Independent Colleges of Washington
Fall Board Meeting
October 23-24, 2017

University of Puget Sound
Pacific Lutheran University
## Table of Contents

*pages are linked*

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>BOARD AGENDA</td>
<td>3</td>
</tr>
<tr>
<td>ICW BOARD OF DIRECTORS MEETING MINUTES</td>
<td>5</td>
</tr>
<tr>
<td>STRATEGIC PLAN &amp; DRAFT 2017-18 GOALS</td>
<td>10</td>
</tr>
<tr>
<td>ICW 2016-2022 STRATEGIC PLAN</td>
<td>11</td>
</tr>
<tr>
<td>ICW 2017-18 GOALS</td>
<td>16</td>
</tr>
<tr>
<td>HIGHER EDUCATION MARKETPLACE</td>
<td>17</td>
</tr>
<tr>
<td>Jon McGee</td>
<td>18</td>
</tr>
<tr>
<td>PUBLIC POLICY COMMITTEE</td>
<td>19</td>
</tr>
<tr>
<td>MIKE BURGESS</td>
<td>20</td>
</tr>
<tr>
<td>2017 LEGISLATIVE SESSION SUMMARY</td>
<td>21</td>
</tr>
<tr>
<td>SEATTLE TIMES OP ED &amp; EDITORIAL</td>
<td>22</td>
</tr>
<tr>
<td>NAICU BRIEF</td>
<td>24</td>
</tr>
<tr>
<td>JOINT DACA STATEMENT</td>
<td>26</td>
</tr>
<tr>
<td>DOL RESPONSE 2017</td>
<td>28</td>
</tr>
<tr>
<td>ESSA PLAN FINAL RESPONSE</td>
<td>30</td>
</tr>
<tr>
<td>SECTION 127 LETTER</td>
<td>35</td>
</tr>
<tr>
<td>STANLEY O. McNUGHTON LEADERSHIP AWARD</td>
<td>38</td>
</tr>
<tr>
<td>ICW DISTINGUISHED SERVICE AWARD</td>
<td>39</td>
</tr>
<tr>
<td>LEGISLATIVE AGENDA AND 2017-18 PUBLIC POLICY GOALS</td>
<td>40</td>
</tr>
<tr>
<td>VISIBILITY COMMITTEE</td>
<td>41</td>
</tr>
<tr>
<td>POSTCARD MAILERS TO FRIENDS AND INFLUENCERS</td>
<td>42</td>
</tr>
<tr>
<td>ICW VISIBILITY COMMITTEE GOALS</td>
<td>44</td>
</tr>
<tr>
<td>ICW CONSTITUENT COMMUNICATION SURVEY</td>
<td>45</td>
</tr>
<tr>
<td>WASHINGTON STUDENT ACHIEVEMENT COUNCIL</td>
<td>47</td>
</tr>
<tr>
<td>MIKE MEOTTI AND WSAC</td>
<td>48</td>
</tr>
<tr>
<td>COLLABORATIVE ACTIVITIES</td>
<td>50</td>
</tr>
<tr>
<td>STUDENT ENGAGEMENT NETWORKS</td>
<td>51</td>
</tr>
<tr>
<td>ICW COLLABORATIVE ACTIVITIES</td>
<td>52</td>
</tr>
<tr>
<td>FINANCE &amp; AUDIT COMMITTEE</td>
<td>54</td>
</tr>
<tr>
<td>ICW FINANCIAL REPORT, IRS FORM 990, AND ICW 2017-2018 GOALS</td>
<td>55</td>
</tr>
<tr>
<td>FINANCIAL DASHBOARD</td>
<td>56</td>
</tr>
<tr>
<td>BOARD DEVELOPMENT COMMITTEE</td>
<td>58</td>
</tr>
<tr>
<td>2017-18 BOARD MENTORS, COMPOSITION, AND GOALS</td>
<td>59</td>
</tr>
<tr>
<td>FUND DEVELOPMENT COMMITTEE</td>
<td>60</td>
</tr>
<tr>
<td>U.S. BANK ETHICS BOWL ARTICLE</td>
<td>61</td>
</tr>
<tr>
<td>FUND DEVELOPMENT DASHBOARD</td>
<td>62</td>
</tr>
<tr>
<td>CORE PROGRAMS</td>
<td>64</td>
</tr>
<tr>
<td>RISE UP! MATCHED SAVINGS SCHOLARSHIP PROGRAM (MS2)</td>
<td>65</td>
</tr>
<tr>
<td>2017-18 PROPOSED FUNDRAISING GOAL</td>
<td>67</td>
</tr>
<tr>
<td>STUDENT THANK YOU</td>
<td>68</td>
</tr>
</tbody>
</table>
Board Agenda

**October 23, 2017 – University of Puget Sound**

9:30 – 11:45  Orientation for new members – Room 366 in Thomas Hall
   New Board Members, Board Chair Beck Taylor, Board Development Chair José Gaitán

12:00  Lunch with Board, students and other guests in the Rotunda in Wheelock Student Center

12:45  Brief Tour of Campus Highlights

1:15  **Business meeting** – Tahoma Room in Thomas Hall
   Welcome from President Isiaah Crawford
   * Introductions
   * Campus Updates
   * Approve Minutes
   * Review Strategic Plan and Draft Goals

2:00  Jon McGee – *Breakpoint: The Changing Marketplace for Higher Education*
   Jon will join us by interactive video presentation

3:30  Presidents’ Committee Update – Fr. Steve Sundborg

**Public Policy Committee** – Shelly O’Quinn
   * Introduce new lobbyist Mike Burgess
   * Questions on Update in Board Book
   * Stanley O. McNaughton Leadership Award
   * Distinguished Service Award
   * Set Legislative Agenda
   * Review 2017-18 Public Policy Committee Goals

4:00  **Visibility Committee** – Dina Fifadra
   * Questions on update in Board Book
   * Review 2017-18 Visibility Committee Goals
   * Constituent Survey presentation with GreatWork Communications
     Samara Villasenor

5:15  Reception at University of Puget Sound President’s House

6:30  Dinner in the Rotunda in Wheelock Student Center
   Guests: Mike Meotti, WSAC; Mike Burgess, MJB Consulting

8:00  To Hotel Murano

*  Action Requested
October 24, 2017 – Pacific Lutheran University

7:30 Breakfast at PLU Regency Room in Anderson University Center

8:00 Welcome from Acting President Allan Belton
Constituent Survey Take Away – any additional insight from previous discussion

8:30 Mike Meotti – WSAC Executive Director

9:00 Collaborative Activities – Violet Boyer
New ICW Video
Gates Foundation Grant
Student Engagement Network Director Darcy Posselli
Other Collaborative Activities

9:30 Brief Tour of Campus Highlights

10:00 Executive Committee Update – Beck Taylor

Finance and Audit Committee – Rhona Kwiram
* Audit / 990
  Audit is accepted by Finance and Audit Committee. 990 is reviewed by full Board
Dashboard and spending to date
Review 2017-18 Finance and Audit Committee Goals

10:20 Fund Development Committee – John McVay
Fundraising Dashboard
Matched Savings Scholarship
2017-18 Board Giving
* Set 2017-2018 Fundraising Goal
Review 2017-18 Fund Development Committee Goals

10:40 Board Development Committee – José Gaitán
Recommended skills or individuals from Committees
Review 2017-18 Board Development Committee Goals

* 10:50 Review and approve 2017-18 Organizational Goals

11:00 Executive Session

12:00 Lunch with students and other guests – Chris Knutzen East Room
ICW Board of Directors Meeting Minutes  
April 3, 2017—Saint Martin’s University

<table>
<thead>
<tr>
<th>Directors in Attendance</th>
<th>Directors Absent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Richard E. Bangert II</td>
<td>Thomas W. Krise</td>
</tr>
<tr>
<td>John Bassett</td>
<td>Rhona Kwiram</td>
</tr>
<tr>
<td>DeLona Lang Bell</td>
<td>Jerry Lee</td>
</tr>
<tr>
<td>Violet A. Boyer</td>
<td>Daniel J. Martin</td>
</tr>
<tr>
<td>Pat Callans</td>
<td>John McVay</td>
</tr>
<tr>
<td>Betsy Cowles</td>
<td>Ian Metz</td>
</tr>
<tr>
<td>Isiaah Crawford</td>
<td>Shelly O’Quinn</td>
</tr>
<tr>
<td>Jennifer Divine</td>
<td>Julie Prince</td>
</tr>
<tr>
<td>Dina Fifadra</td>
<td>Rodney Proctor</td>
</tr>
<tr>
<td>José E. Gaitán</td>
<td>Lyle Quasim</td>
</tr>
<tr>
<td>Liz Gorman</td>
<td>Laura Rehrmann</td>
</tr>
<tr>
<td>Roy F. Heynderickx</td>
<td>Steven T. Seward</td>
</tr>
<tr>
<td>Terry Jones</td>
<td>Stephen V. Sundborg, S.J.</td>
</tr>
<tr>
<td>Carolyn Kelly</td>
<td>Beck A. Taylor</td>
</tr>
<tr>
<td></td>
<td>Jim Yearby</td>
</tr>
<tr>
<td></td>
<td>Deborah Cushing</td>
</tr>
<tr>
<td></td>
<td>Ken Goodchild</td>
</tr>
<tr>
<td></td>
<td>Rick Gross</td>
</tr>
<tr>
<td></td>
<td>Trent M. House</td>
</tr>
<tr>
<td></td>
<td>Laura Lawton-Forsyth</td>
</tr>
<tr>
<td></td>
<td>Leigh Ann Lucero</td>
</tr>
<tr>
<td></td>
<td>Thayne M. McCulloh</td>
</tr>
<tr>
<td></td>
<td>Kathy M. Murray</td>
</tr>
<tr>
<td></td>
<td>Ben Phillips</td>
</tr>
<tr>
<td></td>
<td>Ahmadou Seck</td>
</tr>
</tbody>
</table>

The meeting began Monday at 9:30 am with a welcome from President Roy Heynderickx.

**Action:** Approval of the October 2016 ICW Board meeting Minutes  
Laura Rehrmann made a motion to approve. Rodney Proctor seconded the motion. The minutes were approved.

The Board reviewed the 2016-2022 Strategic Plan and 2016-17 Goals, and progress to date. After questions were answered, the Board broke into committee meetings to discuss business.

**Visibility Committee**
Visibility Chair Tom Krise introduced the Strategic Communication Constituent Survey to the full Board for discussion. He gave the background on the past surveys and directed Board members to the Board book for full information. The project is to be funded through reserves. After discussion about the intent, expectations, and usage, Liz Gorman and Dina Fifadra volunteered to advise the RFP process and to help identify possible recipients of the RFP.

**Action:** Approve Strategic Communication Constituent Survey  
The Visibility Committee made a motion to use up to $25,000 of reserves to complete a strategic communication constituent survey to gather perspectives about how ICW is currently perceived by the external environment of the organization. Carolyn Kelly seconded the motion. The motion carried.
Krise introduced the Web Privacy Policy to the full Board for discussion. Boyer noted that this is our current practice. We do not gather information. Liz Gorman noted that we should revisit the policy annually to ensure that nothing has changed and it is still accurate.

**Action:** Approve ICW Web Privacy Policy
The Committee made a motion to approve the ICW Web Privacy Policy. Rodney Proctor seconded the motion. The policy was approved.

**Public Policy Committee**
Policy Committee Chair Beck Taylor provided a report to the Board about the status of the current legislative session, reminding the Board about the Student Aid Alliance ICW developed and other partners ICW has been engaged with this session and the legislative Agenda the Board adopted during its October 24, 2016 meeting.

He recognized Board members who contacted key legislators asking them to include funding for the State Need Grant program in the budgets on the very day they were requested to do so. These members included: Kathy Murray, Tom Krise, Deborah Cushing, Isiaah Crawford, Ahmadou Seck, DeLon3a Bell, Liz Gorman, Rhona Kwiram, Jim Yearby, Carolyn Kelly, Ian Metz, and Rick Gross.

After a lengthy discussion and a series of questions about what had transpired in the legislative session and the status of proposed budgets by the legislature, President Taylor then presented the proposed strategy and activities for the remainder of the session.

- Have at least one ICW college president visit key budget negotiators in Olympia for a day
- Send a letter signed by all ICW college presidents to all legislators and the Governor urging support for the House proposed State Need Grand and College Bound funding levels
  All ICW Board members send a postcard / letter to selective senate and house leadership and budget negotiators urging support for the House proposed State Need Grant and College Bound funding levels
- A “call to action” to students and all alliance members directed to key budget negotiators urging support for the House proposed State Need Grand and College Bound funding levels
- Letter from Alliance members: signed or logo letter to key budget writers and leadership in both houses
- ICW staff and key alliance members watch the budget negotiations closely and connect with budget negotiators and leadership, and as needed suggest early the notion of creating a legislator led task force to look at ideas related to improving attainment by recipients of the State Need Grant as a compromise step toward the Senate
- Regular communication with Senator Rossi and Representative Hansen
- Connect with Washington Roundtable
- ICW college presidents to ask selected trustee to contact legislators
- Work with SBCTC to activate students and send cards

After some discussion by the Board about these strategies, President Taylor asked for and obtained Board approval of the strategies.
The Board gathered for lunch and a brief program. Presentations were made to departing ICW Board members John Bassett and Steve Seward. Not in attendance but also recognized were departing Board members Deborah Cushing, Rick Gross, Laura Lawton-Forsyth, LeighAnn Lucero, and Ahmadou Seck. A short recognition was also given to former Board member and retiring ICW staff member Tom Fitzsimmons.

After lunch, Board members enjoyed a tour of campus.

**Fundraising Committee – Fund Development Committee**

Acting chair Laura Rehrmann asked President Heynderickx to introduce student speaker Luis Lara-Espinosa, who shared his story and thanked the Board for being selected the winner of both the ICW Board of Directors and Violet A. Boyer scholarships.

Rehrmann shared the value of having student scholarship recipients and policy makers join us for lunch to implement the strategic plan in leveraging opportunities to engage with funders, policy influencers and the recipients of our work—students.

Rehrmann thanked members who had already fulfilled their pledge commitments for FY 2016-17 and reminded others to fulfill their pledges today to help ICW achieve the 100% board participation goal.

The Matched College Savings Plan (MCSP) has the ability to serve 40 – 55 new students. President McVay suggested that if each college tries to identify five students by the end of May, this program could fulfill the promise of helping students pay for college. Rehrmann noted that the Oregon Association has served 300 students triggering $1.8 million in matching funds for tuition and other educational expenses.

Rehrmann directed the board to watch a newly edited four-minute video of the ICW 2016 Ethics Bowl final round, and thanked DeLona Lang Bell’s firm for pulling this together for a Seattle Seahawk meeting in March secured by board member Jerry Lee. Rehrmann noted that Dina Fifadra had assisted in bringing T-Mobile as a new sponsor. Rehrmann also recognized Rick Gross for bringing in two new business channels at Boeing resulting in a 60% increase in their gift this year.

Rehrmann then reminded the Board of the October decision to identify opportunities around the Ethics Bowl to elevate ICW and expand our reach. She thanked the 18 members of the Board who will attend—and those who will be bringing someone new to the ICW family.

Rehrmann concluded with a request to change the name of the committee from Fundraising to Fund Development to more accurately reflect the staff and board leadership work involved to deliver funds and key influencers to ICW.

**Action:** Bylaws change to update committee name to Fund Development Committee

The Fundraising Committee made a motion to update the bylaws to change the name of the committee to the Fund Development committee. Ian Metz seconded the motion. The change was approved.
**Presidents’ Committee**
Chair Steve Sundborg reported that the presidents met in February and discussed several topics of concern to the presidents including immigration and DACA students, shared governance, voluntary separation programs, budget reductions, campus culture and unionization. He noted that the presidents generally do not do work related to ICW, but rather meet as colleagues. However, because requested by this Board, the presidents did receive an update on the transition task force.

**Nominations Committee – Board Development Committee**
DeLona Lang Bell reported for the Committee. As follow-up to the October meeting, the Committee has been developing a more robust plan of engagement, to include an orientation and mentoring program for new Board members, as well recommendations for full Board training and routine evaluations of the Board. To accomplish this, the Committee recommends a name change to Board Development and the inclusion of these new duties in the Bylaws. It was noted that when Boards see the results of the survey, it could result in positive Board discussions. It was recommended that the results of the survey and any appropriate recommendations be delivered to the Board at its fall meeting.

*Action: Approve Committee Duties Change*
The Nominations Committee made a motion to update its activities and rename the committee to Board Development. Laura Rehrmann seconded and the changes were approved.

**Finance and Audit Committee**
Committee Chair Rhona Kwiram reported that the Committee has selected Peterson Sullivan as its auditor for 2016-2017. The committee met with the retirement consultants (Garde Capital) and administrators (Spectrum Pension) for its annual update.

Kwiram walked the Board through the dashboards in the Board book. Responding to a question about the endowment, it is held in Vanguard Balanced Index Fund Admiral Shares to match the investment strategy outlined in Board policy. The fund is automatically indexed.

Boyer noted an update to the Estimated Reserves document in the Board book - that as of June 30, 2017, the balance is estimated to be $312,432, including an estimated $35,640 carry over from this budget.

The Finance and Audit Committee prepared the base budget to which the Executive Committee will add the salary pool. The budget includes reserves funding for the constituent survey and a modest amount for the presidential search activity.

**Executive Session**
The Committee moved into executive session to discuss the budget. Heynderickx discussed the budget, noting that it was a tight budget but would allow for no dues increase this year.
**Action:** Approve the 2017-2018 Budget
Carolyn Kelly made a motion to approve the 2017-2018 ICW Operating budget as presented. José Gaitán seconded. The budget was approved.

The presidential search committee was approved, to include Roy Heynderickx as chair, Beck Taylor, Steve Sundborg, Laura Rehrmann, Rhona Kwiram, and Jim Yearby. There was discussion about the costs of the presidential search.

**Action:** Approve additional reserves for the presidential search
Lyle Quasim made a motion to allow the Executive Committee, before the next Board meeting, to approve the use of up to an additional $100,000 in reserves to be used for the search (total of $110,000.) Julie Prince seconded. The motion was approved.

Respectfully submitted,

Rhona Kwiram
Secretary/Treasurer
Strategic Plan & Draft 2017-18 Goals
**ICW 2016-2022 Strategic Plan**

**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**

---

**Audience:**

**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></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<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>
<td>+ Continue funding SNG and continue to increase SWS in 2018-2019 state budget</td>
<td>+ In 2020 supplemental budget continue to fully fund SNG students; increase SWS</td>
<td>+ Fully fund all SNG students and return SWS to $21 million in 2021-2023 state budget</td>
<td>+ Sustain funding in 2022 supplemental budget</td>
<td>+ If appropriate, seek legislation to implement need based student aid structure</td>
</tr>
<tr>
<td></td>
<td>+ Increase State Work Study in the 2017-19 state budget</td>
<td>+ Secure joint legislative agenda with the public higher education partners that reflects ICW agenda</td>
<td>+ Secure joint legislative agenda with the public higher education partners that reflects ICW agenda</td>
<td>+ Secure joint legislative agenda with the public higher education partners that reflects ICW agenda</td>
<td>+ Secure joint legislative agenda with the public higher education partners that reflects ICW agenda</td>
<td>+ Secure joint legislative agenda with the public higher education partners that reflects ICW agenda</td>
</tr>
<tr>
<td></td>
<td>+ Secure joint legislative agenda with the public higher education partners that reflects ICW agenda</td>
<td>+ At least 30 Board members connect with legislators before and/or during the legislative session</td>
<td>+ Every Board member connects with legislators before and/or during the legislative session</td>
<td>+ Every Board member connects with legislators before and/or during the legislative session</td>
<td>+ Every Board member connects with legislators before and/or during the legislative session</td>
<td>+ Every Board member connects with legislators before and/or during the legislative session</td>
</tr>
<tr>
<td></td>
<td>+ At least 25 Board members connect with legislators before and/or during the legislative session</td>
<td>+ Follow NAICU lead on federal issues, keeping WA delegation informed of state impact; connect interested Board members to federal higher education issues</td>
<td>+ Follow NAICU lead on federal issues, keeping WA delegation informed of state impact; connect interested Board members to federal higher education issues</td>
<td>+ Follow NAICU lead on federal issues, keeping WA delegation informed of state impact; connect interested Board members to federal higher education issues</td>
<td>+ Follow NAICU lead on federal issues, keeping WA delegation informed of state impact; connect interested Board members to federal higher education issues</td>
<td>+ Follow NAICU lead on federal issues, keeping WA delegation informed of state impact; connect interested Board members to federal higher education issues</td>
</tr>
<tr>
<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>
<td>+ Student Aid Alliance communicates with key legislators about continuation of increases in State Need Grant before the 2018 session</td>
<td>+ Student Aid Alliance will meet with key legislators prior to the 2019 session to advocate for higher education objectives</td>
<td>+ Student Aid Alliance will meet with key legislators prior to the 2020 session to advocate for higher education objectives</td>
<td>+ Student Aid Alliance will meet with key legislators prior to the 2021 session to advocate for higher education objectives</td>
<td>+ Student Aid Alliance will meet with key legislators prior to the 2022 session to advocate for higher education objectives</td>
</tr>
<tr>
<td></td>
<td>+ Establish regional and state Student Aid Alliance. Communicate with key legislators before the session</td>
<td>+ Continue funding SNG students; increase SWS</td>
<td>+ In 2020 supplemental budget continue to fully fund SNG students; increase SWS</td>
<td>+ Secure joint legislative agenda with the public higher education partners that reflects ICW agenda</td>
<td>+ Secure joint legislative agenda with the public higher education partners that reflects ICW agenda</td>
<td>+ Secure joint legislative agenda with the public higher education partners that reflects ICW agenda</td>
</tr>
<tr>
<td>----------------------------------------</td>
<td>------------------------------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Fundraising</strong></td>
<td>+ Invite key donors to every Board lunch; pair funders with scholarship recipients</td>
<td>+ 100% Board giving, and 5% increase cash and gifts in kind from previous year and add 2 new donors</td>
<td>+ Leverage expansion tactics and continue increase in donations</td>
<td>+ Maximize retention strategies; continue to increase gifts and donors</td>
<td>+ Increase in gifts</td>
<td>+ Increase number of corporate and foundation donors to 57 (15% increase over 2015-16)</td>
</tr>
<tr>
<td></td>
<td>+ Build 3-5 year fundraising plan concurrent with ICW strategic plan</td>
<td>+ Retention rate held to 92%</td>
<td>+ 2-5 president and corporate board donor call days</td>
<td>+ 3-6 president and corporate board donor call days</td>
<td>+ 4-7 president and corporate board donor call days</td>
<td>+ Increase donor support (cash and gifts in kind) to $1.25 million (40% increase over 2015-16)</td>
</tr>
<tr>
<td></td>
<td>+ 100% Board giving, and 5% increase in total gifts to $895,000 and add 2 new donors</td>
<td>+ Implement two half day donor visits with presidents and corporate board members</td>
<td>+ Include retention strategy in partnerships</td>
<td>+ 3-6 president and corporate board donor call days</td>
<td>+ 5-8 president and corporate board donor call days</td>
<td>+ 5-8 president and corporate board donor call days</td>
</tr>
<tr>
<td></td>
<td>+ Formalize joint president/corporate board donor calls</td>
<td>+ Identify and secure statewide and Eastern Washington sponsors for Ethics Bowl program</td>
<td>+ Grow Business Affiliate Program to 10</td>
<td>+ Increase in gifts</td>
<td>+ Increase in gifts</td>
<td>+ Increase in gifts</td>
</tr>
<tr>
<td></td>
<td>+ Launch Business Affiliate Program. Secure 3-5 inaugural affiliates</td>
<td>+ Include retention strategy in partnerships</td>
<td>+ Increase in gifts</td>
<td>+ Increase in gifts</td>
<td>+ Increase in gifts</td>
<td>+ Increase in gifts</td>
</tr>
<tr>
<td></td>
<td></td>
<td>+ Grow Business Affiliate Program to 10</td>
<td>+ 4-7 president and corporate board donor call days</td>
<td>+ 5-8 president and corporate board donor call days</td>
<td>+ 5-8 president and corporate board donor call days</td>
<td>+ 5-8 president and corporate board donor call days</td>
</tr>
<tr>
<td><strong>Visibility With Fundraising and Public Policy</strong></td>
<td>+ Update the 2016-17 ICW strategic communications plan and calendar activities through the year</td>
<td>+ With Fundraising and Public Policy Committees develop a two year strategic communications plan and calendar</td>
<td>+ Extend understanding of ICW issues through an editorial board meeting with each newspaper in each of the five major market areas in the state</td>
<td>+ Deepen engagement of key audiences through ethics bowl program</td>
<td>+ With Fundraising and Public Policy Committees develop a two year strategic communications plan and calendar</td>
<td>+ With Fundraising and Public Policy Committees develop a two year strategic communications plan and calendar</td>
</tr>
<tr>
<td></td>
<td>+ Secure guest editorials on legislative outcome on ICW related topics in four newspapers in major markets</td>
<td>+ Educate newspaper editors on 2019 legislative agenda by holding an editorial board meeting with each newspaper in each of the five major market areas in the state</td>
<td>+ Continue to implement the strategic communications plan</td>
<td>+ Continue to implement the strategic communications plan</td>
<td>+ Deepen understanding of ICW issues by holding an editorial board meeting with each newspaper in each of the five major market areas in the state</td>
<td>+ Deepen understanding of ICW issues by holding an editorial board meeting with each newspaper in each of the five major market areas in the state</td>
</tr>
<tr>
<td>---------------------------------</td>
<td>---------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Visibility With Fundraising and</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%.</td>
<td>+ Continue to extend reach to donors and legislators through ethics bowl program that generates broader reach into the college, two new corporate sponsors/program funders, 3 new influencers and two articles</td>
<td>+ Extend reach into key audiences through ethics bowl program and internship program</td>
<td>+ Evaluate internship program</td>
<td>+ Continue to extend connections through ethics bowl program and internship program (if valued)</td>
</tr>
<tr>
<td>Public Policy, continued</td>
<td>+ Increase awareness of quality of ICW students by successfully organizing an ethics bowl program that generates broader reach into the colleges, two new corporate sponsors, 3 new influencers, and one newspaper article</td>
<td>+ Broaden understanding of quality of students by successfully organizing an ethics bowl program that continues to generate broader reach into the college, two new corporate sponsors/program funders, 2 new influencers and two articles</td>
<td>+ Implement the program designed to raise attention to the value of a liberal arts education developed the previous year through the Washington Consortium for the Liberal Arts</td>
<td>+ 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>+ Consider new areas of reach and connection through collaboration across colleges; survey ICW member colleges</td>
<td>+ Seek opportunities to share successes of collaborative program implemented in 20-21</td>
</tr>
<tr>
<td></td>
<td>+ Convene college intern coordinators to determine if ICW can add value to the colleges as well as donors</td>
<td>+ Deepen connection to donors and potential donors by implementing an internship plan that is helpful to the colleges and employers</td>
<td>+ Reach deeper into key audiences by extending internship program to potential donors</td>
<td>+ Raise attention to the value of a liberal arts education developed the previous year through the Washington Consortium for the Liberal Arts</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>+ Explore with colleges a program to promote the value of a liberal arts education at ICW college</td>
<td>+ Evaluate internship program</td>
<td>+ Seek media coverage of the implementation of the top priority determined through the survey of ICW member colleges to determine potential emerging needs that could be addressed by ICW through ICW member college collaboration</td>
<td>+ Consider new areas of reach and connection through collaboration across colleges; survey ICW member colleges</td>
<td>+ Seek opportunities to share successes of collaborative program implemented in 20-21</td>
<td></td>
</tr>
</tbody>
</table>

- Increase Board presentations to community groups by 25%.
- Broaden understanding of quality of students by successfully organizing an ethics bowl program that continues to generate broader reach into the college, two new corporate sponsors/program funders, 2 new influencers and two articles.
- Convene college intern coordinators to determine if ICW can add value to the colleges as well as donors.
- 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.
- Evaluate internship program.
- Seek opportunities to share successes of collaborative program implemented in 20-21.
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</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>+ Survey committees about skills needed</td>
<td>+ Recruit based on skills needs and to continue to enhance diversity</td>
<td></td>
</tr>
<tr>
<td></td>
<td>+ Develop a comprehensive Board development plan that includes on-boarding, mentoring, and evaluation</td>
<td>+ Consider changes to bylaws to adjust terms</td>
<td></td>
<td>+ Survey committees about skills needed</td>
<td>+ Recruit based on skills needs and to continue to enhance diversity</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<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>+ Implement and refine financial dashboard</td>
<td>+ Review value of financial dashboard</td>
<td>+ Identify additional revenue options</td>
<td>+ Non-dues revenue greater than 5% of operating budget</td>
<td>+ Clean audit</td>
<td>+ Review dashboard</td>
</tr>
<tr>
<td></td>
<td>+ Clean audit</td>
<td>+ Clean audit</td>
<td>+ Continue financial dashboard</td>
<td>+ Clean audit</td>
<td>+ Clean audit</td>
<td>+ Clean audit</td>
</tr>
</tbody>
</table>
ICW 2017-18 Goals

**Board Development Committee**
- Recruit three new Board members, at least two with ethnic diversity
- Survey Committees about skills necessary
- Survey Board about value of the meeting, their participation, and the value of orientation and mentors

**Finance and Audit Committee**
- Achieve a clean audit
- Secure five Business Affiliate Program participants

**Fund Development Committee**
- 100% Board giving, and 5% increase in total gifts to $1,000,000 and two new donors
- With Public Policy Committee, implementation of Gates Foundation grant and coalition initiative
- Launch new Matched Savings Scholarship (MS2) and enroll 25-50 students
- With Finance and Audit Committee, secure five business affiliates
- Continue Board lunch, scholarship recipient and donor pairings
- With Visibility Committee, implement constituent survey findings
- Utilize Board members for strategic donor visits

**Public Policy Committee**
- Fully fund State Need Grant in supplemental budget
- Increase State Work-Study funding
- Support legislation to fix in-state tuition and need based aid eligibility of DACA students while keeping current residency requirement
- Secure joint legislative agenda with public higher education partners that reflects ICW priorities
- At least 30 Board members connect with legislators before and/or during the legislative session
- Continue to build strong student liaison network on campuses
- Follow NAICU lead on federal issues, keeping the Washington delegation informed of state impact and connecting interested Board members to federal higher education issues
- Utilize the College Promise Coalition to support State Need Grant funding
- Successfully implement the Gates Foundation Grant on Student Engagement Network

**Visibility Committee**
- Successfully implement findings of the Strategic Communication Survey into the implementation of ICW strategic plan to sharpen the message and provide more examples of the impact independent colleges have on the state
- Leverage Gates Foundation grant to form a Student Engagement Network into op-ed or editorial board visits
- Format data and talking points into materials that can be used by ICW Board members
- Create and share a communication calendar
Higher Education Marketplace
John McGee

Jon McGee is Vice President for Planning and Public Affairs at the College of Saint Benedict and Saint John’s University in Minnesota. His management division includes marketing, institutional research, planning and state and federal government relations. He serves on the cabinet of both colleges and is responsible for research and analysis in support of enrollment and budget decision-making, strategic planning leadership, and leadership in support of campus visibility and marketing. He is a frequently invited speaker nationally. McGee serves on the College Board Midwest Regional Council and as a member of the College Scholarship Service Assembly Council, where he is national chair-elect.

Prior to his tenure at Saint John’s and Saint Ben’s, he was Vice President for Research and Policy Development at the Minnesota Private College Council (ICW’s sister organization). He was responsible for analysis of state and federal higher education policy, particularly as they related to education finance and student financial aid, as well as collection and analysis of institutional enrollment and financial data. Much of his work and writing focused on demographic and economic trends and their impact on higher education and public policy.

In the fall of 2015, he and his wife will begin 14 consecutive years of undergraduate tuition payments for their four children.

**Breakpoint: The Changing Marketplace for Higher Education**

The challenges facing colleges and universities today are profound and complex. Fortunately, Jon McGee is an ideal guide through this dynamic marketplace. In *Breakpoint*, he argues that higher education is in the midst of an extraordinary moment of demographic, economic, and cultural transition that has significant implications for how colleges understand their mission, their market, and their management.

Drawing from an extensive assessment of demographic and economic trends, McGee presents a broad and integrative picture of these changes while stressing the importance of decisive campus leadership. He describes the key forces that influence higher education and provides a framework from which trustees, presidents, administrators, faculty, and policy makers can address pressing issues in the aftermath of the Great Recession.

Although McGee avoids endorsing one-size-fits-all solutions, he suggests a number of concrete strategies for handling prospective students and developing pedagogical practices, curricular content and delivery, and management structures. Practical and compelling, *Breakpoint* will help higher education leaders make choices that advance their institutional values and serve their students and the common good for generations to come.
Public Policy Committee
Mike Burgess, MJB Consulting, will be ICW’s contract lobbyist for at least the 2018 legislative session. Mike has been a lobbyist for nearly 20 years. His clients include American Coatings Association, Astellas Parma US Inc., C-Tran, Clark County, Optometric Physicians of Washington, Spokane County.
2017 Legislative Session Summary

The 2017 legislative session ran from January through the regular session and three special sessions, and finally reached agreement on the 2017-19 budget compromise in late June. The centerpiece and the main source of most of the delay was the allocation of an additional $7.3 billion in state funds for K-12 education over four years.

The budget allocated $3.8 billion for higher education institutions and financial aid. It included increases in financial aid with $14.7 million more for state match for the Washington State Opportunity Scholarship (for STEM), and $50 million increase for the State Need Grant (SNG) over the 2017-2019. The increased SNG funding includes:

1. Parity in award levels with the research universities for students attending private non-profit colleges and continued increases in this level in the future equal to the increase in tuition at the public research universities. (This restores policy that has not been followed since 2011.)

2. Funding to maintain the College Bound program at predicted levels without impacting State Need Grant eligible students ($18 million.)

3. Funding to serve more students who are eligible for SNG. The program has been underfunded since 2008. This is the first step to serve additional students. Estimated 875 students of the 21,000 students currently unserved annually.

Bills signed into law that will have impact on ICW colleges include bills supporting victims of sexual assault, teacher certification, and education loan information. Bills we opposed that did not make it out of committee included HB 1962, establishing specific requirements for disciplinary procedures at private colleges, and HB 1033 which would lower ICW college SNG award amounts to the regional four year university amount.

One of our legislative session highlights was the Student Advocacy Day on the capital campus on Tuesday, February 7th. Students from all over the state, from both public and private colleges as well as high school College Bound Scholars spent the day meeting with legislators making the case for financial aid and the State need Grant program. We at ICW were particularly proud of the students from our colleges who participated in the event. Several testified at committee hearings (at 18:00) and all conducted themselves with impressive advocacy. It was a great day for students and financial aid.

To follow-up to the Student Advocacy Day, we organized four students, two from our colleges and two from public colleges, to author an op-ed encouraging legislative support for increased State Need Grant funding. In addition Washington News Network ran a story on the event.
Fund State Need Grant, the backbone of college financial aid

Originally published April 17, 2017 at 1:27 pm Updated April 17, 2017 at 2:14 pm

Paul Tong/Op-Art

Seattle Times Op Ed & Editorial

Fund the State Need Grant, write three of Washington’s higher-education leaders.

Ana Mari Cauce, Stephen V. Sundborg and Shouan Pan Special to The Times

Tom Rochat, veteran, native of Poulsbo and trained welder, was hit hard when the economy crashed in late 2007. Desperate to feed his family, and despite bad knees from serving as an Army paratrooper, he took a job doing apartment maintenance.

While working on the building’s roof, he fell four stories, doing further damage to one knee and making manual labor impossible. But Tom’s aptitude with computers led him to apply to University of Washington Tacoma, and financial aid from the state made it possible for him to attend. After graduating in 2013 with a degree in information technology, Tom was hired by the Seattle tech company Avanade, where he has risen to the position of senior specialist.

Tom’s story has a happy ending. Yet too many Washington students don’t get the same opportunity to fulfill their potential. The state Legislature can increase the opportunities for many by fully funding the State Need Grant.

Each year, the State Need Grant benefits tens of thousands of students and families. Created more than 40 years ago, it provides financial assistance to students with household incomes below 70 percent of the state’s median income, currently $59,000 for a family of four. It is available to all Washington students — students like Nayeli Cervantes, who became the first person in her family to attend college when she enrolled at Seattle University, and Kim Hines, who was raised in foster care but was able to use state aid to graduate from Whatcom Community College before transferring to SU to pursue a career in improving foster care. The breadth and flexibility of the State Need Grant has made the program a national model for need-based access programs.

But for years, the State Need Grant has been underfunded by the state. Last year, more than 24,000 eligible students were denied funding. Indeed, every year since 2009, at least a quarter of eligible students have not received grants due to lack of state funding. This means Washington residents who could be earning a degree from one of the state’s community colleges, public or independent universities, and improving their own and their family’s economic prospects, must find other funding options or miss out on opportunities.

This lack of funding hits low-income, minority and first-generation college students in Washington especially hard. Many of these students have no resources to fall back on, so those who do find a way to enroll often struggle to balance school and work. This contributes to higher drop-out rates, which can leave students worse off than never enrolling at all.

Higher education is critical to building a competitive workforce, especially here and now. Our high-tech, innovation-driven economy is creating opportunities for state residents that we are squandering by failing to invest in education. This year, a projected 50,000 jobs in high-demand fields will go unfilled in Washington for lack of qualified applicants.

The State Need Grant is the backbone of financial aid for Washingtonians and provides a path to higher education and opportunities in our dynamic economy.

An additional $100 million a year, less than half of 1 percent of Washington’s annual budget, is needed to serve all 93,000 eligible students who represent communities from across the state — from Colfax to Tacoma, Skagit Valley to Kennewick.

Fulfilling our commitment to these students will also mean leveraging privately raised dollars for targeted investments into other student achievement programs, stretching our limited resources even further. The State Need Grant is a critical resource not only for the individuals it serves but for our entire state.
For the sake of tens of thousands of Washingtonians, their families and their communities, the Legislature must fully fund it.

Ana Mari Cauce is president of the University of Washington; Stephen V. Sundborg, S.J., is president of Seattle University; and Shouan Pan is chancellor of Seattle Colleges.

The Seattle Times

Washington students need more than top college rankings

Originally published September 28, 2017 at 2:30 pm Updated September 28, 2017 at 2:40 pm

Pushing more Washington students toward college or career training after high school is the goal, not top magazine rankings.

By Seattle Times editorial board

TWO national magazines recently published their annual best-college rankings, and some Washington schools gained some temporary luster as a result. But no matter where state schools land on national rankings, Washington needs more of its young people from a variety of backgrounds to continue their education past high school, either in college or career training.

Washington state has set high goals for college attainment through its Washington Student Achievement Council. By 2023, at least 70 percent of Washington adults, ages 25-44, should have a post-high school credential, as the council desires.

To reach that goal, the state is going to need to invest more money in a focused way to reap dividends for its residents and economy. That might come from growing revenues, changing spending priorities or the new investments in K-12 education.

First, the Legislature should fully fund the State Need Grant to serve nearly 24,000 college-bound students from low-income families who are eligible for a grant but have not received one. Grants were given to 69,000 students in 2015-16. The Legislature has made steady progress toward meeting demand for the State Need Grant but must complete that work.

Many young people would benefit from more opportunities to earn college credit while attending high school, through programs like Running Start and access to Advanced Placement classes and exams.

The state must continue to provide more money to state colleges and universities so they can teach more students, especially in high demand fields like nursing, computer science and engineering. Washington students who are smart enough to study engineering or computer science — and to fill the jobs of the future — should not be turned away at the college door.

Of course, college is not the only way to obtain a post-high school certificate. Apprenticeship programs and other technical training should also get ample support in the state budget.

The state must also continue to provide more high school counselors and programs that encourage all students to enroll in post-high school education and training programs.

Washington institutions provide an excellent — and reasonably priced — education for the students who make it to college. The next goal must be to dramatically increase the number of students who walk that path.

Editorial board members are editorial page editor Kate Riley, Frank A. Blethen, Donna Gordon Blankinship, Brier Dudley, Mark Higgins, William K. Blethen (emeritus) and Robert C. Blethen (emeri)
Student Aid Funding
We encourage Congress to work towards a final budget deal that funds student aid at the highest levels possible for the coming year. The federal student aid programs work in concert with each other to help low-income students get into, stay in, and complete college. The Senate bill increases the Pell Grant maximum to $6,020, provides level funding for SEOG and FWS, and a small increase for TRIO. The House bill maintains the Pell Grant maximum at $5,920, level funds SEOG and FWS, and significantly increases TRIO and GEAR UP.

Tax Benefits/Reform
Reforming the tuition benefits was largely accomplished in the Omnibus Tax and Appropriations Act of 2015. Any additional reform efforts should maintain the current three-tiered structure of higher education tax benefits including incentives to save for college, pay tuition, and repay student loans. The AOTC and the IRA charitable rollover should be preserved and strengthened. IRC Sec. 127 – employer-provided education assistance – should be expanded to allow loan repayment benefits, and the current annual limit of $5,250 should be increased.

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

Federal Student Loans
Federal Student Loans are a critical access tool for millions of Americans. While student debt is a growing concern, most students have manageable debt and repay their loans. Attempts to address the debt issue need to be focused on those borrowers who are struggling the most. Budget proposals to charge low-income students interest while they are in school would cost working class and Pell students thousands of dollars in a program where the federal government is already making a profit. Federal loan rates for parents and graduate students are too high.

Deferred Action for Childhood Arrivals (DACA)
As the Obama-era program is coming to an end, many DACA students are understandably nervous about their future status. NAICU supports Congress taking bi-partisan legislative action, such as that underway by Sens. Graham (R-SC) and Durbin (D-IL), to protect DACA enrollees, and create a fair pathway to citizenship for these students.

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

DOL Overtime Rule
A Texas court struck down the Obama Administration’s overtime rule that had been unresolved since President Trump was elected. The current administration has requested public comment on structuring a new overtime rule. NAICU would support a new rule that would be workable and fair for institutions and employees, including one that provides manageable salary threshold increases.

Campus Sexual Assault
Students attending college should expect to find a safe and supportive campus environment. Campus sexual assault is getting more national attention, and generating positive action towards changing campus culture. Legislative and regulatory initiatives to enhance campus safety must assure the safety and fair treatment of all students. They must also be flexible enough to be adapted to the particular circumstances of each institution.
Anti-Trust Exemption
Private, nonprofit colleges are deeply aware of the growing college pricing strains on both families and institutions. For more than 20 years, federal anti-trust practices have prevented our colleges from engaging in full discussions of new business models. Congress should provide private, nonprofit colleges temporary (5 years) relief from anti-trust restrictions for the purpose of discussing affordability and efficiency. At a time when many are promoting the idea of a federal role in setting public college tuition at $0, Congress should not be prohibiting nonprofit colleges (that compete directly with state colleges) the ability to discuss their own pricing and aid structures. Public colleges are not restricted by anti-trust rules.

Endowments
The House Ways and Means Committee has examined ways the federal government can require colleges and universities with the largest endowments to use them for tuition assistance, either at their own institutions or as redirected federal funding to entities such as community colleges. Low-income students at institutions with large endowments already have among the lowest costs in American higher education, often substantially below even community colleges. Endowment spending is tightly restricted by both IRS and state laws regarding donor intent and the fiduciary responsibilities of non-profit colleges. Upending the uniquely American tradition of donors directing their personal gifts to IRS-approved charities to meet an unrelated federal spending goal has serious implications for the entire non-profit sector.

Institutional Risk Sharing
Under federal law, institutions have no authority to reduce or deny students loans. Proposals in Congress to have colleges put up financial guarantees against students defaulting on federal loans – so institutions have “skin in the game” could have unintended consequences. Such measures could add significantly to the financial risk for institutions, affect their financial ratings and ratios, and drive up tuition because there would be no other revenue source for most institutions to make the required payments. Colleges already have “skin in the game” with low-income students. At private non-profit colleges, 67% of all aid for students comes from a college’s own resources.

Accreditation
The core function of accreditation is ensuring the quality of American higher education. We are concerned that accreditation is losing its independence and becoming an agent of federal compliance. We strongly support the independence of higher education accreditation in order to protect the diversity and quality of higher education in the United States.

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

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

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

Award & Transfer of Credit
The awarding and defining of academic credit is central to an institution’s academic mission, and to the value and meaning of its diploma. In a rapidly changing environment of increased student mobility and new modes of course delivery, institutions are taking a careful look at their policies. However, federal mandates on the standards to be used are not only inappropriate, but also place at risk one of the most effective quality control mechanisms in higher education.
September 5, 2017

The presidents of Washington’s six public baccalaureate college and universities, 34 community and technical colleges, 10 members of the Independent Colleges of Washington, as well as the 10 members of the Washington Student Achievement Council issued the following statement following today’s announcement terminating the federal Deferred Action for Childhood Arrivals (DACA) program in six months:

“Today’s announcement leaves us with profound disappointment and pained yet unequivocal resolve to stand up for our students who are among the 800,000 nationwide registered under DACA. These young people are some of the finest and most resilient students at our colleges and universities, often exhibiting unique character forged in the fire of adversity. They overcome major obstacles just to gain and retain eligibility without access to the federal financial assistance needed by so many to help make a college education attainable.

In Washington, all of our students, regardless of their immigration status, are invaluable to the teaching we provide in our classrooms, the research we perform in our labs, and the discoveries we make in medicine. These students and those who came before them are not strangers on our campuses, in our communities, and in our homes. They are our neighbors, our co-workers, our friends and our family. They are us.

Our nation’s history has proven that education and service are essential components to sustaining communities and stimulating economic growth in addition to helping create personal success and happiness. Washington’s colleges and universities are working aggressively to produce graduates with degrees in science, business, technology, and medicine and a variety of other high-demand areas of endeavor.

Employers in their desperate search for talented young people are already reaching out of state to fill top jobs. DACA graduates are playing and will continue to play an important role in meeting this critical need in the state of Washington. They embody the initiative and resolve that has made the United States of America the most prosperous and innovative country in the world.

This lamentable decision to end DACA threatens to rob us of hundreds of thousands of gifted, hardworking, and dedicated young people who are American in every way but their immigration status. We agree with the many business leaders throughout the country who are urging Congress to pass the bipartisan Dream Act or legislation that will allow these students to continue to contribute to the global competitive environment.”
On behalf of:

Central Washington University
Eastern Washington University
The Evergreen State College
University of Washington
Washington State University
Western Washington University
State Board for Community and Technical Colleges
Bates Technical College
Bellevue College
Bellingham Technical College
Big Bend Community College
Cascadia College
Centralia College
Clark College
Clover Park Technical College
Columbia Basin College
Edmonds Community College
Everett Community College
Grays Harbor College
Green River College
Highline College
Lake Washington Institute of Technology
Lower Columbia College
North Seattle College
Olympic College
Peninsula College

Pierce College Fort Steilacoom
Pierce College Puyallup
Renton Technical College
Seattle Central College
Shoreline Community College
Skagit Valley College
South Puget Sound Community College
South Seattle College
Spokane Community College
Spokane Falls Community College
Tacoma Community College
Walla Walla Community College
Whatcom Community College
Yakima Valley College
Gonzaga University
Heritage University
Pacific Lutheran University
Saint Martin’s University
Seattle Pacific University
Seattle University
University of Puget Sound
Walla Walla University
Whitman College
Whitworth University
Washington Student Achievement Council
September 6, 2017

Ms. Melissa Smith
Director of the Division of Regulations, Legislation, and Interpretation
Wage and Hour Division, U.S. Department of Labor
Room S-3502, 200 Constitution Avenue NW
Washington, DC 20510

Sent via web to http://www.regulations.gov
RE: IC# RIN 1235-AA20
Dear Ms. Smith,

On behalf of the 10 private non-profit, liberal arts-based colleges in Washington which serve 40,000 students, thank you for requesting further consideration of the regulations located at 29 CFR part 541. The previous rules would have caused significant harm to our institutions, employees, students, and their families.

As you reconsider these rules, please exempt all of higher education, and reduce the proposed minimum salary threshold. If left as proposed previously, the rules will reduce productivity, decrease morale on college campuses, burden students with increased tuition and debt, and stifle college innovation.

- The structure of higher education is inherently different from manufacturing and other industries. The rhythm of campuses and of each area of work (i.e., admissions, student affairs, academics, athletics, advancement) on campus is cyclical; busy seasons are followed by quieter seasons. Currently exempt staff who earn less than $50,440 annually are in tune with this ebb and flow, work an average of 40 hours per week over all. The proposed rules would result in mass reclassification of currently exempt staff. This major disruption would erode the organic “seasonal” culture of higher education and fracture the deeply established equity, sense of community, and mutual respect among staff and faculty on campus.

- Students will bear the burden of the previously considered overtime rules. Our institutions and most private, non-profit universities have modest endowments. As a result, student tuition is the primary revenue source, which is why colleges work mightily to keep all costs down—especially non-student service costs. With limited resources colleges prioritize the primary enterprise of educating and teaching students. If the previous rules had been implemented some have estimated that increased salaries and/or regulatory oversight of overtime accounting systems on campuses could increase tuition by $1,000 per student.

- Innovation, the cornerstone of higher education, will suffer. Colleges simply cannot easily absorb a large and rapid increase in labor and administrative costs. The proposed rules would lead to a reduction in staff, altered or discontinued academic and student support programming, increased student tuition, or all of the above. In addition, increasing administrative structure will stifle each college’s ability to innovate. When empowered and supported, staff and faculty together can truly innovate – and develop new and richer academic programs to serve our students and create, proactive collaborative solutions to their community’s changing economic and social needs.
• Allow private non-profit colleges the ability to utilize compensatory time to non-exempt employees who work over 40 hours per week. Public sector employers – including public colleges and universities – have been able to offer this choice to employees since 1986.

Thank you for considering our request.

Sincerely,

Violet A. Boyer
President & CEO
August 2017

Chris Reykdal, Superintendent
Office of the Superintendent
Olympia, WA

Dear Superintendent Reykdal:

Washington’s four-year colleges and universities are committed to education that engages the whole student through multiple modalities, programs, services and credentials to allow students to successfully pursue their education and career goals throughout their lifetime. Washington’s Every Student Succeeds Act Consolidated Plan aligns with the work of the state’s baccalaureate institutions to support and build upon a student-centered education system.

The Plan empowers programs and services to educate the diverse learning styles, demographics and goals of Washington students in our institutions and schools. We believe the Plan’s focus on student success with an emphasis on promoting equitable access and opportunities for all students creates both openings to partner for K-12 and higher education and obligations for educational leaders.

In our review of the Plan we identified three areas for further consideration in the final plan: (1) education transitions between K-12 and higher education, (2) the value of multiple postsecondary pathways, and (3) support for quality teacher educator preparation.

Education Transitions between K-12 and Higher Education

By 2018 nearly two-thirds of all jobs nationally will require a postsecondary degree with approximately 30% requiring a bachelor’s degree or higher and 33% requiring an associates degree or some college.1 To meet the needs of Washington’s economy by 2018 and beyond, strengthening the transition between K-12 and higher education will be critical.

We appreciate the Plan’s emphasis on planning for life after high school by strengthening the focus on the High School and Beyond Plan. Encouraging students to actively engage in their future and increase their awareness of the multiple opportunities available to them is key. We are also encouraged by the Plan’s willingness to continue to evolve by considering additional factors as potential measures of school quality and student success including but not limited to school climate and engagement.

---

Though we recognize the Plan’s support to provide equitable access to and successful completion of advanced course taking for all students we are concerned about the narrow measurement and definition included in the current draft of the Plan.

The Plan defines advanced course taking as only dual credit courses and omits other advanced pathways including honors courses and rigorous, advanced high school classes. In addition, success is narrowly measured as the percentage of students in grades 9-12 that enroll and complete a dual credit course.

Washington’s four-year college and universities have and will continue to emphasize the role and value of learning. We support students taking full advantage of four years of the comprehensive curricular and experience options available in their high school to be well prepared for success in college. We believe that a student’s high school curriculum choices should be determined by their personal, career, and educational goals and interests, with an emphasis on fit, including academic readiness and preparation. Finally, we support access to and successful completion of the most rigorous, quality high school curriculum a student is ready and prepared to undertake. This may include four-years of high school courses in mathematics, writing and science; honors high school courses; concurrent enrollment programs, such as College in the High School (CiHS), Running Start and Tech Prep; and accelerated learning opportunities such as Advanced Placement, International Baccalaureate and Cambridge.

We believe a partnership between higher education and K-12 should seek to align a student’s high school pathways to postsecondary education to ensure students a successful start to their college experience while also clearly and effectively communicating with students, families and K-12 stakeholders about the opportunities and challenges.

The Plan’s narrow focus on dual credit lacks necessary context to reflect the importance of student fit and readiness. While we support efforts to encourage students to pursue rigorous coursework it, is critical that this is embedded in the context of the student’s academic readiness, fit, and educational and career goals.

Further, it is unclear how completion is defined within this measure. Is dual credit completion defined as completion of a class and does this differ for accelerated learning opportunities and concurrent enrollment programs? Is dual credit defined as completing a course with a passing grade? Or is dual credit defined as earning college credit and if so is this true for a student who passes an assessment without taking an accelerated learning opportunity course? A clear definition of completion as a dual credit measurement of school quality and student success is needed.

The Plan’s sole focus on dual credit courses does not reflect the multiple pathways by which advanced course taking may be achieved. In order to meet the diverse learning styles and goals of Washington students, all advanced course-taking pathways should be clearly communicated and supported. At the minimum, the Plan should recognize all available dual credit programs. Currently, the Running Start program is omitted among the dual credit programs identified on page 37 of the Plan.

Finally, with regards to the transition between K-12 and higher education, we hope the final Plan will acknowledge the many areas in which the four-year college and universities are leaders. Currently, the report omits the inclusion of Eastern Washington University as an eligible institution for the Bridge to College transition courses identified on page 97.
Value of Multiple Postsecondary Pathways

We applaud the Plan’s commitment to continue to build diverse pathways for students to meet both their education and career goals and the needs of the economy. According to the Georgetown Center on Education and the Workforce\(^2\), two-thirds of all jobs by 2018 will require at least some college education. We believe the demand for postsecondary education beyond high school offers an opportunity for education to promote the value of multiple pathways and the obligation to do so without dismissing any one pathway.

While we are encouraged that the Plan recognizes the need for some postsecondary education, we are concerned that the tone suggests the state should focus on all postsecondary pathways but to a lesser extent the baccalaureate degree pathway. We believe this misrepresents the future needs of the state and weakens the robust options available to Washington students.

Superintendent Reykdal’s K-12 Education Vision & McCleary Framework sites that “two-thirds of all jobs require less than a baccalaureate degree, yet we have created an almost singular university-for-all path to graduation”\(^3\). This is echoed in the Plan which states that “one-third of our students will attend a four-year university after high school, so we must continue to build diverse pathways for the two-thirds of students who need more than a high school diploma but less than a baccalaureate degree”.

According to the same report cited as the basis for these data points, however, by 2018 the national economy will create job openings of which two-thirds will require workers with at least some college. Of which 33% will require a bachelor’s degree or better and 30% will require some college or an associate’s degree. In Washington alone 31% of total jobs in 2018 will require either a bachelor’s or graduate degree with 21% requiring at least a bachelor’s degrees and; 35% of total jobs in 2018 will require either an associate’s degree or some college with 11% requiring an associate’s degree.\(^4\)

Further educational demand through 2018 estimates that 63% of new and replacement jobs in the future will require some college or better with 72% of this subset requiring a bachelor’s degree or better.\(^5\) The importance of pathways to a bachelor’s degree or higher is further emphasized when taken into account that:

- Since 1983 bachelor and graduate degree earners have experienced higher increases in earning than other degree or no degree.

---

\(^2\) Carnevale. A. 2010.

\(^3\) Superintendent Reykdal’s K-12 Education Vision & McCleary Framework. [http://www.k12.wa.us/AboutUs/Priorities/default.aspx](http://www.k12.wa.us/AboutUs/Priorities/default.aspx)


• Bachelor and graduate degree earners experience higher accumulated lifetime earnings
• The fastest growing occupations require workers with more higher education including managerial and professional office, education, healthcare professional and technical and STEM and community services and arts. By 2018 these occupations will be home to 85% of workers with a masters degree or higher, 56% bachelors degrees, 31% associate degree and 18% some college⁶.

Today, one-third of Washington high school students attend a four-year college or university after high school but as the data show it will be critical that continual support of the baccalaureate pathway exists to meet future economic needs. This is particularly important in Washington because the state ranks 42nd in participation in four-year higher education both at the undergraduate and graduate levels⁷. Importing educated workers from out of state leaves Washingtonians untrained for middle- and high-wage jobs of tomorrow.

We strongly support multiple pathways post-high school to meet the needs of Washington students and the economy. We hope that the final Plan will reflect support all postsecondary pathways available to Washington students.

Support for Quality Teacher Educator Preparation

Washington’s public and private, non-profit teacher preparation programs have a strong history of supporting p-12 education statewide. Together, these nationally recognized programs produce about 2,500 teachers per year and prepare approximately 85% of beginning teachers hired in Washington.

Our colleges and schools of education are ready to grow our strong partnerships to educate the next generation of teachers to help alleviate the teacher shortage crisis currently facing Washington. The most effective response will require a comprehensive effort that consists of a combination of funding and policy and extends beyond postsecondary education to include recruitment, resource support, school partnerships, and public engagement.

We support efforts identified in your Plan that aim to strengthen quality teacher educator preparation across the state. We believe efforts advanced within the Plan propose a comprehensive approach to addressing quality teacher education and encourage strong engagement and collaboration between K-12, the Washington Professional Educator Standards Board and the Washington Association of Colleges for Teacher Education.

The education of our state’s children represents a partnership between p-12 and our public and private, non-profit colleges and universities. The proposed Plan is a strong step towards strengthening the relationship between p-12 and higher education to support successful quality teacher preparation across the state.

⁷ Education Research & Data Center data downloaded August, 2014
Washington’s four-year college and universities are encouraged about the potential identified in the Plan’s proposals for all Washington students. Key to this work will be active engagement among all sectors of education. The current draft of the Plan acknowledges the inclusion of over 200 stakeholders from education, business, legislative and parent organizations with 12 workgroups, a leadership team and a consolidated plan team. Absent from this inclusive effort to date is broad higher education representation. As critical stakeholders in the future of Washington we hope that K-12 will actively engage with our institutions as collaborative partners in the success of all Washingtonians.

We agree that a multi-sector commitment to accessible, quality and rigorous education in Washington is essential to ensure student success today and in the future. We believe a final plan to meet this intent will require a focus on well-defined and successful K-12 and higher education transitions to support access to, enrollment in and completion of the most rigorous, quality high school curriculum a student is ready and prepared to enroll; the promotion of the value of multiple postsecondary pathways; and support of strong partnerships between p-12 and higher education to advocate for quality teacher preparation across Washington.

We look forward to continuing to partner with you to ensure the success of Washington students.

Sincerely,

Paul Francis
Executive Director
Council of Presidents

Violet Boyer
Executive Director
Independent Colleges of Washington
September 11, 2017

The Hon. Kevin Brady
Chairman
House Committee on Ways and Means
1102 LHOB
Washington, DC 20515

The Hon. Richard Neal
Ranking Member
House Committee on Ways and Means
1139E LHOB
Washington, DC 20515

Dear Chairman Brady and Ranking Member Neal,

On behalf of the undersigned organizations and companies, we write in support of H.R. 795, the Employer Participation in Student Loan Assistance Act and urge Congress to include this important legislation in any upcoming tax package. This legislation would allow employers to provide tax-free student loan repayment assistance to employees. It expands the current Sec. 127 – employer provided education assistance – which already allows employers to provide tuition assistance, to also allow loan repayment assistance as an additional option. This would be an incredibly valuable choice and overall employee benefit.

Financing a college education is expensive, but loans, grants, and tax benefits help make college more affordable. Student debt can delay an individual’s major life decisions and the nation suffers when this debt burden, in turn, hinders innovation. While the tax code has several incentives to help students and families afford tuition, there are few benefits that help students repay loans. When employees receive assistance to pay off their student loans, they have increased opportunities to buy a home, save for retirement, or start a new business. In turn, these contributions aid the overall health and growth of the U.S. economy.

Section 127 of the Internal Revenue Code is a popular benefit that enjoys bipartisan support and enables employers to voluntarily provide tax free education assistance to their employees. Under Sec. 127, employees are able to exclude from income up to $5,250 per year in assistance for any type of educational course at the undergraduate, graduate or certificate level.

This same benefit should be expanded to employees who have already incurred student loan debt. Congressmen Rodney Davis of Illinois and Scott Peters of California have introduced H.R. 795, the Employer Participation in Student Loan Assistance Act. This bill would provide employers with the flexibility to offer employees assistance towards their student loans or to provide tuition assistance towards continuing education. By expanding Section 127 to include student loan repayment, employees could receive a tax-exempt benefit of up to $5,250 per year by their employer to pay towards their student loan debt.

This benefit is an important tool for employers to attract and retain top talent in order to build a skilled workforce. Sec. 127 plays a critical role in maintaining U.S. competitiveness and could, if strengthened, become the premier employee benefit for tuition assistance and loan repayments among employers. Due to the broad bipartisan support and nearly 100 cosponsors of H.R. 795, we urge Congress to include this bill in the upcoming tax reform package. Thank you for your assistance in maintaining and strengthening this critical tax benefit.

Sincerely,
128 Technology
AL Association of Indep Colleges and Universities
American Association of College Registrars
American Association of Community Colleges
American Assoc of State Colleges and Universities
American Association of University Professors
American Council on Education
American Fed of State, County & Municipal Empl
American Federation of Teachers
American Society for Engineering Education
American Student Assistance
Arkansas' Independent Colleges and Universities
Associated General Contractors of America
Associated Students of WA State University
Association of Big Ten Students:
Illinois Student Government
Indiana University Student Association
University of Iowa Student Government
University of MD Student Government Assoc
University of MI Central Student Government
Associated Students of Michigan State University
Minnesota Student Association
Association of Students of the University of NB
Northwestern Associated Student Government
The Ohio State Undergraduate Student Gov
University Park Undergraduate Association
Purdue Student Government
Rutgers University Student Assembly
Associated Students of Madison
Association of Community College Trustees
Association of Independent CA Colleges and Univ
Assoc of Independent Colleges and Univ in MA
Assoc of Independent Colleges and Univ in NJ
Assoc of Independent Colleges and Univ of OH
Assoc of Independent Colleges and Univ of RI
Association of Young Americans
Austin Chamber of Commerce
Big Stone Therapies
Blount Fine Foods
Boston University Student Government Assoc
Bright Horizons Family Solutions
Central Student Government, Univ of Michigan
ChowNow
College & Univ Prof'l Assoc for Human Resources
College Bound
CommonBond
Commonwealth Psychology Associates
Community College of Denver Student Gov Assoc
Connecticut Council of Independent Colleges
Consort of Univ of the Washington Metro Area
Continuum Rehabilitation
Corporate Voices for Working Families
Corporate Wellness, Inc.
Council for Adult and Experiential Learning
Council of Graduate Schools
Council of Independent Colleges in Virginia
Digital Federal Credit Union
Dobler College Consulting
Dots, Inc.
Duke University
Edlink, LLC
Fed of Independent Illinois Colleges and Univ
First Choice Pediatrics
First Republic Bank
GDH Consulting
Georgia Foundation for Independent Colleges
Government Finance Officers Association
Gradfin
Gradifi
Guidance Gurus
Guidance Residential, LLC
Hartford Consortium for Higher Education
Hewlett-Packard
Illinois Student Government at the University of IL
Independent Colleges and Universities of Florida
Independent Colleges and Universities of MO
Independent Colleges and Universities of Texas
Independent Colleges of Indiana
Independent Colleges of Washington
Indiana University Student Association
Information Technology Industry Council
Institute of Electric and Electronics Engineers
Int'l Public Mgmt Assoc for Human Resources
Iowa Assoc of Independent Colleges and Univ
Kansas Independent College Association
Kutztown University Student Government Board
Lorenz Clinic of Family Psychology
Maryland Independent College and UnivAssoc
MetroHartford Alliance
Michigan Independent Colleges and Universities
Minnesota Private College Council
Motus, LLC
Whitworth University

Return to Table of Contents
Governor Jay Inslee

The Public Policy Committee recommended and the Board agreed to give the 2017 Stanley O. McNaughton Award to Governor Jay Inslee for his bold support for funding the State Need Grant and College Bound Scholarship. Governor Inslee’s 2017-2019 biennial budget proposal to increase funding for State Need Grant by $116 million would serve thousands of additional students. His leadership in support of need-based aid has helped set the tone in the legislature for greater focus on the importance of higher education accessibility to all Washington students, regardless of income. State Need Grant is central to the success of higher education in Washington, especially to our lowest income students who otherwise may not pursue education beyond high school, and Governor Inslee has demonstrated much needed leadership on this issue. The award will be presented to him on December 13, 2017 at 1:15 in his office. All Board members are invited.

Stanley O. McNaughton Leadership Award Background

Created in 1999 by the Independent Colleges of Washington Board of Directors, this award is named in honor of a director and a founder of ICW, Stanley O. McNaughton, to recognize companies, legislators, and leaders that have demonstrated passion for and commitment to Washington’s independent colleges and universities.

An outstanding community leader, McNaughton was deeply respected by all who knew him for his strong convictions and commitments. He was a consummate advocate for independent higher education and other organizations dedicated to preparing young people for meaningful lives and careers. His vision laid the foundation for Independent Colleges of Washington in 1953 and he remained a champion for the organization’s mission until his death in 1998.

Over the 45 years he was involved with ICW, McNaughton kept the organization focused on its mission and, serving as an example, was a generous donor, both personally and professionally through PEMCO. There have been few people with such a strong passion for the work of Washington’s independent colleges and universities.

Previous Recipients

<table>
<thead>
<tr>
<th>Year</th>
<th>Recipient</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>Alaska Airlines</td>
</tr>
<tr>
<td>2013</td>
<td>60th Anniversary Founders Award to PACCAR Inc</td>
</tr>
<tr>
<td>2011</td>
<td>Sen. Steve Conway (D-Tacoma)</td>
</tr>
<tr>
<td>2009</td>
<td>Sen. Mike Hewitt (R-Walla Walla)</td>
</tr>
<tr>
<td>2007</td>
<td>Bob Craves</td>
</tr>
<tr>
<td>2005</td>
<td>Sen. Margarita Prentice (D-Renton)</td>
</tr>
<tr>
<td>2003</td>
<td>Sen. Dino Rossi (R-Issaquah)</td>
</tr>
<tr>
<td>2001</td>
<td>Sen. Ken Jacobsen (D-Seattle)</td>
</tr>
<tr>
<td>1999</td>
<td>Rep. Tom Huff (R-Gig Harbor)</td>
</tr>
</tbody>
</table>
State Senator Dino Rossi

The Public Policy Committee recommends giving a new award (Distinguished Service Award) to Senator Dino Rossi. The Committee seeks to recognize his extraordinary service during the 2017 legislative session. His work with budget writers on State Need Grant (SNG) funding proved instrumental to achieving the ICW goal of SNG award parity with the research universities restoring policy in place until 2011. Because of his strong support of need-based aid, students at Washington’s independent colleges will again enjoy the same SNG awards as their peers. Senator Rossi’s willingness to work with us has strengthened Washington’s independent colleges and positioned them well for future success. We would hope that the award can be personally presented at the April 2018 meeting at Seattle University, his alma mater.

A different award is recommended because he received the Stanley O. McNaughton Award in 2003.

Other name options:
- Distinguished Friend of ICW
- Distinguished Service Award
- Outstanding Advocacy Award
- Lifetime Advocacy / Service Award
- Special Recognition Award
Legislative Agenda and 2017-18 Public Policy Goals

*Action Requested*

**2018 Legislative Agenda**
- Fully fund State Need Grant
- Increase funding for State Work Study
- Support legislation to fix in-state tuition and need based aid eligibility of DACA students while keeping current residency requirement

**2017-18 Public Policy Committee Goals**
- Fully fund State Need Grant in the supplemental budget
- Increase State Work Study funding
- Support legislation to fix in-state tuition and need based aid eligibility of DACA students while keeping current residency requirement
- Secure joint legislative agenda with public higher education partners that reflects ICW priorities
- At least 30 Board members connect with legislators before and/or during the legislative session
- Continue to build strong student liaison network on campuses
- Follow NAICU lead on federal issues, keeping the Washington delegation informed of state impact and connecting interested Board members to federal higher education issues
- Utilize the college Promise Coalition to support State Need Grant funding
- Successfully implement the Gates Foundation Grant on Student Engagement Network
Visibility Committee
Last week I watched my sister GRADUATE from the college of her DREAMS...

A dream my parents never achieved for themselves

A dream made possible through college financial aid and State Need Grant

A dream made possible through ICW Scholarships

A dream made possible BY YOU

Thank you!

“The beautiful thing about learning is that no one can take it away from you.”
- B.B. King

---

@ICW | www.icwashington.org | #FundSNG
We’re all about student success.
Meet some of ours. >>

Because of you...

I will start my senior year strong and graduate on time.

Because of you, I will receive need-based student aid.

Because of you, I will successfully move from intern to gainfully employed.

Thank you!

“Education is the most powerful weapon which you can use to change the world.”
- Nelson Mandela
ICW Visibility Committee Goals

Links to Board Member Recognition

Shaunta Hyde https://www.bizjournals.com/seattle/potmsearch/detail/submission/6438836
Randy Tinseth https://www.bizjournals.com/seattle/potmsearch/detail/submission/6438839
https://youtu.be/EY7Aoycoma0

2017-2018 Visibility Committee Goals

- Successfully implement findings of the Strategic Communication Survey into the implementation of ICW strategic plan to sharpen the message and provide more examples of the impact independent colleges have on the state
- Leverage Gates Foundation grant to form a Student Engagement Network into op-ed or editorial board visits
- Format data and talking points into materials that can be used by ICW Board members
- Create and share a communication calendar

Background on Constituent Survey

At the April Board meeting, the ICW Board authorized use of up to $25,000 from reserves to complete a survey of public policy and donor constituents about their views of ICW. A work group of Dina Fifadra and Liz Gorman met to plan the scope of work and identify possible entities to provide the work. ICW sent an RFP to five companies and received proposals from three. GreatWork Communication was selected.

GreatWork Strategic Communications provides a variety of services to clients including reputation management, internal communications, and corporate positioning and messaging. Through conducting stakeholder interviews and surveys, their work will allow ICW to bring to life our story and build support among key stakeholders and audiences. GreatWork has helped more than 100 companies and non-profit organizations better position themselves to successfully reach their desired constituents.

Staff from GreatWork Communication will be present at the Board meeting to present their findings from interviews.
ICW Constituent Communication Survey

The Purpose
The purpose of this project is to leverage the insights and recommendations from key stakeholders to inform the implementation of ICW’s 2016-2020 strategic plan and shape the messaging with key audiences.

“Without independent colleges our state does not have the capacity to educate our students.”
- Elected Representative (D)

What We Did & Who We Called
• Developed a targeted set of questions for a select group of state public policy makers and influencers.
• Developed a set of questions for a select group of corporate givers and philanthropy leaders.
• Engaged one-on-one with 23 stakeholders.
• Interviews averaged 30 minutes; several interviews lasted 60 minutes.
• Legislature: A mix of Republicans and Democrats from Washington State Senate and House. Several hold committee leadership positions; chair appropriations or educations committees.
• Overwhelmingly more Democrats (12) participated than Republicans (2); six from our priority list and eight from our alternate list.
• Corporate donor/philanthropic leader participation split: six from priority list and three from alternate list.

Topline Perceptions of ICW
Legislators
All participants knew about ICW. Most reference meeting with Violet, Tom, and Devon. Meetings are considered substantive and appropriate frequency. ICW is trusted and acts with integrity. There is however some confusion between ICW members and all non-public institutions.
Donors
Known for the **scholarship program**.
Overall **belief in the organization**; a great need in the state that ICW fills.
Knowledge is based on what ICW sends.
ICW is a **good way for us to make a broad reach through education in Washington** instead of having to study individual organizations.
Known for **focus on diversity**. "If I had to come right down to the bottom line, that is truly why we have chosen to invest in the ICW."
ICW is at the important intersection of **people and society**.

**Key Insights**

**Accessibility and affordability** are top issues across the board.
In general, donors appreciate your ability to help them extend to the individual colleges efficiently, they **think you are doing a good job but not necessarily better than anyone else**.
Donors and elected officials agree that scholarships need to be meaningful to ultimately impact the **workforce**.
ICW has an immediate opportunity to act on:
- Tangible programmatic ideas.
- Direction on new messaging that will resonate.
- Feedback and guidance on frequency of reporting (e.g. data that ties scholarships to jobs)

**Messaging Vulnerabilities**

80 percent recognized ICW messages when promoted.
Limitied unaided awareness of messages regarding liberal arts preparing students to be critical thinkers, engaged citizens, creative problems solvers, etc.
Educational excellence isn't seen as a focus for public funding unless its for research institutions.
As noted earlier, choice message has different interpretations; not your strongest message.

"If the independent [schools] are doing a better job of preparing students for the real world problem solving they certainly don’t make it clear."

- Elected Representative [10]

During the board meeting, we will talk about both the tangible programmatic ideas and opportunities, as well as direction on new messaging that will resonate.

**GREATWORK** strategic communications

Return to Table of Contents
Washington Student Achievement Council
Mike Meotti and WSAC

Mike Meotti has been the Executive Director of Washington Student Achievement Council since February 2017. Previously he led the ED Policy Group, based in Connecticut, since March 2013. In this role, he assisted state governments and regional partners in the promotion of higher education and increased student success. Under his leadership, the Ed Policy Group worked on key issues related to educational attainment, including college readiness and completion initiatives, strategic planning, and workforce development.

Michael P. Meotti previously served as commissioner of the Connecticut Department of Higher Education and executive vice president and chief operating officer of the Connecticut Board of Regents for Higher Education.

Meotti has led strategic planning and results measurement initiatives throughout his career in higher education and the nonprofit sector. He has launched regional initiatives to improve college readiness for underserved students and has led the development of a longitudinal data system spanning secondary and post-secondary educational institutions. He brings experience in corporate, government, and non-profit sectors.

Meotti is a Higher Education Fellow at the Education Design Lab, a member of the advisory panel to California Competes on Governor Jerry Brown’s Awards for Innovation in Higher Education, and he recently advised the NGA Center for Best Practices on its Talent Pipeline Policy Academy. He also served on the executive committee and as vice chair of the federal relations committee of the State Higher Education Executive Officers (SHEEO). He earned his J.D. and his B.S. degree from Georgetown University.

About the Washington Student Achievement Council

The Washington Student Achievement Council is committed to increasing educational opportunities and attainment in Washington. The council has three main functions:

1. Lead statewide strategic planning to increase educational attainment.
2. Administer programs that help people access and pay for college.
3. Advocate for the economic, social and civic benefits of higher education.

The council has nine members. Four members represent each of Washington’s major education sectors: four-year public baccalaureates, four-year private colleges, public community and technical colleges and K-12 public schools. Five are citizen members, including one current student.
<table>
<thead>
<tr>
<th>Action Plan</th>
<th>Description</th>
<th>Funding for FY 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>State Need Grant</td>
<td>Expand service level to serve all eligible students.</td>
<td>$90 M</td>
</tr>
<tr>
<td>State Work Study</td>
<td>Expand service level providing work opportunities to additional students with a focus on career-connected learning and training opportunities.</td>
<td>$10M</td>
</tr>
<tr>
<td>Dual Credit</td>
<td>Expand access to the Running Start program for low-income students with a funding pool that would help defray textbook and transportation costs.</td>
<td>$5 M</td>
</tr>
</tbody>
</table>
Collaborative Activities
Student Engagement Networks

Background

Founded in 2011 to address dramatic cuts to higher education funding, the College Promise Coalition (Coalition) is an unprecedented partnership for which Independent Colleges of Washington (ICW) is honored to be an integral member. When the Coalition needed the student voice during the 2017 legislative session, most Coalition partners did not have a network to tap. A unified and diverse student voice has been missing from the Coalition's toolkit to implement Washington’s goal of increased educational attainment.

Description of Investment

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

Building on the success and widely acknowledged leadership role ICW played during the 2017 legislative session, ICW will lead this state-wide effort (in partnership with the Council of Presidents, the Washington Student Association, the State Board for Community and Technical Colleges, and the College Success Foundation) to organize a common voice around State Need Grant funding, increased educational attainment goals, and to advance equity.

Over the 18-month project period a half-time director, reporting to the cross-sector steering committee, will plan three opportunities for student constituents to convene for professional development and networking on issues of financial literacy, legislative processes, and consortia building.

Student constituents will then take the knowledge and energy from these symposia and build an advocacy network on each campus. These student networks (50+) will be actively engaged with and poised to meet on demand with policymakers when and where it's needed most.

Central to this work will be a diversity of voices in the leadership conferences and campus networks including participation among the new majority of students—low income and first-generation students, students of color, and working adults.

Project Framework: Sep 2017 – Apr 2019

1. Organize and collaborate: hire a half time director and strategic plan development
2. Educate and excite: through statewide seminars and networking opportunities
3. Activation: student-driven interactive content, video, and in-person testimonials
4. Evaluate, Rinse, and Repeat: mobilize student leaders with recruited under-class designees

The intentional succession model complements the student constituents’ ultimate goal of moving from college completion to career and will empower succeeding students and sector leaders to own and sustain the program beyond the initial investment period.

“Higher education is the BEST investment. Warren Buffet once said, "Someone is sitting in the shade today because someone planted a tree a long time ago." So, to our elected officials, I say this: plant that tree, spend the money on getting students through college and the leaders of tomorrow will have you to thank.”

– Kurt W. ’19 Philosophy - Receives College Bound Scholarship, State Need Grant (SNG), Pell Grant, Federal Supplemental Educational Opportunity Grant (FSEOG), college grants, and outside scholarships.

For questions, please contact: Kris Gonzales, VP for Advancement, Kris@ICWashington.org or (206) 623-4494
ICW Collaborative Activities

In working with personnel on the college campuses several collaborative activities are underway or in the exploration phase.

DACA – Link to Letter
Every Student Succeeds Act Implementation letter – Link to Letter
Section 125 proposal – link to letter
Department of Labor Overtime rules – link to letter

Faculty Development
The Chief Academic Officers on ICW campuses have noted that while the colleges have good senior faculty leadership and excellent future faculty leadership among the newer faculty, the economic cycles of higher education leaves them without mid-level faculty to step into the senior faculty leadership roles. To address this problem, they have been working together to develop a statewide faculty development process that will “train-up” the junior faculty faster than the natural process on campus would allow.

Faculty leaders have embraced this and are starting the process this fall with a two day conference to kick off the endeavor. Both faculty and academic officers will work together develop a process that instills a broader understanding of the current higher education landscape and issues.

ICW Role: Facilitating conversations and helping as requested.

Transition to Employment for Students with Disabilities
The Chief Academic Officers on ICW campuses have raised the issue of transition to full employment for students who need accommodations. The K-12 system is required to identify an individual’s education needs and provide any regular or special education and related aids and services necessary to meet those needs. In college, however, the school is required to provide appropriate academic adjustments as necessary for students who identify themselves as having a documented disability. The college is not required to substantially modify essential requirements. However, there are no accommodation requirements in the work force. The employer does not have to allow a late start, or longer time to complete assignments.

ICW Role: The Chief Academic Officers have asked ICW to work with them to create a professional development opportunity for staff working in disability and career services to explore best practices in transitions to employment.
**Student Loan Information**
In the 2017 legislative session SB 5022 was enacted requiring colleges to send specific information to students who take out student loans.

ICW Role: ICW is working with the college financial aid officers and Washington Student Achievement Council on implementing this bill.

**Transfer Institute**
The State Board for Community and Technical Colleges (SBCTC) received a grant to convene a workshop on improving transfer outcomes. Three independent colleges were invited to participate (SPU, PLU, and Puget Sound). In the debrief at the end of the conference the participating colleges said the most important follow-up was to provide something like this to all ICW colleges.

ICW Role: Vi will share with registrars on October 20 to determine strength of interest. If there is support, she will work with SBCTC to develop a similar experience.

**Computer Science Career Fair**
ICW Board member Ben Phillips has raised the issue that ICW colleges are missing from employment events for the computer science and other technology areas. ICW explored some ways of responding with a few colleges. It was suggested that it would be good to have an ICW specific event. ICW will explore this with science/engineering leadership and career services staff on campuses.

ICW Role: If there is interest among the colleges, ICW will facilitate creating the event.
Finance & Audit Committee
IRS Form 990 and ICW 2017-2018 Goals


Link to 2016 IRS Form 990

2017-18 Finance and Audit Committee Goals

- Achieve a clean audit
- Secure five Business Affiliate Program participants
Board Development Committee
2017-18 Board Development

Mentors
Allan Belton – Isiaah Crawford
Kevin Bouchey – Shelly O’Quinn
Shaunta Hyde – José Gaitán
Kris Johnson – Roy Heynderickx
Lorrie Scott – Betsy Cowles
Jamila Sherls – Isiaah Crawford
Andrew Sund – John McVay
Tom Thoen – Beck Taylor
Randy Tinseth – Steve Sundborg

Board Composition
(Community Members)

<table>
<thead>
<tr>
<th></th>
<th>Geography</th>
<th>Gender</th>
<th>Ethnicity</th>
<th>Less than 10 years out of college</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Out of Seattle Metro</td>
<td>Female</td>
<td>Non White</td>
<td></td>
</tr>
<tr>
<td>Goal %</td>
<td>33%</td>
<td>50%</td>
<td>33%</td>
<td>10%</td>
</tr>
<tr>
<td>Goal #</td>
<td>8.6</td>
<td>13.0</td>
<td>8.6</td>
<td>2.6</td>
</tr>
<tr>
<td>Actual #</td>
<td>11</td>
<td>15</td>
<td>7</td>
<td>0</td>
</tr>
<tr>
<td>Actual %</td>
<td>42%</td>
<td>58%</td>
<td>27%</td>
<td>12%</td>
</tr>
</tbody>
</table>

2017-18 Board Development Committee Goals

- Recruit three new Board members, at least two with ethnic diversity
- Survey Committees about skills necessary
- Survey Board about value of the meeting, their participation, and the value of orientation and mentors
Fund Development Committee
We do the right thing is one of our core values and I believe that living this core value shouldn’t end when you leave your desk. Recently, 26 U.S. Bank employees and I brought this core value outside the workplace by volunteering at the Independent Colleges of Washington Ethics Bowl at Seattle University.

**About the competition**

The Ethics Bowl is an annual two-day event that is organized and hosted by the Independent Colleges of Washington, a Seattle-based nonprofit. At the event, students from 10 private colleges and universities located in Washington come to compete in teams of five. Each team is given a case study that explores a relevant ethical issue, such as whether it’s ethical for a university to make an admission decision based on an applicant’s social media posts. They then have two months to research before they come to the competition to argue their position against an opposing group.

By having students compete, the Ethics Bowl showcases their abilities to apply ethics to real-world challenges and prepares them to be future leaders. The students see the event as an opportunity to hone their presentation and debate skills, network with local business leaders and learn more about careers in the ethics field.

“I loved hearing what the judges did for their careers,” said Chelsea, a student at Pacific Lutheran University. “It was inspiring to know that the judges work with similar ethics issues, and it gives me hope that I’ll be able to find a job in this area.”

**Judging the competition**

This was my first year volunteering at the event, and I wasn’t sure what to expect. I was asked to be a judge, which involved listening to the students present their case and rating them on their presentation, argument strength, consideration of viewpoints and response to the opposing team’s commentary.

My job was surprisingly difficult because every team was extremely prepared and argued their position well. The students clearly spent an impressive amount of time researching the issues. In addition to presenting their own position convincingly, they considered every angle of their opposing team’s position.

Although only one team was declared the winner – Whitworth University in Spokane, Washington – there were no losers. It’s important that our next generation of leaders is ethical, and I came away from the event feeling like the world will be in great hands with these future leaders.
**Fund Development Dashboard**

**FY 2016-17**

Total Gifts (cash, in-kind, new pledges): **$918,778**

Total Cumulative Gifts (actual receipts): **$788,778**

---

**Budget Shortfall**

Two legacy family foundation partners dialed back their grant award for FY 2016-17 (= $50k). One corporate foundation shifted giving priorities. The donors new grant calendar and proposal submission fell outside FY 2016-17 (= $40k).
Fund Development Dashboard cont.

*Database coding will be addressed in FY17-18 to better define and measure campaign funds and donor classifications moving forward*
Core Programs

Ethics Bowl Update: After thoughtful strategic reflection and review of the Ethics Bowl Logic Model prepared in August 2016, the Committee has determined the ICW Ethics Bowl is not sustainable from a funding position, and while it served as a unique point of entry platform for current and prospective private funders, the April date continued to compete with legislative sessions and therefore policymaker schedules.

The Committee recognizes—and the full Board expressed an appetite in October 2016—to explore a signature program or entrée event to support ICW’s private and public funding objectives of $1.25M by 2022.

Matched Savings Scholarship (MS2): Originally launched in 2013 under the federal Individual Deposit Account (IDA) model, the ICW Matched College Savings Program has now been refined to serve more low income students, minus the federal criteria that restricted its growth. (Federal funding has been eliminated.) Successful implementation in FY2017-18 will allow us to serve 25-50 (equal to $75,000-$150,000 realized in distribution) to needy students.

<table>
<thead>
<tr>
<th>Matched Savings Enrollment</th>
<th>Matched Savings Status</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>MCSP enrollment</strong> 27</td>
<td><strong>Total $321,232</strong></td>
</tr>
<tr>
<td><strong>2017-18 MS2 Goal 50</strong></td>
<td><strong>Qualified Prospects</strong> $65,000</td>
</tr>
<tr>
<td></td>
<td><strong>Requests Pending</strong> $62,500</td>
</tr>
<tr>
<td></td>
<td><strong>Rollover Available</strong> $193,732</td>
</tr>
<tr>
<td></td>
<td>*Pending program refinements</td>
</tr>
</tbody>
</table>

*MCSP enrollment: 27 students in 2017-18.

**MS2 Goal: 50 students in 2017-18.**
Rise Up! Matched Savings Scholarship Program (MS2)
A Program of Independent Colleges of Washington

“Thank you—you have helped me make the smart choice of saving and given me hope to stay in school.”  — Alina D., participant, Seattle Pacific University

Purpose
- Provides financial incentives for low income students to stay in college and complete their education
- Develops a healthy habit of saving money consistently for an important life goal
- Makes college accessible for low income students; reduces need for student loans/debt
- Prevents financially-related drop-out; increases student retention

Eligible Students
- Serves students who are Pell or State Need Grant eligible
- Earned income requirement for deposits
- Monthly savings deposit required, with seasonal exceptions
- No residency requirement

How it Works
- Each student will save a set minimum amount every month for 12 months or until they reach their saving commitment
- Student savings are matched 6:1 by a pre-determined formula (see below):
  - Funds from private fundraising by Independent Colleges of Washington (ICW)
  - Students able to renew annually (subject to continued eligibility and renewed private funding)
- Students must use their personal savings and matching funds only for tuition and/or books/supplies, including a computer, or other direct education expenses
- Students must show 6 months of continuous savings and complete financial education requirements before drawing down award

<table>
<thead>
<tr>
<th>Student Savings ($25-$42)</th>
<th>Private Funds (from ICW)</th>
<th>Total Available Year 1</th>
<th>Total Amount Awarded to Each Student Saver Year 1-4 (6:1 match)</th>
</tr>
</thead>
<tbody>
<tr>
<td>$500</td>
<td>$3,000</td>
<td>$3,500</td>
<td>$14,000</td>
</tr>
</tbody>
</table>

Partners
- Donors—provide the matching funds that support students’ saving goals
- Independent Colleges of Washington—serves as administrator and custodial for student savings accounts; helps with overall program coordination; solicits annual funding, and conduit for financial literacy programs online or on campus
- Online and storefront banks—host student custodial savings accounts; offer financial literacy programs online or on campus
- Financial Aid Officers—identify eligible student savers; support enrollment and serve as campus liaison for student aid

Current Participating Colleges
- Pacific Lutheran University
- Seattle Pacific University
- Heritage University
- Saint Martin’s University

All 10 ICW colleges eligible to participate if interested
Matched Savings Student Testimonials

“The [Matched Savings] program is really helpful for me to earn money to help pay my college expenses, tuition and books. Monthly saving and budgeting is a great way for us, as students to accumulate more money that will help us in the future, in paying for school. I am a DACA student and I am not able to apply to receive any loans. This program will make a huge difference in my last 2 years of college. Thank you for this opportunity.”

- Heidy R., ’18 Social Work

“[Matched Savings] has been a blessing for me because I was able to solve financial struggles I faced last semester. I received help to pay for school supplies, books and school fees. I want to take this opportunity to say THANK YOU for your support and to thank all the people that make this program a reality for students like me to continue our education, and change the future of our families and our community.”

- Maria R., ’18 Medical Lab Science
2017-18 Proposed Fundraising Goal

Action Requested - Fundraising Goal: $1,000,000

Highlights and Opportunities:
- 100% Board Giving = $45,000
- Gates Foundation grant = $234,465
- Matched Savings refinements minus federal match
- 70% of gifts come in Q3 and Q4

2017-18 Fund Development Committee Goals
- 100% Board giving, and 5% increase in total gifts to $1,000,000 and two new donors
- With Public Policy Committee, implementation of Gates Foundation grant and coalition initiative
- Launch new Matched Savings Scholarship (MS2) and enroll 25-50 students
- With Finance and Audit Committee, secure five business affiliates
- Continue Board lunch, scholarship recipient and donor pairings
- With Visibility Committee, implement constituent survey findings
- Utilize Board members for strategic donor visits
Dear Mr. Goodchild,

I want to thank you for choosing me as the recipient of the Garrett J. Goodchild Achievement Award! I am honored and surprised to receive this scholarship. It will be immensely helpful in paying for tuition. I will be attending Seattle University in the Fall and I am very excited! I'm planning on getting a history degree and would like to work in archival work in a museum or other organization in the future. One of the reasons why I chose Seattle University was because of their excellent history department.

I've lived in the Seattle area my entire life and I am happy to be staying in the city that I love and staying close to my cat Pete for another four years while I get my education. Currently I play the trumpet in my school band and I'm hoping to join Seattle University's pep band next year to support all of their excellent sport programs. My sister went to Gonzaga University and is graduating with a degree in engineering this year and going on to grad school in the Fall. My parents are very happy that I chose Seattle University as I will be close by, but also so they have an excuse to visit the excellent restaurants on Capitol Hill. I myself am excited to get to explore the area on Capitol Hill more over these next couple of years.

Again thank you so much! I'm so grateful for this award and I'm looking forward to the next school year and all that it will bring.

Sincerely,

Isabel Wagner