
<td>110 New Donors</td>
<td>108 Existing Donors</td>
</tr>
</tbody>
</table>
2017 Ethics Bowl Donor Gifts and Pending Requests

Fundraising Goal: $70,000

All funds that exceed cost of program will be distributed as scholarships. FY 2015-16 distribution included $17,500 in scholarships from 2016 Ethics Bowl program efforts

<table>
<thead>
<tr>
<th>Pledges and Gifts Received YTD: $15,000+</th>
<th>Pending Requests YTD: $90,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Ken and Beryl Goodchild</td>
<td>▪ Boeing Company</td>
</tr>
<tr>
<td>▪ The Wollenberg Foundation</td>
<td>▪ Saltchuk</td>
</tr>
<tr>
<td></td>
<td>▪ Merrill Lynch (BofA)</td>
</tr>
<tr>
<td></td>
<td>▪ Alaska Airlines</td>
</tr>
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<td></td>
<td>▪ TIAA</td>
</tr>
</tbody>
</table>

Ethics Bowl News

In addition to a great group of alumni judges and moderators, the 2017 volunteer roster currently includes: Fred Brown (Seattle Super Sonics), Federal District Judge Richard A. Jones, Ret. Justice Bobbi Bridge, and Michael Bennett (Seattle Seahawks) just to name a few...

Thank you, Jerry Lee!

See the Ethics Bowl Logic Model for proposed refinements to ICW’s Ethics Bowl program and its value to ICW’s strategic priorities.

Who Do You Know?

If you can help with an introduction or make further connections with any of the following prospects, please let Kris Gonzales know or indicate on your pledge form distributed at the board meeting.

- Bank of America
- Perkins Coie
- Union Bank
- Holland America Line
- T-Mobile US, Inc.
- Weyerhaeuser
- GM Nameplate
- Foster Pepper
- CliftonLarsenAllen
- K&L Gates
- MCM
- Sellen Construction
- Moss Adams

Business Sectors

- Puget Sound area law firms
- Prospects from the construction industry, engineering firms, insurance, retail or manufacturing
- Other financial institutions, foundations or corporations especially those that have financial education and/or serving low-income students as funding priorities
- Bio-tech firms for scholarships, but also lab equipment and student internship opportunities
- Technology firms
- In-kind gifts that help keep college operating costs down
## ICW Ethics Bowl Logic Model

### Trend in public and corporate higher education funding is softening

- **ICW’s primary audience (influencers and funders)** benefit from an authentic experience that can showcase the advantage and value of a liberal arts education to Washington’s economy and workforce.

### Need

- **Trend in public and corporate higher education funding is softening**

### Priorities

- (1) Deepen engagement of decision makers and influencers to sustain and grow funding resources
- (2) Provide point of entry platform for new and renewing decision makers

### Situation

- The Ethics Bowl is in its 4th year of implementation
- Responding to board discussions in April, staff examined the program through a logic model
- Enhancements to outputs and outcomes now reflect proposed refinements to ICW’s Ethics Bowl and its value to ICW’s strategic priorities

### Outputs

<table>
<thead>
<tr>
<th>Short</th>
<th>Medium</th>
<th>Long</th>
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</thead>
<tbody>
<tr>
<td>Complements public policy agenda, coalition strategy, and quality outcomes message</td>
<td>Evening networking opportunity between students, college personnel, and workforce leaders</td>
<td>Refined model more strategically tied to public policy audience and decision makers</td>
</tr>
<tr>
<td>Distinguishes ICW students as critical thinkers great at teamwork</td>
<td>Provides quality experience and deeper connection to funder investment areas</td>
<td></td>
</tr>
</tbody>
</table>

### Experiential signature program delivered that supports ICW’s Public Policy and Fund Development engagement strategies

### Assumptions

- Building upon the Ethics Bowl’s 3 year foundation and leveraging ICW Board of Director contacts will:
  1. Support ICW’s engagement strategies
  2. Meet volunteerism goals and consumer trust from corporate funders
  3. Offer public policy makers a living example of quality outcome

### External Factors

- To attract, retain, and expand private funding relationships, corporations expect a meaningful partnership that actively supports a charity’s mission with employee volunteers. Volunteerism is the core around which corporations tie their giving. Public policy makers and influencers are engaged with students to see ICW as part of the higher education landscape and solution to statewide issues.

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[Return to Table of Contents](#)
2016-2017 ICW Goals

**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

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
- Increase State Work-Study in the 2017-19 state budget
- Secure joint legislative agenda with the public higher education partners that reflects ICW agenda
- At least 25 Board members connect with legislators before and/or during the legislative session
- Follow NAICU lead on Federal issues, keeping WA delegation informed of state impact; connect interested Board members to federal higher education issues
- Establish regional and state Student Aid Alliance. Communicate with key legislators before the session

Fundraising Committee
- Invite key donors to Board lunch; pair funders with scholarship recipients
- Build 3-5 year fundraising strategic plan concurrent with ICW strategic plan
- 100% Board giving, and 5% increase in total gifts to $895,000 and add 2 new donors
- Formalize joint president/corporate board donor calls
- Launch Business Affiliate Program. Secure 3-5 inaugural affiliates

Visibility Committee
- Update the 2016-17 ICW strategic communications plan; calendar activities through the year
- Secure guest editorials on legislative outcome on ICW related topics in four newspapers in major markets
- Prepare materials for Board members’ presentations at city clubs, Rotary, economic development gatherings, etc. Track presentations to establish baseline
- 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
- Convene college intern coordinators to determine if ICW can add value to the colleges as well as donors

Nominations Committee
- 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 members to the Board, including two from outside Seattle Metro and at least one from east of the mountains

Finance and Audit
- With Fundraising and Visibility Committees implement Business Affiliate Program
- Implement and refine financial dashboard
- Clean audit