ICW Board of Directors Meeting Minutes
October 24, 2016 Whitworth University
October 25, 2016 Gonzaga University

<table>
<thead>
<tr>
<th>Directors in Attendance</th>
<th>Directors Absent</th>
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<tr>
<td>Dick Bangert II (Emeritus)</td>
<td>Rhona Kwiram</td>
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<td>John Bassett</td>
<td>Laura Lawton Forsyth</td>
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<td>Delona Bell</td>
<td>Jerry Lee</td>
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<td>Violet A. Boyer</td>
<td>Thayne McCulloh</td>
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<td>Pat Callans</td>
<td>John McVay</td>
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<td>Betsy Cowles</td>
<td>Shelly O’Quinn</td>
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<td>Isiaah Crawford</td>
<td>Ben Phillips</td>
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<td>Deborah Cushing</td>
<td>Rodney Proctor</td>
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<td>Jennifer Divine</td>
<td>Lyle Quasim</td>
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<td>José Gaitán</td>
<td>Laura Rehrmann</td>
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<td>Liz Gorman</td>
<td>Steve Sundborg, S.J.</td>
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<td>Rick Gross</td>
<td>Beck Taylor</td>
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<td>Roy Heynderickx</td>
<td>Jim Yearby</td>
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<td>Terry Jones</td>
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<td>Tom Krise</td>
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<th>Directors Absent</th>
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<td>Dina Fifadra</td>
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<td>Kenneth Goodchild (Emeritus)</td>
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<td>Trent House</td>
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<td>Carolyn Kelly</td>
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<td>Leigh Ann Lucero</td>
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<td>Dan Martin</td>
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<td>Ian Metz</td>
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<td>Kathy Murray</td>
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<td>Julie Prince</td>
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<td>Ahmadou Seck</td>
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<td>Steve Seward</td>
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<th>Guests</th>
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<td>Ray Lawton, ICW Representative on WSAC</td>
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Monday, October 24, 2016 Whitworth University

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

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

- Stephen V. Sundborg, S.J. reported about NLRB jurisdiction over Seattle University, increasing freshmen students from out of state, and softness of transfer student enrollment
- John McVay reported that the street improvements in front of the Walla Walla University campus are complete, the campus is in a capital campaign to expand and renovate Bowers Hall, and enrollment has increased
• Isiaah Crawford reported good undergraduate enrollment at University of Puget Sound, soft graduate enrollment, and talked about student activism
• Thayne McCulloh reported healthy enrollment for Gonzaga, the national enrollment challenge facing law schools, the completion of the University Center, and the anticipation of three new buildings next year
• Tom Krise reported that Pacific Lutheran University sold its radio station and is preparing for the 500th anniversary of the Reformation, including commissioning a beer. Its 253 scholarship has attracted 35 students. Enrollment is good but transfers are down. He encouraged Board members to explore the Listen Campaign
• Beck Taylor reported that he is now a Whitworth University parent as his daughter is a freshman. Enrollment is good at all levels, the campus is embarking on academic prioritization process, and the University is beginning a four year engineering major
• Roy Heynderickx reported the largest freshman class for Saint Martin’s University and strong overall enrollment, a new covered tennis center, and new science building. Saint Martin’s University adjunct faculty have voted to have SEIU represent them at the university

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

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

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

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

Public Policy Committee:
• Chair Beck Taylor provided a brief introduction of the Public Policy Committee’s goals for the Strategic Plan noting the annual goals reflect the cycle of the state biennial budget being adopted every other year
• The goals target 2016-2017 as a year for achieving new investments in higher education and reflect ICW’s past and future priorities related to: full funding for the State Need Grant and
College Bound programs, parity between the level of grant awards for ICW students and University of Washington students, and increasing funding for the Work Study program

- The goals also focus on increasing ICW Board member participation in the legislative process and State Need Grant program advocacy, with the target of achieving 100% participation over the next six years (by 2022)
- The goals include continuing to affect federal congressional and administration policy through partnering with the National Association of Independent Colleges and Universities
- A primary new strategy is to build, grow, and sustain a state-wide alliance of support for the State Need Grant program

*Fundraising Committee:*

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

*Visibility Committee:*

- Chair Tom Krise noted that in developing goals for the Visibility Committee, it recognized that its major function is to support the goals of the Public Policy Committee and the Fundraising Committee
- The goals are built around updating the Strategic Communications Plan and developing a work plan and schedule for the visibility work
- The goals include continuing to hold an ethics bowl with the commitment to broaden and deepen participation and create a set of activities related to building internship opportunities for ICW college students
Nominations Committee:
- Chair Deborah Cushing noted that the Nominations Committee goals envision a broader role for the committee to include mentoring new Board members, evaluating Board engagement, reconsidering Board terms, and strengthening the nominations process with greater involvement of each committee

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

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

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

Heynderickx called on Fundraising Committee Chair Laura Lawton Forsyth.

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

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

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

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

The Board recessed for dinner.
Tuesday, October 25, 2016 Gonzaga University
President Thayne McCulloh welcomed the Board to Gonzaga.

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

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

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

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

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

Taylor reported that the Public Policy Committee, as discussed at the April Board meeting, has been considering the formation of an ICW Political Action Committee (PAC). He indicated that the Committee has not yet drawn any conclusions or recommendations. Taylor laid out some of the considerations by the Committee and asked the Board to allow further consideration of the issue. The Board approved the recommendation.
Taylor then discussed the Stanley McNaughton Award; he reminded the Board that in keeping with tradition, this year the award should be given to an elected official who has been a champion of ICW interests. The Public Policy Committee concluded that at this time no one person stands out as strongly deserving the award. The Committee asked the Board to allow the Executive Committee to act on a recommendation from the Public Policy Committee to facilitate presentation of the award at the next meeting if a champion emerges. If no clear champion emerges, further discussion will occur at the April Board meeting. After some discussion, the Board approved the recommendation.

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

**Action: Process for consideration of participation in the Cradle through College Coalition**

Beck Taylor made a motion to give authority to the Executive Committee to approve joining the coalition if recommended by the Public Policy Committee. José Gaitán seconded the motion and it was approved.

**Fundraising Committee**

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

**Visibility Committee**

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

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

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

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

Respectfully submitted,

Rhona Kwiram
Secretary/Treasurer