Independent Colleges of Washington
Spring Board Meeting
April 1-2, 2019

Saint Martin’s University
# Table of Contents

Board Meeting Agenda ......................................................................................................................... 3

Independent Colleges of Washington Board of Directors Meeting Minutes, Fall 2018 ............... 6

Guest Bios: Michael Porter and Katie Loberstein, Miller Nash Graham & Dunn LLP .............. 12

Report of the President ....................................................................................................................... 13
    Memorandum ..................................................................................................................................... 14
    2018-19 Goals, Update ......................................................................................................................... 22
    NAICU Reports ................................................................................................................................. 24

Public Policy Committee ..................................................................................................................... 27
    Memorandum ..................................................................................................................................... 28
    Proposed Legislation of Interest .......................................................................................................... 32
    Joint Letter ......................................................................................................................................... 36

Fund Development Committee .......................................................................................................... 38
    Memorandum ..................................................................................................................................... 39
    Fund Development Dashboard, FY2018-19 .................................................................................. 42
    WA-SEN Dashboard, FY2018-19 .................................................................................................... 44
    McNaughton Letter ............................................................................................................................ 47

Visibility Committee ........................................................................................................................... 49
    Memorandum ..................................................................................................................................... 50
    Messaging Framework; Social Media Samples ............................................................................... 53
    Collateral (Infographics, Postcard Series, License to Succeed) ....................................................... 55
    Media Relations ................................................................................................................................. 59

Board Development Committee ......................................................................................................... 66
    Memorandum ..................................................................................................................................... 67
    Board of Directors Summary ........................................................................................................... 70
    Board of Directors – Member Terms, 2018-2026 ......................................................................... 71
    2018-19 Board Committee Assignments ....................................................................................... 72
    Amended and Restated Bylaws ......................................................................................................... 74

Finance and Audit Committee ............................................................................................................ 86
    Memorandum ..................................................................................................................................... 87
    Financial Dashboard, FY 2018-19 ................................................................................................. 90
    Proposed Budget, FY 2019-20 ......................................................................................................... 92
ICW Spring Board Meeting  
April 1 – 2, 2019  
Saint Martin’s University

Beck Taylor, Chair, Presiding

*Action requested*

Monday, April 1, 2019 – Saint Martin’s University (5000 Abbey Way SE, Lacey, WA 98503)  
Norman Worthington Conference Center, Saint Martin’s University

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
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<tbody>
<tr>
<td>9:00 am</td>
<td>Registration</td>
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<tr>
<td>9:30 am</td>
<td>Introductions, Campus Updates</td>
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<td></td>
<td><em>Approval of Minutes from fall meeting</em></td>
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<td>Recognition of Retiring Board members: Betsy A. Cowles and Julie Prince</td>
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<td>10:15 am</td>
<td>Board Committee Work Sessions</td>
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<td>11:15 am</td>
<td>Executives, Legislators, Agencies and the Courts: How State and Federal Policy, Regulations, and Judicial Decisions Shape How Private, Not-for-Profit Colleges and Universities Operate</td>
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<td>Michael Porter, Partner, Miller Nash Graham &amp; Dunn</td>
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<td>Katie A. Loberstein, Associate, Miller Nash Graham &amp; Dunn</td>
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<tr>
<td>12:00 pm</td>
<td>Ensuring Access and Affordability for Washingtonians: A Conversation with Maddy Thompson, Senior Policy Advisor on Education &amp; College Access for Governor Jay Inslee</td>
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<td>12:30 pm</td>
<td>Student Aid and Scholarship Appreciation Luncheon</td>
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<td>Opening Remarks, Beck Taylor, President, Whitworth University; Chair, Board of Directors</td>
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<td>Welcome, Roy F. Heynderickx, President, Saint Martin’s University</td>
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<td>Acknowledgement of 2019 McNaughton Award Honoree, Nordstrom, Fr. Steve Sundborg, President, Seattle University</td>
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<td>Reflections by Independent Colleges of Washington Student Scholarship Recipients</td>
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<tr>
<td></td>
<td>• Sheridan Menard, Matched Student Savings (MS2) Recipient</td>
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<td></td>
<td>• Yeshi Vaughan, Matched Student Savings (MS2) Recipient</td>
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<tr>
<td>1:45 pm</td>
<td>Student-Led Tour, Saint Martin’s University Campus</td>
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<td>2:15 pm</td>
<td>Break</td>
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<td>2:30 pm</td>
<td>Committee Reports/Discussion</td>
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<td>Finance and Audit</td>
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<td><em>Discuss the approved FY2019-20 proposed budget</em></td>
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Visibility Committee
Fund Development Committee
Public Policy Committee
Board Development Committee
*Approve technical amendments to by-laws
President’s Committee

4:00 pm  Executive Session
4:30 pm  Adjourn

Check in at Hilton Garden Inn, Olympia

5:50 pm  Shuttle to Waterstreet Café (610 Water St SW, Olympia, WA 98501)
6:00 pm  Reception and Dinner in Olympia - Waterstreet Café
8:00 pm  Shuttle to Hilton Garden Inn

Tuesday, April 2, 2019 – Hilton Garden Inn, Olympia (2101 Henderson Park Lane Southeast, Olympia, WA 98501)

8:00 am  Breakfast Briefing – Spruce Room
9:20 am  Shuttle to the Capitol Campus
9:30 am  Legislative Visits – John A. Cherberg Building, Conference Room ABC (304 15th Ave SW, Olympia, WA 98501)
11:30 am  Lunch and Adjourn
11:45 am  Shuttle back to Hilton Garden Inn

Upcoming ICW Board Meetings
October 28-29, 2019  Walla Walla University, Whitman College
April 6, 2020  Seattle Pacific University
October 26-27, 2020  Gonzaga University, Whitworth University
April 12-13, 2021  Saint Martin’s University
October 25-26, 2021  Pacific Lutheran University, University of Puget Sound
April 4, 2022  Seattle University
October 31-November 1, 2022  Heritage University
April 3-4, 2023  Saint Martin’s University
October 30-31, 2023  Walla Walla University, Whitman College
April 8, 2024  Seattle Pacific University
October 28-29, 2024  Gonzaga University, Whitworth University
ICW Board of Directors Meeting Minutes
October 29 – 30, 2018

<table>
<thead>
<tr>
<th>Directors in Attendance</th>
<th>Directors Absent</th>
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<tbody>
<tr>
<td>Dick Bangert</td>
<td>Shelly O’Quinn</td>
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<td>Kevin Bouchey</td>
<td>Parker Phend</td>
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<td>Pat Callans</td>
<td>Ben Phillips</td>
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<td>Gordon Clark</td>
<td>Julie Prince</td>
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<td>Betsy Cowles</td>
<td>Lyle Quasim</td>
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<td>Isiaah Crawford</td>
<td>Laura Rehrmann</td>
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<td>Jennifer Divine</td>
<td>Nikisha Reyes-Grange</td>
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<td>Dina Fifadra</td>
<td>Lorrie Scott</td>
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<td>José Gaitán</td>
<td>Jamila Sherls</td>
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<td>Kristofer Johnson</td>
<td>Terri Standish-Kuon</td>
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<td>Carolyn Kelly</td>
<td>Father Sundborg</td>
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<td>Rhona Kwiram</td>
<td>Beck Taylor</td>
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<tr>
<td>Dan Martin</td>
<td>Tom Thoen</td>
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<tr>
<td>Thayne McCulloh</td>
<td>Randy Tinseth</td>
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<tr>
<td>John McVay</td>
<td>Jim Yearby</td>
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<tr>
<td>Ian Metz</td>
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Staff in attendance:
- Allan Atienzo
- Devon Crouch
- Patty Daniels
- Kris Gonzales
- Etienne Rios

Monday, October 29, 2018
Heritage University, Toppenish

The meeting opened with a Student Aid and Scholarship Appreciation Luncheon in the Smith Family Hall. Board Chairman Beck Taylor acknowledged Board members and guests, Heritage University students and faculty, and Independent Colleges of Washington staff. Mr. Taylor thanked Andrew Sund and the Heritage University community for hosting the meeting; he acknowledged that the gathering was on the land of the Confederated Tribes and Bands of the Yakama Nation.

Mr. Sund welcomed special guests, including Senators Curtis King (WA-14) and Jim Honeyford (WA-15), Representative Bruce Chandler (WA-15), as well as donors and supporters of the
Matched Student Savings (MS2) program, Barry Bendall and Cameron Stephens of the Wells Fargo Foundation.

Heritage University students Jose Carrillo (a Violet A. Boyer Scholarship recipient) and Karen Mendoza (a Matched Student Savings program participant) each shared the story of their educational journey and thanked the Board and guests for their support of students.

After a brief tour of the Heritage University campus, the Board reconvened in the Patricia Wade Temple Room. Mr. Taylor called the meeting to order.

Mr. Taylor asked Pat Callans to facilitate the introduction of new Board members. Dick Bangert introduced Gordon Clark. Ian Metz introduced Parker Phend. José Gaitán introduced Nikisha Reyes-Grange.

Mr. Taylor then welcomed special guests Steve Mullin, President and Brian Jeffries, Partnership for Learning Policy Director, both of the Washington Roundtable, and Marc Casale, Founder and CEO at Kinetic West, a consultant to Governor Jay Inslee’s Career Connect Washington initiative. Each Board member around the table had an opportunity to introduce themselves. At the conclusion of the introductions, Mr. Taylor commented that he greatly valued the diversity and breadth of experience and expertise of this Board. He noted that together we are representative of the state of Washington, and together we have the capacity to make a true difference for our current students and the students for whom we offer the best fit for their higher education.

Turning to a discussion with three special guests titled “Perspective on Cultivating Talent,” Mr. Taylor noted that he was pleased with the idea of such a timely discussion focused on the state’s talent pipeline. Terri Standish-Kuon further introduced Steve Mullin, Brian Jeffries and Marc Casale. She noted that the speakers would describe the Washington Roundtable’s “Washington Kids 4 Washington Jobs” initiative and the Governor’s Career Connect Washington initiative, both of which were focused on postsecondary education and training, and were likely to be a significant part of the discussions during the upcoming Legislative Session.

Mr. Mullin, Mr. Jeffries and Mr. Casale shared overviews of their work and took questions from Board members.

Moving to the Business Meeting following a short break, Mr. Taylor asked for review of the minutes of the last meeting.

**Action:** Approve the April 9-10, 2018 ICW Board meeting Minutes.
Laura Rehrmann made a motion to approve the April 2018 ICW Board meeting minutes. Mr. Gaitán seconded the motion. *The minutes were unanimously approved.*

Mr. Taylor invited member campus presidents to share the latest developments at their respective universities. Isiaah Crawford of the University of Puget Sound, Allan Belton of Pacific Lutheran University, Thayne McCulloh of Gonzaga University, John McVay of Walla Walla
University and Fr. Steve Sundborg of Seattle University each gave reports. Reports from Mr. Sund, Daniel Martin of Seattle Pacific University and Mr. Taylor were tabled to the following day to permit Board members time to travel to Yakima and check into their hotel rooms at the Hilton Garden Inn Yakima before dinner.

Board members gathered for a brief reception at the Carousel Restaurant & Bistro. They then sat for dinner. Mr. Taylor offered brief remarks at the start of the meal. He noted that the association had a significant gift to announce and called on Mr. McVay as Chair of the Fund Development Committee to share the details. Mr. McVay announced the creation of the Violet A. Boyer Innovation Fund and Mr. Taylor called for a toast to the association’s former president and CEO Vi Boyer and her generosity. He noted that while Vi’s legacy was already assured, this investment assures that generations to come will be inspired to think creatively about student aid and programs that make it possible for students to enroll in and graduate from Independent Colleges of Washington member campuses.

**Tuesday, October 30, 2018**
**Hilton Garden Inn, Yakima**

The Board reconvened at breakfast. Mr. Taylor called the meeting to order.

Mr. Sund, Mr. Martin, and Mr. Taylor provided updates about Heritage University, Seattle Pacific University and Whitworth Universities, respectively.

Mr. Taylor commented on the importance of the association for its member campuses. He shared that Ms. Standish-Kuon has invited each campus president to designate an individual to be a general point of contact on issues related to legislative advocacy and government relations at the state and federal level for a working group called Independent Colleges of Washington’s Government Affairs Council. He noted that he is encouraged by this tactic and think it will help to support the engagement of our campuses in the efforts of the association.

Mr. Taylor then asked his fellow Board members to renew their outreach to state legislators they were assigned in April, along with others whom they may know personally. He shared that the presidents were already planning for their trips in Olympia for meetings with legislators during the 2019 Legislative Session and asked corporate, community and civic Board members to make it a priority to join for a day of advocacy to make the case for our priorities during the 2019 “long” session of 105 days.

Mr. Taylor then invited Ms. Standish-Kuon to make the Report of the President. She shared an overview of her initial visits to every member campus, and presented data about the Independent Sector in Washington with observations about challenges and opportunities. She then took questions.

Mr. Taylor then moved the discussion to Committee Reports. He reminded Board members that they had seen in advance materials memoranda summarizing the topics covered and discussions
for each of each Committee meetings. Mr. Taylor shared that by documenting a sense of the Committee meetings, the Board could devote its time together to discussions and plans to advance our legislative/budget and fundraising priorities. He further conveyed that the Executive Committee appreciated this approach, and he believed this additional background would help Board members during these reports.

**Finance and Audit Committee**

Chair Jim Yearby presented the 2018 Audit to the Board, noting that this year's audit was a clean audit and the Finance and Audit Committee had voted and accepted the audit during its meeting on October 8, 2018.

Mr. Yearby reviewed the 990-T, explaining that under the 2017 Tax Cuts and Jobs Act, certain transportation benefits are now taxable to non-profits, making this filing necessary. He presented the IRS 990 Form with a request for a motion that the full Board has reviewed and accepted the 2017 990 report.

**Action:** Approve IRS Form 990, FY 2017.

Rhona Kwiram made a motion to approve the 2017 990 report. Ms. Rehrmann seconded the motion. *The motion was unanimously approved.*

**Public Policy Committee**

Chair Shelly O'Quinn thanked those board members who reached out to legislators during the Interim, then asked Mike Burgess to provide an update on the outlook heading into the 2019 session. Discussion ensued around likely topics of discussion and the potential for various proposals.

Ms. O'Quinn presented the draft legislative priorities and opened up the floor for discussion. Discussion ensued, particularly surrounding State Need Grant funding and leveraging the capacity at Independent Colleges of Washington member campuses.

**Action:** Approve policy agenda.

Carolyn Kelly made a motion to adopt the 2019 legislative priorities. Randy Tinseth seconded the motion. *The motion was unanimously approved.*

**Fund Development Committee**

Mr. McVay directed the Board to the ICW Board of Directors 2017-18 giving summary, board pledge forms for 2018-19 and the goal of 100% board participation. Mr. McVay shared appreciation to have student scholarship recipients, legislators, and representatives from Wells Fargo Foundation (a new donor) join us for the Board lunch.
Mr. McVay referred to the Fund Development dashboard in the board book, the Committee memo dated October 2, 2018 and Committee’s recommended fund development goal for FY 2018-19 be set at $805,000. The recommended goal represents a sustained funding level from the previous year and adjustments for the Gates Foundation initiative ($234,465) and the spring tribute campaign ($40-$60k) in recognition of Vi Boyer’s retirement.

Action: Approve 2018-19 Fund Development goal.
Mr. Yearby made a motion to approve the 2018-19 Fund Development goal. Kris Johnson seconded the motion. The motion was unanimously approved.

The Committee also recommended that the Board approve this year’s Stanley O. McNaughton Leadership Award corporate nominee, Nordstrom Inc., for its 50-year partnership and more than $800,000 in scholarship funding to member colleges.

Action: Approve Stanley O. McNaughton Leadership award.
Mr. McVay made a motion to approve the corporate foundation nominee Fr. Steve 1st; Ms. O’Quinn 2nd. The motion was unanimously approved.

Visibility Committee

Visibility Committee Chair Dina Fifadra presented the report of the committee to the Board. The report recapped the Visibility conference call held on October 1, 2018 in review of the ICW Constituent Survey conducted in November 2017. In addition to the survey, current polling data within the higher education sector has provided new data points that will inform present and future communication efforts.

Ms. Fifadra reported that the transition from an annual factbook to two multi-page infographics would allow for tailored messages that are clear and concise to respective audiences. Developing key themes will work in concert with the infographics to provide focus.

With the framework of the key themes still under development, the Committee is convening again via conference call on November 6 to discuss progress.

Board Development Committee

Mr. Callans referred to the results of the Board survey, which sought feedback from Board members, in the pre-meeting materials. He noted that the Board Development Committee had reviewed the results of the survey at the September phone call, focusing on three areas for development: preparation for the role as a board member, engagement of the board in outreach efforts, and mentors not connecting with new members. Mr. Callans went on to report that the a new emphasis on matching mentors to mentees and planning for targeted communications is aimed at addressing some of the challenges revealed by the survey.

Mr. Callans sought feedback from Committee chairs about their specific needs. This will be helpful as the Board Development Committee identifies potential new Board members. He
concluded by reminding Board members to please anticipate an email survey to regarding the meeting program and logistics, and to collect any ideas for future nominees for the Board.

***

Mr. Taylor reminded the Board that the next meeting is on April 1, 2019.

There being no new business, Mr. Taylor adjourned to Executive session.

The Board convened in Executive Session

The meeting was adjourned.

Respectfully submitted,

Jim Yearby
Secretary/Treasurer
Executives, Legislators, Agencies and the Courts: How State and Federal Policy, Regulations, and Judicial Decisions Shape How Private, Not-for-Profit Colleges and Universities Operate

Mike Porter and Katie Loberstein
Miller Nash Graham & Dunn LLP

Private, not-for-profit institutions of higher education work to advance their student-focused missions and values in an environment in which a multitude of executive, legislative, administrative, and court-imposed rules and obligations require both ongoing long-range planning and day-to-day attention. These obligations all require substantial human and financial resources as well as integration with institutional operations and initiatives, affecting the way colleges and universities operate and ultimately serve students.

This session is designed to help business, community and civic leaders better understand the numerous areas in which colleges and universities must ensure that they comply with legal requirements and consider on a day-to-day basis. Higher education attorneys Mike Porter and Katie Loberstein will survey the landscape, covering current topics such as robust campus speech, sexual misconduct, data privacy and data reporting, and employment obligations.

Michael Porter
Position: Partner
Practice Areas: Education, Employment Law

Mike has worked with colleges and universities for 18 years and is driven to support institutions’ legal needs in a manner consistent with their missions and values. Mike frequently serves in a general counsel role for institutions that do not have general counsel. In addition, Mike has expertise in all areas of labor and employment law has and tried cases to juries and courts, negotiated collective bargaining agreements, arbitrated grievances, and handled unfair-labor-practice complaints. Mike was recently recognized as Lawyer of the Year in Oregon for Employment Law by Best Lawyers in America.

Katie Loberstein
Position: Associate
Practice Areas: Education, Employment Law

Katie is an attorney on the Miller Nash Graham & Dunn litigation, employment, and education law teams. Katie has experience defending clients in litigation before state and federal courts against a wide range of claims, including labor and employment disputes, higher education issues, business disputes, and consumer actions. Katie also provides guidance to clients on a variety of employment-related issues, including leave law compliance, disability accommodation, and termination issues.
MEMORANDUM

March 26, 2019

To: ICW Board of Directors

From: Terri Standish-Kuon, President and CEO

With this memorandum, I briefly highlight a range of efforts that the Independent Colleges of Washington team has undertaken since the Board’s most recent meeting in October. Much of this work is at the intersection of the Board’s Committees, or otherwise advances the association’s member campuses. I share these updates to help Board members gain a better appreciation for the scope and depth of our ongoing work.

Status of Goals for FY 2018-19

With our working Committees and the Executive Committee, we revisited the association’s traditional, annual statement of goals and developed a list of priorities for the current year (see page 21). Each member of the association’s staff has taken on the role of a dedicated liaison to a working committee: Board Development, Etienne Rios; Finance & Audit, Patty Daniels; Fund Development, Kris Gonzales; Public Policy, Devon Crouch; and Visibility, Allan Atienzo. Included in the Board’s materials is a summary of our progress to date toward achieving the goals the Board endorsed in the fall.

Convening Communities of Practice; Building a Sense of Sector

Since October, we have convened a half dozen meetings for professional development and information sharing among campus colleagues, including our provosts; advancement vice presidents; communications, public relations and marketing colleagues; the Private Registrars of Washington (PROW); and institutional research colleagues. Each member of the Independent Colleges of Washington team is taking the lead for communities related to their respective Board Committees.

Looking ahead to May and June, we have additional workshops planned for our campus colleagues in the areas of academic affairs; alumni relations and parent programs, finance, and diversity, equity, and inclusion. We also will plan to bring together the Government Affairs Council and our enrollment management/admissions colleagues.
National Conversations; Federal Developments

Independent Colleges of Washington holds memberships with the American Council on Education (ACE), The Council of Independent Colleges, as well as the National Association of Independent Colleges and Universities (NAICU) and its affiliate, the National Association of Independent Colleges and Universities State Executives (NAICUSE). Through these associations, we collaborate with partners across the country to enhance visibility for our member campuses, support our students with scholarship dollars, monitor regulations and advance federal higher education policy.

John McVay completed his term on the NAICU Board earlier this year. Isiaah Crawford continues to serve on the NAICU Board, and Roy Heynderickx has been elected to serve. All three were in D.C. since the Board last met, as were Thayne McCulloh, Steve Sundborg and Beck Taylor. Coinciding with trips to Washington, DC in November and February for NAICU and other higher education association meetings, I and a number of our campus presidents visited with Senators Murray and Cantwell, and every House office to emphasize our student aid and tax priorities.

Additionally, I have been elected to serve as the Time & Place Chair for NAICUSE, which means the Independent Colleges of Washington will host that group's Summer Workshop in 2020. Expenses are borne by NAICUSE, and I am working with a meeting planner recommended by NAICU on proposals and to coordinate site visits, so as to not pull from association staff. In this role, I participate in NAICUSE Executive Committee discussions, and the event will bring our campuses added visibility.

Through ACE and NAICU, we have helped member campuses track a number of developments, including:

- In January, NAICU and ACE coordinated with member institutions across the country to submit a comment letter to Education Secretary Betsy DeVos on the Administration’s proposed Title IX Rule changes. Independent Colleges of Washington joined 61 other higher education associations across the country in signing on.

- The recent Executive Order that emphasizes that institutions receiving certain federal research and education grants must comply with existing federal law (private institutions to abide by their stated free speech policies). Based on these requirements, it appears that private institutions of higher education will remain entitled to establish their own free speech policies, but with heightened federal pressure to ensure they are being followed. The Order also addresses issues we anticipate being part of overall discussions to reauthorize the Higher Education Act.

- As you can read in “Higher Education Reauthorization is Getting Serious,” at the end of this report, in both the House and Senate, Democrats and Republicans are pledging bipartisan cooperation in a serious attempt to reauthorize the Higher Education Act. In this section, I have included the latest iteration of the NAICU Federal Higher Education Issues


Return to Table of Contents
Brief for an overview of key federal policy issues. With Senator Patty Murray’s role as the Ranking Member of the U.S. Senate Committee on Health, Education Labor & Pensions, we are coordinating closely with NAICU to raise key areas of concern, including elements of federal-state partnerships, major-by-major eligibility for federal student aid, etc. The Senator’s priorities for reauthorization are improving college affordability, holding colleges and universities accountable for student success, expanding access for historically underrepresented students, and improving campus safety.

Both Representatives Jayapal and Schrier have seats on the U.S. House Committee on Education & Labor, which has jurisdiction of the HEA in that chamber. We have offered to be a resource to those offices, too, and will keep emphasizing the value of federal higher education investments that preserve the ability of students to attend their “best fit” campus.

- The President’s proposal for FY2020, which closely resembles his last two budgets and again proposes deep cuts to the student aid programs. Overviews in Inside Higher Ed (“Trump Seeks Billions in Cuts,” March 12) or The Chronicle of Higher Education (“Here’s What Trump’s 2020 Budget Proposal Means for Higher Ed,” March 11) give a flavor of what is at stake. The appropriated programs are cut $1.8 billion in FY 2020, the student loan programs are cut $207 billion over 10 years, and $2 billion is cut from the Pell Grant surplus. Congress rejected similar proposed cuts to student aid funding in FY 2018 and FY 2019, but still we will emphasize with our members of Congress that cuts of this magnitude would be devastating to our students. The attached NAICU Student Aid Data Sheet for Washington illustrates the volume of Pell Grants (maximum award, $6,195), Supplemental Education Opportunity Grants (SEOG), Federal Work Study (FWS), and loans that support college students in the state.

- The U.S. Department of Labor’s Notice of Proposed Rulemaking (NPRM) that would increase the threshold for overtime pay from $455 to $679 per week ($35,308 annually). Under current law, employees with a salary below $455 per week ($23,660 annually) must be paid overtime if they work more than 40 hours per week. This salary level was set in 2004 and has not been adjusted since. I asked member campuses whether they would like Independent Colleges of Washington to submit comments on behalf of the membership.

We also partner with our national associations on particular initiatives. For example, given Senator Cantwell’s role on the Senate Finance Committee, we have introduced her staff to NAICU’s director of tax policy Karin Johns to explore the Senator’s support for efforts to expand Sec. 127 (employer-provided tuition assistance) to include student loan repayment assistance to increase the annual amount of assistance under Sec. 127 from $5,250 to $10,500. We also flagged legislation that would repeal new tax on not-for-profit employers that offer parking or transportation benefits.
State-Level Partnerships, Coalitions, Conversations

As I shared in the fall, Independent Colleges of Washington ICW has a seat at many tables, and we areleveraging these collaborative efforts to harness the power of many voices in support of shared priorities. Here is a brief look at our recent work:

• **College Promise Coalition** – This Coalition brings together leadership from education, business, labor and community-based organizations to advocate for higher education opportunity and access for all Washington students. The aim is to work with policymakers to adopt and fund policies that increase higher education attainment. We participate in bi-monthly Coalition meetings; we also have weekly meetings as grant administrator for Washington Student Engagement Networks (WA-SEN). As you will hear, approximately 100 high school and college students and their advisors from across the state of Washington participated in our recent two-day Olympia program. Two-year and four-year non-profit and public colleges and university students came from Spokane, Moses Lake, Bellingham, Edmonds, Everett, Seattle, Tacoma and Vancouver to share their stories about the power of student aid with lawmakers.

• **SB 6514 Suicide Prevention Workgroup** – ICW is a part of a legislatively mandated workgroup addressing suicide in higher education. As a part of that work group, we have attended regular meetings where we have helped launch a grant program, helped design a survey to collect data on mental and behavioral health in higher education, and supported the organization of a spring 2019 conference on suicide prevention and mental and behavioral health. Our goal was to ensure that private, not-for-profit colleges could apply for the grant funding and we are pleased to report that Heritage University was one of the grantees.

• **Career Connect Washington** – Independent Colleges of Washington is part of the Career Connect Washington’s Government and Education workgroup, and we have continued to stay involved in conversations that extend the discussions the Board had with Marc Casale of Kinetic West at the fall Board meeting. We are focused on highlighting our career development programming and are collaborating with the Workforce Training & Education Coordinating Board and the Washington Student Achievement Council (WSAC) to involve our member campuses in a National Governor’s Association scan of work-based learning opportunities.

• **Washington Student Achievement Council (WSAC)** – As you know, Independent Colleges of Washington has a seat on WSAC. I continue to meet regularly with fellow Council members and with the agency’s leadership. Recent Council meetings have focused on opportunities, challenges, and strategies for increasing educational attainment in Washington, and strategic planning for 2019-2023. We were pleased to have the opportunity to welcome Tony Porter, a Saint Martin’s University junior, as part of a four-student panel during the January meeting.

Under WSAC, we are engaged in numerous efforts, including:
• **Adult Reengagement** – The state of Washington has funding from the Lumina Foundation to focus on identifying and enrolling adult students in higher education. In November WSAC hosted an Adult Reengagement Summit, at which I moderated the Leadership Keynote Series that included Roy Heynderickx. I also joined colleagues from WSAC, the Council of Presidents and two public campuses for a two-day national gathering focused on state-level efforts to boost the number of adults pursuing a college degree. Across 20 states, I was the sole representative of private, not-for-profit colleges and universities.

• **Transfer Report** – The Legislature requires this report every two years, and this year marks the first time that our member campuses provided data. WSAC staff presented on the report’s findings at our recent gathering for our institutional research staff.

• **Social Services Alignment** – In February WSAC hosted a discussion on ways to better support our postsecondary students through access to non-academic student supports. Representatives of three member colleges joined association staff for the discussion. Following the meeting, WSAC has begun conducting an environmental scan to identify existing programs and/or services available to students on campus in Washington. The group will meet again this spring and will continue to look for potential areas of opportunity where WSAC can play a leadership role in making it easier for students who use benefits across multiple programs to coordinate those benefits.

• **Art Institute of Seattle Transfer Student Assistance** – Several member campuses participated in a transfer fair organized by WSAC in response to the abrupt closer of the Art Institute of Seattle. Pacific Lutheran University, Saint Martin’s University, Seattle Pacific University, and Seattle University attended the fair, and Gonzaga University and Walla Walla University provided information to students on comparable programs to assist Art Institute students in transferring to programs at other schools and finish their education.

### Additional State-Level Collaboration

**Joint Briefing on Higher Education Issues** – In December, ICW along with COP and SBCTC co-hosted a “brown bag lunch” briefing in Olympia for Caucus staff, nonpartisan legislative staff, higher education committee staff, and Office of Fiscal Management staff. This lunch was part of the groundwork for our legislative work during the 2019 session, and help reinforce the importance of higher education sector collaboration.

*Intercollege Relations Commission (ICRC) of the Washington Council for High School and College Relations (WCHSCR)* and the *Joint Transfer Council (JTC)* – ICRC serves as an advisory group, along with the JTC, on issues related to credit transfer and reverse transfer across the state of Washington, creating and adapting programs that prepare Washington students to earn degrees. Each member campus has a designated representative or two to the ICRC, and colleagues from Saint Martin’s University, Seattle University and Seattle Pacific University represent the sector on JTC. Our work in this area has led to a number of opportunities. For example, the State Board for Community and Technical Colleges invited our participation in the
interviews for that system’s next director of transfer education; a colleague from Pacific Lutheran University, who currently leads PROW, will represent the sector. Additionally, a colleague from Saint Martin’s University will represent the sector in planning for an upcoming event focused on dual credit. We are also involved in planning for an upcoming event focused on transfer policy.

**Collaborative/Joint Purchasing Services**

I was in Washington, DC for the Coalition for College Cost Savings (CCCS) Board meeting in November and will have another meeting later this spring. This partnership, together with our access to E&I Cooperative Services and our growing Business Affiliate Program, offers our campuses access to negotiated contracts and other services to help campuses reduce expenses and the chance to benchmark pricing. We will explore options with our CFOs when they gather later this year.
NAICU Washington Update
Higher Education Reauthorization is Getting Serious

MARCH 07, 2019
The Higher Education Act is overdue for reauthorization, and despite a bill that passed the House Education and the Workforce Committee in the last Congress, real traction was never gained.

Now Congress is at it again. This time, in both the House and the Senate, Democrats and Republicans are pledging bi-partisan cooperation.

In the House, the new Democratic Chair of the Education and Labor Committee, Bobby Scott (VA), has met with the Ranking Republican, Virginia Foxx (NC) and come to agreement on a series of five hearings they plan to jointly conduct. The hearings will be:

1. The Cost of College: Student Centered Reforms to Bring Higher Education Within Reach
2. Strengthening Accountability in Higher Education to Better Serve Students and Taxpayers
3. The Cost of Non-Completion: Improving Student Outcomes in Higher Education
4. Engines of Economic Mobility: The Critical Role of Community Colleges, Historically Black Colleges and Universities, and Minority-Serving Institutions in Preparing Students for Success
5. Innovation to Improve Equity: Exploring High-Quality Pathways to a College Degree

While the joint announcement that the House is again embarking on hearings might be read as a slowing of the process, it is worth noting that both Reps. Scott and Foxx have their own fully drafted, comprehensive bills that are ready to be negotiated. This could expedite the process if they decide they truly want to collaborate. Alternatively, Rep. Scott could simply go it alone in the House with his Aim Higher Act from the last Congress.

In the Senate, the chair of the HELP Committee, Lamar Alexander (R-TN), delivered a major education policy speech at the American Enterprise Institute outlining his three priorities for reauthorization: FAFSA Simplification; repayment simplification; and “gainful employment for all” (or eligibility by major for Title IV).
Shortly thereafter, Ranking Member Patty Murray (D-WA) laid out her four priorities at a speech at the Center for American Progress: improving college affordability through a federal-state partnership; holding students accountable for student success (outcomes); expanding access to higher education; and increasing campus safety and protecting students’ civil rights.

Unlike in the House, the Senate will need bi-partisan cooperation for a bill to pass, so it is particularly interesting that key staff for both leaders have indicated that detailed negotiations are happening, as they work through the entire HEA.

The broader political environment will also play a role in the outcome for HEA. It is common political wisdom that the closer Congress gets to a presidential election, the less that gets done legislatively. However, Sen. Alexander has announced his retirement and his desire to finish HEA before his term is over, and Sen. Murray has a long track record of working with him on important education legislation.

In the meantime, with accreditation, student employment outcomes, the Supplemental Educational Opportunity Grants, student loan limits and interest subsidies, campus safety, free speech, free public college, teacher preparation, governance rules for nonprofit colleges, and institutional risk sharing among the issues on the table, private, nonprofit colleges have a tremendous stake in these proceedings.

Contact: Sarah Flanagan

MORE NEWS FROM NAICU

Meredith College President Jo Allen Elected Chair of the NAICU Board of Directors

Former Congressmen Capuano and Goodlatte Receive 2019 Award for Advocacy for Independent Higher Ed

Influential Democrat and Republican Figures: Tales of Student-Debt Are Overblown
ICW 2018-19 Goals, Updated (3/25/2019)

Board Development Committee
- Assess gaps in the composition of the Board of Directors; seek feedback from ICW’s working committees regarding possible gaps in skills/industry/experience/expertise that would be helpful to ICW. *(Partners: Finance and Audit, Public Policy, Fund Development and Visibility Committees)*
  - Completed
- Recruit new Board members with attention to diversity across a range of dimensions industry sector, expertise, age/career stage, race/ethnicity, and gender.
  - In progress
- Survey Board members about value of both the Fall and Spring meetings, their participation, and the value of orientation and mentors.
  - Completed

Finance and Audit Committee
- Achieve a clean audit; file IRS Form 990 and 990-T.
  - Completed
- Leverage Business Affiliate Program participants and offerings of the Coalition College Cost Savings and E&I Cooperative Services. *(Partner: Fund Development Committee)*
  
- Execute lease extension.
  - Completed; lease at 600 Stewart Street extended to June 30, 2021
- Assess cybersecurity risk to ICW’s systems.
  - April work session planned; proposals requested from auditor, technology vendor, and insurance vendor
  
- Convene for professional development and information sharing ICW campus colleagues in the areas of finance, human resources and purchasing.
  - In progress

Public Policy Committee
- Inventory available data/research, identifying key points and areas for exploration.
  - Scheduled for the interim session
- Implement an advocacy plan of action to achieve the legislative priorities set by the ICW Board of Directors; collaborate with public higher education partners on mutual goals; actively participate in the coalitions that share our priorities.
  - Ongoing; coordinating with all sectors through the College Promise Coalition both before and during the legislative session
- Monitor proposed state and federal legislation, advancing or working to mitigate negative effects as appropriate.
  - Ongoing
- Follow NAICU lead on federal issues, keeping the Washington delegation informed of state impact and connecting interested Board members to federal higher education issues.
  - Completed; ICW staff and five member campus presidents have attended both the Fall Leadership Conference in November and the Annual Meeting & Advocacy Day in February; made visits to the offices of every member of the Washington Congressional delegation and to the Washington office of the Governor
  - Ongoing; coordinating regularly with NAICU, especially on
• Establish an ICW Government Affairs Council; convene for professional development and information sharing ICW campus colleagues in the areas of academic affairs, financial aid, institutional research, and registration (through Private Registrars of Washington known as PROW).
  ✓ Completed; established a Government Affairs Council with representatives from each campus
  ✓ Ongoing, holding bi-weekly meetings with the Council and the Public Policy Committee during the legislative session

Fund Development Committee
• Encourage all Board members to contribute to ICW scholarship programs and expand ICW's donor base to achieve total gifts of at least $805,000.
  ✓ Board gifts at 75% of goal and annual contributions are tracking to meet goal
• Leverage ICW meetings as an opportunity to bring together scholarship recipients with donors.
  ✓ Ongoing
• Award the Stanley O. McNaughton Leadership Award to a deserving corporate foundation.
  ✓ Completed
• Steward Bill and Melinda Gates Foundation-funded Washington Student Engagement Networks (WA-SEN) coalition initiative. *(Partner: Public Policy Committee)*
  ✓ Ongoing; invitation for funding to continue to 2021
• Expand campus and student participation in the Matched Student Savings (MS2) program.
  ✓ Completed; grew second cohort to serve 51 students at six campuses (up from 36 students at four campuses)
• Identify and leverage opportunities to involve Board members in strategic donor introductions/visits.
  ✓ As identified; see McNaughton letter to 50-year donor
• Convene for professional development and information sharing ICW campus colleagues in the areas of advancement/development, alumni and parent relations and equity/multicultural relations.
  ✓ Completed, advancement/development
  ✓ In progress, convenings for alumni and parent relations and equity/multicultural relations scheduled

Visibility Committee
• Set a messaging framework informed by the Constituent Communication Survey results and relevant polling data. *(Partners: Fund Development and Public Policy Committees)*
  ✓ Completed; committee reviewed October 2018, expanded and presented January 2019
• Identify and leverage earned and owned media opportunities to advance ICW’s priorities.
  ✓ Ongoing; partnering with the College Promise Coalition on opportunities for op-eds and editorial board meetings
  ✓ Ongoing; cultivating relationship with media outlets *(e.g., Puget Sound Business Journal)*
• Convene for professional development and information sharing ICW campus colleagues in the areas of admissions/enrollment management, communications, marketing and public relations.
  ✓ Completed; joint meeting with Visibility Committee in early planning
  ✓ In progress, planning for admissions/enrollment convening
Federal Student Aid Programs 2018-19

Washington

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<th>Pell Grants:*</th>
<th>Number of Awards</th>
<th>Dollar Amount</th>
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**Campus-Based Programs:**

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<td>FSEOG</td>
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<td>FWS</td>
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**Federal Loan Programs:**

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<th>Total Loan Volume</th>
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<td>Unsubsidized</td>
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<td>Grad Unsubsidized</td>
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</table>

Notes:

* Data for Pell Grants are based on expenditures reported for award year 2017-18 and reflect published Federal Student Aid data as of December 2018.

** Data for FSEOG and FWS are reported by the U.S. Department of Education (DOE) in the Notification of Campus-Based Awards publication. Campus-based dollar amounts are for academic year 2018-19. Because the DOE did not report the number of campus-based awards in 2018-19, the FSEOG and FWS awards shown are for academic year 2017-18. Totals are based on allocations and may differ from actual disbursements.

*** Data for Direct Loans are preliminary for academic year 2017-18 and reflect published Federal Student Aid data as of December 2018. For institutions with branch campuses, information may be included with the main campus, central office, or under the name of the individual campus.

Sources: Data were obtained from the Office of Federal Student Aid, U.S. Department of Education. Analysis by the National Association of Independent Colleges and Universities.

© NAICU
Student Aid Funding
The federal student aid programs work together to help low-income students get into, stay in, and complete college. NAICU supports and appreciates the increases provided in the 2019 student aid funding bills. The increase in the Pell Grant maximum to $6,195, along with strong funding for SEOG, Federal Work Study, TRIO and GEAR UP are critical to ensuring students are ready for college, and supported through completion.

Tax Policy
The Tax Cuts and Jobs Act (TCJA), signed into law in December 2017, contained several new tax hikes on private colleges and universities. They include the elimination of advance bond refunding, the new private college endowment tax and private college salary tax, and a new tax on parking and other transit benefits we provide to our employees. These new taxes should be eliminated. They are punitive, unfair, and do nothing to help our institutions or the students we serve.

The Importance of the Pell Grants and Campus-Based Aid Programs
Pell Grants are rightfully regarded as the cornerstone of federal student aid and we appreciate their strong bipartisan support. The Federal Work-Study and SEOG programs require colleges to match federal student aid funds, so they have “skin in the student aid game.” The SEOG program has served low-income students for nearly half a century. The recently-expired Perkins Loan program should be permanently reauthorized. Eliminating these programs in favor of one grant, one loan would be pennywise and pound foolish, as such an action would terminate institutional “skin in the game” requirements.

Veterans and Service Member Education
The federal investment in educational benefits for veteran and military students has opened educational opportunities for many veterans. Particularly important are the Post-9/11 GI Bill and its “Yellow Ribbon” program. We share Congress’ concern about the inability of the VA to get student veterans their benefits under the “Forever GI Bill” expansions. Colleges are being as flexible as possible regarding the delay in payments, and are committed to continuing to offer a supportive campus environment for veterans.

Federal Student Loans
Federal student loans are a critical access tool for millions of Americans. While most students have manageable debt and repay their loans, it is still a concern. 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. While we support reasonable federal loan limits for borrowers, we do not support a dramatic lowering of loan limits for parents and graduate students, which would force many to turn to the private market for loans for which they may not qualify.

Institutional Risk Sharing
At private, nonprofit colleges, 67% of all aid for students comes from a college’s own resources. However, there is the perception among some elected officials that colleges and universities do not have enough “skin in the game” when it comes to educating students. Several different proposals have been floated to require additional institutional risk-sharing. Such measures could add significantly to the financial risk for institutions, affect their financial ratings and ratios, and drive up tuition. Colleges already have significant “skin in the game” with low-income students and will continue to heavily invest in their students.

Title IV Eligibility by Major
Historically, Title IV eligibility has been available institution-wide to colleges that meet appropriate federal, state, and accreditation requirements. The proposal to base federal student aid eligibility on a major-by-major basis as determined by former students’ repayment rates is misguided. This federal intrusion into academic decision making would create massive amounts of red tape, potentially shut off certain majors to students from low- or middle-income families, and stifle the development of new majors. Private, nonprofit colleges are deeply committed to ensuring students have the opportunity to choose the major that best fits their needs regardless of their wealth.

Accreditation
The core function of accreditation is ensuring the quality of American higher education, while allowing its diversity. We are concerned that accreditation is losing its independence and becoming an agent of federal compliance. Quality and diversity are accomplished through the peer-review process, and by an institution’s autonomy to establish its own mission and academic standards.
Free Public College
Federal funding to waive four-year public college tuition will not result in college for all. We strongly support keeping the federal higher education investment targeted on low- and middle-income students, wherever they choose to attend college, and not on one sector of institutions. Private, nonprofit colleges enroll the same percentage of Pell Grant students as public colleges and are a key part of ensuring opportunity and choice in American higher education.

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

Deferred Action for Childhood Arrivals (DACA)
While the program officially ended on March 5, 2018, court rulings have kept it temporarily in place. The turmoil has led many DACA students to be understandably nervous about their future status. Congress should take bi-partisan legislative action to protect DACA enrollees.

Deregulation
Regulation and oversight in higher education is important to assuring accountability for federal dollars. However, we encourage the elimination of higher education regulations that are stifling innovation or not serving their intended purpose. Congress should decide what is critical to federal oversight, taxpayers, and higher education consumers, and then limit reporting and related regulatory requirements to those areas.

Award and 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.

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

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

March 8, 2019

To: ICW Board of Directors

From: ICW Public Policy Committee:
Shelly O'Quinn, Chair; CEO, Innovia Foundation
Kevin Bouchey, President/Owner of SKD Farms, former Yakima County Commissioner
Gordon Clark, Director of After Sales, Kenworth Truck Co.
Kris Johnson, President & CEO, Association of Washington Business
Dan Martin, President, Seattle Pacific University
Thayne McCulloh, President, Gonzaga University
Ian Metz, Manager of Program Management, X-Ray, Amazon Video
Lyle Quasim, Trustee, University of Puget Sound
Steve Smith, Executive Director, Black Education Strategy Roundtable

Campus Representative: Nick Glancy, Assistant Vice President for Risk Management and University Counsel, Seattle Pacific University

ICW Committee Staff: Devon Crouch, Assistant Director of Government Relations and Communications

This memorandum summarizes the developments tracked by the Public Policy Committee since the Board’s October meeting. The Committee has met biweekly since the start of the 2019 Legislative Session, and opened its standing conference calls to designated campus staff who are liaisons to the association’s Government Affairs Council. These campus-based colleagues serve as points of contact to help staff navigate their respective campuses, helping us determine who will be the best resource for specific queries, and to be a general resource on issues related to legislative advocacy and government relations at the state and federal level.

Grassroots, Grass tops Outreach

Legislative Meetings – To date, five presidents and two elected board members have met with 43 legislators and legislative staff members in Olympia. The conversations have focused on the value that our institutions add the state and the opportunities we provide in areas of high demand. By the end of March, another three presidents and two other Board members will have attended meetings with legislators. Additionally, ICW staff participated in the College Promise
Coalition Day in Olympia and visited with lawmakers and the Lieutenant Governor about the importance of investments in education and training after high school, funding the State Need Grant and more.

E-advocacy – The association has launched grassroots email campaigns to connect students to legislators to urge support for 2SSB 5393/HB 1340, creating the Washington College Promise Scholarship. Two action alerts calling students and others to contact their legislators generated 157 emails to 54 legislators, and the Governor. We will continue to use our calls to action when appropriate through the remainder of the session.

Student Engagement Day in Olympia – As part of our work through the Washington Student Engagement Networks (our Gates Foundation funded grant work), we have helped plan and organize a Student Engagement Day in Olympia to advocate for increased access to higher education fully funding the State Need Grant. The original planned date was cancelled due to snow and we rescheduled for March 24-25. We hosted 60 students. As of this writing, 61 students from public, private, 4-year, and 2-year colleges have signed up for the two-day advocacy event and we have arranged meetings with 37 legislators. Students will share their State Need Grant stories and urge for increased financial support for the grant.

Student Testimony – This session we have arranged for a Saint Martin’s University student to testify before the higher education committees in support of legislation to fully fund the State Need Grant and create a Washington College Promise Scholarship.

Coordination with Higher Education Stakeholders – The association staff coordinates on weekly conference calls with other higher education groups including Council of Presidents, State Board of Community and Technical Colleges, College Success Foundation, and the Washington Student Achievement Council through the College Promise Coalition and other efforts.

Legislative Session

Bills of Interest – ICW monitors and flags bills of interest during the legislative session so that we may be informed on their content and track their progress through the legislature, intervening when necessary. We reach out to campus partners when needed and discuss pending legislation and lobbying strategy on our bi-weekly Public Policy Committee and Government Affairs Council conference calls.

- **HB 1340, SB 5393** - Establishing a statewide free college program by changing the state need grant to the Washington College Promise Scholarship. This significant legislation would provide predictable, stable funding for low-income students.
- **HB 1084, SB 5875** - Concerning unfair practices involving compensation of athletes in higher education.
  - This legislation would allow students to receive compensation for services provided, including payment for the use of the student's name, image, or likeness, and be represented by an agent for any purpose. It would make the
effective date of the act contingent on states representing at least 15 percent of the U.S. population enacting similar legislation prohibiting a college athletic association from denying a student athlete eligibility as a result of receiving compensation.

- ICW testified in front of the Higher Education and Workforce Development Committee with concerns about this bill along with the public baccalaureate universities.

- **HB 1336, SB 5327** – Would expand career connected learning opportunities in conjunction with the Governor’s Career Connect Washington initiative.

- **HB 1696** – Would prohibit an employer from seeking the wage or salary history of an applicant or requiring that the wage or salary history meet certain criteria, with some exceptions, and would require an employer to provide the wage scale or salary range for the job title to an employee both upon hire and annually, and upon request.

- **HB 1854, SB 5376** – Would establish consumer rights with regard to processing of personal information and make a violation of the act enforceable by the Attorney General under the Consumer Protection Act and subject to civil penalties.

- **HB 1998** – Would create a task force on sexual violence at institutions of higher education. Under the legislation, ICW would have one representative on the task force and ICW has asked the campus partners for volunteers. (On a related note, last fall, member campus presidents each signed a joint statement affirming their commitment to the safety of students, faculty, and staff relating to campus sexual harassment and violence, along with the Council of Presidents and the State Board of Community and Technical Colleges.)

- **SB 5538** - Concerning free speech at institutions of higher education. Staff met with the prime sponsor and Saint Martin’s University president Roy Heynderickx testified before the Senate Higher Education & Workforce Committee to express our deep concerns with the proposal. Because of our efforts, the version that passed out of committee was an amended to exclude private higher education institutions.

- **SB 5960** – Would require all postsecondary institutions that receive state financial aid to submit student level data to the Education Data Center.

- **SB 5774** – Would create an income share agreement pilot program.

**Key Milestones** – As we enter the period of the legislative session where the focus shifts to the state budget, the Economic and Revenue Forecast Council reports that Major General Fund-State (GF-S) revenue collections for the January 11 - February 10, 2019 collection period came in $27.5 million (1.5%) above the November forecast. Cumulatively, collections are now $153.6 million (2.9%) above the November forecast.

A number of milestones remain in the session:

- April 3 – Policy Committee Cutoff – Opposite House
- April 9 – Fiscal Committee Cutoff – Opposite House
- April 17 – Opposite House Cutoff
- April 28 – Last day of session
Regulatory Issues

Independent Colleges of Washington monitors the state register for developing regulatory issues that may affect the institutions including in their role as employers. We have been monitoring the rulemaking process around both overtime pay and paid family and medical leave.

Regarding the status for overtime, the state of Washington’s overtime pay exemption threshold could be set at two times or two-and-a-half times the state minimum wage beginning January 1, 2020, under a proposed rule. This effectively means the salary exemption threshold for overtime pay will be either $56,160 or $70,200 per year. Working with volunteers from member campuses, we submitted a comment letter, and we expect further information from Department of Labor & Industries shortly.

Action Items/Next Steps

- Attend Board Olympia visit – On day two of the Board Meeting (April 2) we will be going to the capitol for morning meetings with legislators. Board members will be grouped and meetings will be arranged by ICW staff.
- Remain responsive to targeted requests as the session nears the end and budget negotiations progress. We may call on help from Board members, students, and college partners during this critical time.
- Commit to Interim “homework” – ICW will pair Board members with legislators and ask that they arrange a meeting during the interim. The Committee will be asking that Board members reach out to designated legislators over the interim to engage them. Each Board member will be asked to mail a pre-stamped postcard to a specific legislator or two, and to invite him or her to coffee or lunch to discuss ICW colleges’ role in the higher education landscape in Washington.
- Help us Board postcard mailing – ICW will provide postcards for each Board member to mail to their assigned legislator(s).
December 27, 2018

Elizabeth Smith
Deputy Director
Washington State Department of Labor & Industries
7273 Linderson Way SW
Tumwater, WA 98501

Sent via e-mail to EAPRules@LnI.wa.gov

RE: Proposed revisions to the executive, administrative, and professional exemptions in Washington’s Minimum Wage Act; EAP Pre-Draft Proposed Rule Language (2nd Version)

Dear Ms. Smith:

On behalf of Independent Colleges of Washington (ICW) and our member campuses, 10 private, not-for-profit, liberal arts-based colleges and universities in the state of Washington, I write to share reactions to the latest pre-draft proposal to align the state and federal job duties tests and increase the salary threshold to between two and 2.5 times minimum wage starting January 1, 2020 for executive, administrative, and professional (EAP) workers in the state of Washington.

About Independent Higher Education in Washington State

ICW member campuses are pleased to enroll thousands of Washington residents, and proud of a private–public partnership that delivers results for the state. Together, Washington’s 10 private, not-for-profit colleges award 21% of the bachelor’s and graduate degrees earned in the state. Our service to the state extends to critical fields such as nursing, education, computer science and engineering. Importantly, our graduates are prepared for more than their first job, imbued with a love of learning for a lifetime of careers and a passion for service to their communities.

If considered together, ICW member campuses would be a top-20 private sector employer in the state of Washington; together we employ more than 8,000 individuals. Our jobs are good jobs, with wages and benefits that bring value to our faculty, staff and administrators and the neighborhoods, regions and cities we call home. When we are able to enroll Washington residents, we are able to retain our campus workforce—and by educating students, we are cultivating the talent that Washington businesses need.

Overall Recommendations

We appreciate the invitation to share feedback on the proposed changes and ask for particular consideration of the effect these proposals will have on nonprofits generally and higher
education institutions in particular. While the proposals represents an important and well-intentioned initiative to update our state’s overtime rules, it is our concern that this significant change in labor law could reduce productivity and decrease morale on college campuses, burden students with increased costs, and stymie college innovation. Ultimately, the associated higher costs of doing business could reduce the ability of not-for-profit colleges and universities to accomplish their missions and increase the cost of higher education in Washington, leading students to choose to attend college outside of Washington.

To prevent confusion, it is our hope that the Washington Department of Labor & Industries will wait until the federal government addresses the salary thresholds under the Fair Labor Standards Act so guidance and requirements across levels of government are uniform. The Department is recommending that the state and federal job duties tests, which are used to determine if an employee who is salaried is exempt from overtime, be aligned. Alignment for the salary levels also would be clearer and more efficient.

Similarly, if the Department is willing to consider whether the higher salary threshold should be phased in based on employer size or geographic location, then we suggest employer type (non-profit vs. for-profit or government) and industry also should be considered.

If the Department decides to move forward on its own, we believe that it would be most helpful to plan a longer lead time for any shift in the duties test or the salary threshold, preferably July 1, 2020 or later. Each ICW member campus depends largely upon tuition revenue to fund operating expenses, and decisions about budgets and tuition rates for any new academic year are established in the prior one. For example, campuses are already planning for the 2019-20 academic year.

Additionally, if the Department sets a new salary threshold, we suggest it be a fixed amount and not be tied to the state minimum wage. As described in this letter, the anticipated administrative and financial costs of the proposed revisions are already expected to have a significant impact on our colleges and other nonprofits, and automatic annual increases to the salary threshold will extend that impact every year. Further, budgeting for such adjustments will become more difficult after 2020 because the amount of such adjustments are not known far in advance and will be set by the Department using a formula tied to the rate of inflation.

Regardless of the amount set for the salary threshold, we also recommend that the threshold be pro-rated for part-time employees. This seems consistent with the objective of the proposed rules and would make the impact more manageable for employers.

**Considerations Specific to Higher Education**

*Unique Nature of Colleges and Universities* – The structure of higher education is inherently different from other industries. The rhythm of campuses and of each area of work on campus is cyclical; busy seasons are followed by quieter seasons and revenue occurs two or three times per year. Currently exempt full-time employees who earn less than $70,200 annually (2.5 times
the 2020 state minimum wage, annualized based on a 40-hour work week) are in tune with this ebb and flow and generally work an average of 40 hours per week overall. Forcing strict overtime accounting could erode this organic “seasonal” culture and disrupt the deeply established equity, sense of community, and mutual respect among employees on campus. In particular, positions that typically are extremely busy in some seasons but less busy in others, that are regularly “on call,” or that have irregular hours from week to week could create new administrative challenges for universities and result in fluctuating compensation for employees throughout the year. At campuses across the state, hundreds of employees would become nonexempt at the 2x and 2.5x minimum wage levels.

While the intent of the proposed changes is to protect lower paid employees by making them eligible for overtime, colleges and universities typically do not authorize overtime except in the case of unusual circumstances. For this reason, we fear that the shift will be viewed as taking away from the affected employees, who will feel they are losing their status as exempt employees. Also, many will receive less paid vacation as that benefit is typically tiered in higher education (e.g., exempt staff may start with four weeks while non-exempt staff are hired with two weeks of vacation leave time, which then increases with years of service).

**Anticipated Material Effects** – The anticipated cost of compliance with the recommendations as proposed go beyond increases in wages, adding administrative burden and expense for tracking and reporting. Additional costs would come from the investment that will be needed to educate employees about the changes.

Ultimately, our concern is that students will bear the burden of changes recommended. Students are the primary revenue source for private, not-for-profit universities, which is why colleges work mightily to keep all costs down, especially non-student service costs. Resources are prioritized toward the primary enterprise of teaching students. Estimates calculated during recent discussions of changes at the federal level—changes that were to a lower salary level than is currently under discussion—suggested that increased salaries and/or regulatory oversight of overtime accounting systems on campuses could increase tuition by $1,000 per student.

**Unintended Consequences** – Innovation, the cornerstone of higher education, may suffer as resources need to be redirected to compliance with new overtime requirements. Colleges cannot easily absorb a large and rapid increase in labor and administrative costs. The likely consequences of the proposed changes would be a reduction in staff, a reduction in student services, altered or discontinued programming, an increase in student costs, or all of the above. Increasing administrative structure can inhibit each college’s ability to innovate. When empowered and supported, staff and faculty together can truly innovate – and bring forward creative, proactive collaborative solutions to their community’s changing economic and social needs.

***
Thank you for this opportunity to comment on the proposed rules. Independent Colleges of Washington and its member campuses will be pleased to continue to be engaged in the rulemaking process as it continues.

Sincerely,

[Signature]

Terri Standish-Kuon
President and CEO
November 2018

Our country is currently in the midst of difficult but important conversations about sexual harassment and violence. As leaders of Washington's 50 major public and private, not-for-profit colleges and universities, we reaffirm our commitment to the safety of our students, faculty, and staff and to creating an inclusive educational environment where every student has the opportunity to be successful.

Students cannot benefit from, and faculty and staff cannot deliver, high-quality education if their personal safety and well-being are being violated. Therefore, together we will continue to prioritize sexual harassment and sexual violence prevention and response efforts on our campuses. This includes assessing our community members to gauge the prevalence of sexual harassment and assault on campuses, as well as their knowledge of available resources; improving collaboration on campus sexual violence issues among institutions of higher education and between institutions of higher education and law enforcement; regularly reviewing and updating our individual conduct codes and adjudication processes; providing training about sex and gender-based harassment and violence and trauma-informed response information; and taking into account relevant due and fair process considerations for members of our campus communities while learning from our colleagues who are addressing these issues through student- and administrative-led activities.

The result of these efforts, as well as greater societal attention to this issue, has been an increase in the number of individuals—students and employees—who report having been victimized. We must continue to foster a climate where all individuals feel safe seeking assistance, and can expect a fair and equitable response to their concerns.

We know there remains more work to do. Investigation and prevention efforts are resource-intensive and require on-going training; our campus needs vary by institution. We continue to learn from each other about what efforts are most effective so that we can offer cost-effective, evidence-based services and programs, and we remain committed to fair, equitable and timely investigations when complaints are received.

Colleges and universities are places of learning and discovery that lead to the promotion and advancement of knowledge that benefits us all. It remains our goal to create a safe learning environment for everyone in our communities.
Sincerely,

President James Gaudino  
Central Washington University

President Mary Cullinan  
Eastern Washington University

President George Bridges  
The Evergreen State College

President Ana Mari Cauce  
University of Washington

President Kirk Schulz  
Washington State University

President Sabah Randhawa  
Western Washington University

President Thayne M. McCulloh  
Gonzaga University

President Andrew C. Sund  
Heritage University

Acting President Allan Belton  
Pacific Lutheran University

President Roy F. Heynderickx  
Saint Martin's University

President Daniel J. Martin  
Seattle Pacific University

President Stephen V. Sundborg, S.J.  
Seattle University

President Isiaah Crawford  
University of Puget Sound

President John McVay  
Walla Walla University

President Kathleen M. Murray  
Whitman College

President Beck A. Taylor  
Whitworth University

Jan Yoshiwara, Executive Director  
State Board for Community & Technical Colleges

Robert K. Knight, President  
Washington Association of Community & Technical Colleges

THE COUNCIL OF PRESIDENTS • INDEPENDENT COLLEGES OF WASHINGTON • STATE BOARD FOR COMMUNITY & TECHNICAL COLLEGES
MEMORANDUM

February 28, 2019

To: ICW Board of Directors

From: ICW Fund Development Committee

John McVay, Chair; President, Walla Walla University
Betsy Cowles, Chairman, Cowles Company
Jennifer Divine, Partner, Miller Nash Graham & Dunn LLP
Kenneth Goodchild, Emeritus
Shaunta Hyde, Managing Director, Community Relations, Alaska Airlines
Julie Prince, CLU, Wealth Mgmt. Advisor, Northwest Mutual Financial Network
Laura Rehrmann, Retired President, Group Health Foundation
Nikisha Reyes-Grange, Principal Consultant, akaNRG Strategy
Stephen V. Sundborg, S.J., President, Seattle University
Randy Tinseth, Vice President, Marketing, Boeing Commercial Airlines

Campus Representative: Cecelia Loveless, VP, Institutional Advancement, Saint Martin’s
ICW Committee Staff: Kris Gonzales, Vice President

This memorandum summarizes the discussions of the Fund Development Committee’s meeting on February 25, 2019.

**Year-to-Date 2018-19 Progress and Dashboard**

The Committee reviewed the annual Fund Development goals. Progress to date:

- Encourage all Board members to contribute to ICW scholarship programs and expand ICW’s donor base to achieve total gifts of at least $805,000. *Board gifts and pledges are at 75% of goal and annual contributions are tracking to meet goal. See attached dashboard for year-to-date progress and FY2018-19 projections.*
- Leverage ICW meetings as an opportunity to bring together scholarship recipients with donors. *The fall Board meeting at Heritage University brought three students together with a number of donors and legislators. We anticipate a healthy student to donor to legislator ratio at Saint Martin’s.*
- Award the Stanley O. McNaughton Leadership Award to a deserving corporate foundation. *Nordstrom is this year’s corporate honoree. See attached award letter.*
- Steward Bill & Melinda Gates Foundation-funded Washington Student Engagement Networks (WA-SEN) coalition initiative. *(Partner: Public Policy Committee)* *ICW recently*
received an invitation to apply for a 2-year grant to continue this work through 2021. The FY2018-19 projection table on the first page of the dashboard includes the estimated grant amount for 2019-20.

- Expand campus and student participation in the Matched Student Savings (MS2) program. There are 6 ICW campuses and 51 student seats available for the 2019 second cohort.
- Identify and leverage opportunities to involve Board members in strategic donor introductions/visits. As identified.
- Convene for professional development and information sharing ICW campus colleagues in the areas of advancement/development, alumni and parent relations and equity/multicultural relations. A Burlington Forum (VP of Advancement) conference call was held on 1/28/19. Parent Relations, Alumni Director, and Diversity, Equity, and Inclusion (DEI) meetings will be held in June 2019.

The Committee reviewed year-to-date fundraising totals and programs for FY 2018-19. See the Fund Development dashboard for further details.

**Key Program Updates**

The Chair shared ICW’s work with the College Promise Coalition and its connection to the Bill & Melinda Gates Foundation funded student initiative ICW is currently leading. As a reminder, the Coalition brings together dozens of organizations and individuals, including Washington’s public and private four- and two-year colleges and universities; students, families, faculty, alumni, education advocates, and leaders in business and labor. The Coalition works together to expand opportunities for education and training beyond high school so students can succeed regardless of their circumstances.

The ICW led student initiative Washington Student Engagement Networks (WA-SEN) works in collaboration with the Coalition to mobilize the strength of a collective student voice from 2-year and 4-year public and private colleges and to educate policymakers about the importance of supporting higher education for all Washingtonians. See the Fund Development dashboard for progress to date. The first grant wraps up in June 2019.

This initiative has garnered a number of high-profile opportunities for ICW and member campus representatives to attend government, legislator, and business and labor meetings including the January 11, 2019 launch of Governor Inslee’s Higher Education Budget and College Promise proposal (formerly State Need Grant). This fund development effort works in concert with the ICW Public Policy Committee and the ICW Visibility Committee.

The Committee reviewed the results and progress of the ICW Matched Student Savings (MS2) program. The first cohort of 36 savers is wrapping up in the form of scholarship distributions to participating campuses and students achieving their savings goal’s. The second cohort includes two additional campuses: Whitworth University and Whitman College. There are 51 seats
available in the second cohort or the equivalent of $153,000 in matching scholarships and
$25,500 in student savings toward educational expenses. ICW is currently raising funds for the
third cohort.

**Stanley O. McNaughton Leadership Award: Nordstrom**

The Chair shared the award letter (attached) sent to Nordstrom and signed by all 10 campus
presidents, discussed correspondence received by Nordstrom, the company’s appreciation of
the recognition, and the untimely passing of Blake Nordstrom. Unfortunately, other
commitments preclude Nordstrom from being represented at the April board meeting to
formally accept the award.

**Action Items/Next Steps**

- At the suggestion and counsel of the Fund Development Committee, ICW will calendar
  and execute a social media campaign to recognize Nordstrom as the 2019 Stanley O.
  McNaughton Leadership Award recipient. To properly recognize Nordstrom and
  **Nordstrom Cares for 50 years** of scholarship support to independent colleges in
  Washington, this weeklong campaign will launch a few days prior to the board meeting
  and wrap up a few days following.
ICW Fund Development Dashboard
2018-19 YTD

Total Gifts (Cash, In-Kind)
$417,792

Gift Income vs Goal

Contributions by Type: 2017-18

Contributions by Type: 2018-19 YTD

<table>
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<tr>
<th>2017-18 Final</th>
<th>2017-18 LYTD</th>
<th>2018-19 YTD</th>
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<tbody>
<tr>
<td>$1,082,000</td>
<td>$614,186</td>
<td>$417,792</td>
</tr>
</tbody>
</table>

| Board of Directors | $46,000 | $28,700 | $34,900 |
| Other Individuals  | $36,000 | $3,300  | $6,800  |
| Foundations        | $302,000 | $181,720 | $146,432 |
| Corporations       | $463,000 | $165,466 | $229,660 |
| Coalition          | $235,000 | $235,000 | $0      |

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<th>FY 2018-19 Projected</th>
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<td>Coalition</td>
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ICW Fund Development Dashboard (cont.)
2018-19 YTD

2nd Cohort Matched Savings Enrollment

Heritage University, Pacific Lutheran University, Saint Martin’s University, Seattle Pacific University, Whitman College, Whitworth University

Matched Savings Scholarship (MS2)
1st cohort seats: 36

1st Cohort Distribution

2nd Cohort Funds

Rollover + Net Balance:
$516,122 - $108,000 - $153,000 = $258,122

Version as of: Feb 22, 2019
STUDENT ENGAGEMENT

150 students; 40 student leads; 13 core liaisons

Students by Sector

- Private NPO: 30%
- CTC: 35%
- Public: 35%

Online Activity
- 566 Facebook Users
- 43 Twitter Followers
- 433 YouTube Views
- 240 Monthly Visitors to wa-sen.org

Colleges Represented (see Appendix for Detail)

Advancing equity, higher education attainment, and robust financial aid, by elevating the diverse voices of Washington's students!

WA-SEN in 2018
- 918 Legislative and Student Engagements
- 30 Washington Colleges Represented
- 43 Student-led Meetings with Legislators

Snapshot as of August 2018

Dashboard Date: January 2019
EMAIL CAMPAIGNS
3,158 Emails Sent to Students and Legislators
43% Open Rate

PRINT CAMPAIGNS
129 Postcards
150 Posters
130 Advocacy Toolkits
250 Training Packets

Legislators Engaged by Party

Engaged Legislators are comparable in proportion to the overall 66th Legislature (54% Democrat, 46% Republican)

Dashboard Date: January 2019
### Appendix

#### Colleges Represented to Date:

<table>
<thead>
<tr>
<th>College</th>
<th>Legislative Districts Engaged</th>
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<td>Clark College</td>
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<td>Eastern Washington University</td>
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<td>Whitman University</td>
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#### Legislative Districts Engaged:

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**Boldface = Higher Education Committees**

* We began collecting student zip codes starting September 2018.
January 23, 2019

Mrs. Anne Nordstrom Gittinger  
Nordstrom Cares  
1617 6th Avenue, Suite 500  
Seattle, WA 98101-1742

Dear Mrs. Nordstrom Gittinger,

On behalf of the 10 not-for-profit, liberal arts-based colleges and universities in Washington, it is with great pleasure we write to share that the Independent Colleges of Washington (ICW) Board of Directors has unanimously voted to recognize Nordstrom and its five decades of scholarship support with the Stanley O. McNaughton Leadership Award.

This honor is the association’s highest leadership award and signals the recipient’s unwavering commitment to community, service excellence, and quality. All qualities synonymous with the Nordstrom name.

This recognition is not only fitting but also timely as this year marks the 50th anniversary of Nordstrom support to college students on each of our campuses!

Created in 1999, this award is named in honor of visionary director Stanley O. McNaughton, a founder of Independent Colleges of Washington, and awarded once a year to recognize companies, legislators, and leaders that have demonstrated commitment to Washington’s independent colleges and universities. McNaughton was a consummate leader in the community and dedicated to preparing students for meaningful lives and careers.

At the request of the full Board, we extend invitation to present this award to you during our spring Board of Directors luncheon on Monday, April 1, 2019.

Through Nordstrom Cares, the Nordstrom company has supported a quality education at ICW colleges and universities with annual grants
benefiting the *Leaders for Tomorrow Scholarship Fund*—allowing our campuses the flexibility to apply this much-needed financial aid to students where it is needed most.

The ICW office will follow up with your office to see if you have any immediate questions. Until then, we look forward to honoring you in April, and recognizing Nordstrom with our highest award.

**Congratulations!**

Thayne M. McCulloh
Gonzaga University

Andrew Sund
Heritage University

Allan Belton
Pacific Lutheran University

Roy F. Heynderickx
Saint Martin’s University

Daniel J. Martin
Seattle Pacific University

Stephen V. Sundborg, S.J.
Seattle University

Isiaah Crawford
University of Puget Sound

John McVay
Walla Walla University

Kathleen Murray
Whitman College

Beck A. Taylor
Whitworth University
Visibility Committee
MEMORANDUM

March 6, 2019

To: ICW Board of Directors

From: ICW Visibility Committee

Dina Fifadra, Chair; Senior Manager, Amazon Canada Marketplace
Liz Gorman, Senior Partner, Gorman Coale
Carolyn Kelly, Retired President & CEO, The Seattle Times
Kathy Murray, President, Whitman College
Parker Phend, Project Management Consultant, SunSpear Games
Ben Phillips, Senior Software Developer, Ripl
Kimerly Rorschach, Director & CEO, Seattle Art Museum
Lorrie Scott, Vice President, General Counsel & Corporate Secretary, Potlatch Corporation
Jamilia Sherls, Director of Health Equity & Community Benefit, MultiCare Health System
Andrew Sund, President, Heritage University

Campus Representative: Nancy Hines, Director, University Communications, Whitworth University

ICW Committee Staff: Allan Atienzo, Communications and Executive Assistant

This memorandum summarizes the discussions of the Visibility Committee’s meeting on February 22, 2019.

Roll-Out of the Messaging Framework

The Committee discussed the roll-out of ICW’s newly implemented messaging framework, which centers on six themes: #ServingWashington, #DeliveringValue, #CultivatingTalent, #ChampioningDiversity, #PoweringEconomies, and #CompletingDegrees. The framework matches messages to target audiences via appropriate channels. Committee members agreed that the themes help to answer the question, “Why do the independent (private, not-for-profit) colleges of Washington matter?”
The Committee explored how the effectiveness of the messaging framework will be measured, and discussed a work-in-progress Visibility Dashboard to track and provide insight into visibility strengths and areas of opportunity for growth with three areas of focus:

- Face-to-face engagement via service on state and national boards, public presentations and talks, legislative visits, and other meetings.
- Media exposure
- Engagement on ICW social platforms

Staff will provide a draft dashboard for discussion at the Committee’s April meeting.

**Social Media Samples**

The Committee reviewed examples of themes in published tweets and discussed the strategy behind their use. Staff explained that original content is typically event-based, such as photo opportunities with students, ICW presidents, board members, and policymakers. To cultivate stronger engagement among the member campuses, ICW staff monitors social media streams from member campuses and then retweets content in alignment with the themes. Retweeted content is supported with a “quote”, or an addition, to their tweet to amplify the original message. The Committee’s campus representative commended this approach.

**ICW Collateral**

The Committee reviewed the new ICW collateral, including policy-and donor-focused infographics, the winter and spring postcard as part of an ongoing series, and the “License to Succeed” cards. Each postcard has its own trackable call-to-action and a strategic message that relates one or more core themes to annual academic events and the seasons.

**Media Relations**

The Committee reviewed two published op-eds by four member campus presidents from the Spokane and Walla Walla region. With a goal to strengthen media relations throughout the state, the Committee discussed identifying opportunities in regional markets.

Recent media relations activities:

  - “Investment now crucial for higher education,” March 5, 2019
- Under consideration, Tacoma *News Tribune* – Steve Smith

**Action Items/Next Steps**
• Review proposed Visibility Dashboard to track direct and indirect visibility efforts.
• Continue the development of the association’s Communications Plan.
• Convene the communications, public relations, and marketing campus colleagues and the Visibility Committee for a joint meeting.
• Prepare the third and final postcard of the fiscal year.

There being no further business, the meeting was adjourned.
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<tr>
<th>Themes</th>
<th>Message(s)</th>
<th>Audience(s)</th>
<th>Channels</th>
<th>Social hashtags</th>
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</thead>
<tbody>
<tr>
<td>Serving Washington</td>
<td>With students from each of Washington’s 39 counties and 135 years of history, the Independent Colleges of Washington offer options across the state both on-site or online so students can gain the education and skills that best fit their needs. With state and private support, we have the capacity to help thousands of additional Washington residents in completing degrees, including in the fields of computer science, engineering, health care, and education. In collaboration with public colleges, the Independent Colleges of Washington create high-quality opportunities for students and smooth transfer pathways between sectors in preparing Washington’s future workforce.</td>
<td>Donors, potential donors, policymakers</td>
<td>LinkedIn, Facebook, ICW collateral, publications</td>
<td>#ServingWashington</td>
</tr>
<tr>
<td>Delivering Value</td>
<td>The higher education offered at ICW campuses delivers value to Washington’s competitive workforce and economy, as well as the health and livelihood of graduates. Companies look for the skills a liberal arts education delivers: the ability to work in a team, problem-solving skills, written and verbal communication skills and a strong work ethic. Business leaders and state policymakers agree that a greater number of high school graduates and adults need to pursue higher education to meet the demands of our state’s economy. The Independent Colleges of Washington are an important part of helping the state reach that goal.</td>
<td>Donors, potential donors, policymakers, students, member colleges</td>
<td>Facebook, LinkedIn, Twitter, ICW collateral, publications</td>
<td>#DeliveringValue</td>
</tr>
<tr>
<td>Cultivating Talent</td>
<td>The liberal arts-based experience that our private, not-for-profit colleges offer makes it possible for students to find their best fit academically, developmentally, and socially. We help develop citizens who are prepared to serve and succeed within their communities and beyond. Our graduates are prepared not just for their first job, but over a span of their career. Washington state is projected to have 740,000 job openings by the year 2021 – but only half of adults here have completed training or education beyond high school. A well-trained and educated workforce here at time motivates companies to seek in-state talent. Investing in our students gives them the opportunity to succeed here at home.</td>
<td>Coalition partners, policymakers, students, member colleges</td>
<td>Facebook, LinkedIn, Twitter, ICW collateral, publications</td>
<td>#CultivatingTalent</td>
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<tr>
<td>Championing Diversity</td>
<td>ICW colleges provide high-quality opportunities for students from diverse backgrounds (ethnic, financial, educational, faith, workforce interest, and lifestyle). ICW’s member campuses add diversity to Washington’s higher education landscape, so students can find their “best fit” campus, one that supports them in completing their degree, prepared for a first career and all those that will follow, with a breadth and depth of education to participate in our society. ICW’s 10 member colleges offer options for students, whether they are looking for urban adventure, seek small town charm or thrive amid rural beauty.</td>
<td>Coalition partners, students, member colleges</td>
<td>Facebook, Twitter, ICW collateral, publications</td>
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<tr>
<td>Powering Economies</td>
<td>Students who graduate from ICW colleges are prepared to enter the competitive Washington workforce in many corners of the state and to help power our economy. ICW member campuses are powering economies in many corners of the state, creating jobs and connecting students to jobs in their regions. Taken together, ICW member campuses are a top-20 private sector employer in the state, supporting jobs in communities across the state. ICW’s 10 member colleges award 21% of the baccalaureate and graduate degrees in Washington. Here in Washington state, the 10 liberal arts-based private, not-for-profit colleges and universities work collaboratively as Independent Colleges of Washington (ICW) are successfully graduating students at rates that place us among the top five states in the nation. Our degree productivity is critical as the Washington Roundtable reports that 63% of “career jobs” in Washington (those that pay between $60,000 and $100,000 a year) will be filled by individuals who posses at least a bachelor’s degree.</td>
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A Message from the Independent Colleges of Washington President and CEO

It is a privilege to have joined Independent Colleges of Washington this summer. Some 15,000 miles later, having crisscrossed the state and country to visit our member campuses and dozens of state and federal policymakers, donors, partners, and friends, I am all the more convinced of why and how our 10 private, not-for-profit colleges and universities matter.

Collectively, our campuses bring vibrancy to the life of communities, regions, and the state. And most especially, we educate nearly 40,000 students, helping these individuals develop the skills and build the knowledge they will need to live full, purposeful lives. We give our students a license to succeed, and in doing so, we serve a significant public mission.

All told, we award one in five of the bachelor’s and graduate degrees earned in the state, an essential contribution to Washington’s talent pipeline.

You stand among the greatest champions

In this season of reflection, gratitude and celebration, please know that you stand among the greatest champions and supporters of our students and our campuses, and we are grateful. Thank you!

Wishing you the happiest of holiday seasons!

Check out all the ways the 10 Independent Colleges of Washington are #ServingWashington, #CultivatingTalent, #ChampioningDiversity, #DeliveringValue, and #PoweringEconomies with a focus on #CompletingDegrees

@ICW
2018-2019 Postcard Series: Spring

Independent Colleges of Washington: Serving Washington and Cultivating Talent

A Message from the Independent Colleges of Washington President and CEO

The diversity of Independent Colleges of Washington’s 10 private not-for-profit colleges and universities helps ensure that students can find their “best fit” college. With an eye toward high-demand fields from science to education, our students are #ServingWashington and becoming the leaders who will solve tomorrow’s challenges. Through rigorous coursework and hands-on experiences, our colleges and universities are #CultivatingTalent and preparing students for their first job and a lifetime of success.

In Washington’s fast-changing economy, education beyond high school is essential. Thank you for supporting Independent Colleges of Washington as we educate and empower students for the future.

Come visit to find out why an Independent Colleges of Washington campus may be your “best fit.” Check out this list of open houses: ICWashington.org/VisitSpring2019

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

Independent Colleges of Washington
600 Dewart Street, Suite 600
Seattle, WA 98101
ICWashington.org

Return to Table of Contents
Alondra B. Guzman '21  
Business Administration  
White Swan, WA

Aiden Hunter '19  
Mechanical Engineering  
Onalaska, WA

Azrael Howell '19  
Psychology  
Everett, WA

Yanelli Alcantara Flores '22  
Elementary Education  
Pasco, WA

Alex Gonzalez '19  
Computer Science  
Marysville, WA

April Lopez '19  
Business Administration  
Bridgeport, WA

April Rose M. Nguyen '19  
Political Science and Communication  
Kent, WA

Marie Djemondo Kingombe '22  
Business  
Poulsbo, WA

Anthony Ball '21  
Business  
Blaine, WA

Dorothy Mukasa '19  
Rhetoric Studies  
Everett, WA
Alondra '21 = Business Administration
State Need Grant, College Bound Scholarship, college grants, ICW scholarship, outside scholarships

With my degree in business, I hope to set up a business and help my community grow economically by allowing more people to open up their own businesses.

April '19 = Business Administration
State Need Grant, College Bound Scholarship, Pell Grant, Perkins Loan, work study, college grants, outside scholarships

I grew up in a conservative Mexican household, and I was always taught to work hard and stay humble. I come from a very low-income agricultural community, but despite this, I was given so many opportunities. Not many people know my community, but by obtaining a degree in Business, I can work on giving our community a name, just as it has given me one. Financial aid for higher education must continue or we'll lose amazing potential leaders that can truly change the world. Without it, many students who have the potential to succeed would be at a loss.

Aiden '19 = Mechanical Engineering
State Need Grant, Pell Grant, work study, college grants, outside scholarships, self-help

My goal is to make something that will improve everyone's life. I also will continue to give back to my community through service. As a scholarship recipient, I also plan to create and support a scholarship specifically for students like myself.

Azrael '19 = Psychology
State Need Grant, Pell Grant, Perkins Loan, work study, college grants, outside scholarships, self-help

I am currently seeking my degree in psychology so I can become a holistic psychologist. I chose Seattle University specifically for their vision of educating the whole person.

I am a first-generation college student whose parents immigrated to the U.S. before I was born. After graduation, I hope to help bridge communications and community-relations while advocating for the rights and voices of marginalized or underrepresented populations. I hope that by giving back and creating more opportunities for others, I can show my younger brothers and the younger generation of color that it is possible to do as long as they don't give up and stay determined.

Financial aid allowed me to attend PLU and I honestly wouldn't trade the last four years for the entire world.

Yaneli '22 = Elementary Education
State Need Grant, College Bound Scholarship

I'm Hispanic and was raised by my mother. Growing up we didn't have much but I'm always dreamed of attending college. I played sports and tried to insert myself in many Clubs to help build my resume to help others.

I'm in my first year of college and I hope to attend college and earn my degree. Making it possible for other people is great and I hope it encourages others to keep studying.

Alex '19 = Computer Science
State Need Grant, Perkins Loan, college grants, ICW scholarship, outside scholarships

I will be the first college graduate in my immediate family. My parents didn't go to college and my older brother, who is also attending college.

I received the ICW scholarship and was able to continue my studies after receiving financial aid from the college.

Dorothy '19 = Rhetoric Studies
Government grants, Perkins Loan, work study, college grants, ICW scholarship, outside scholarships

I was raised by single-mother who was able to send me to college. Besides seeking a liberal arts college with small classes, financial aid was a determining factor. Through federal, state and college grants, Whitman was able to meet nearly 100% of my need. My biggest fear going into college was failing college debt and now my fear had greatly diminished. I've been given the opportunity to explore my interests in higher education at a price that my family can afford.

I just want to personally thank you for allowing that to happen for students like me. These grants and scholarships have helped me tremendously.
Education beyond high school is win-win for students, economy

Sun., Jan. 20, 2019

By Michael Conlin, Michael Dunn and Thayne M. Mcculloh and Beck A. Taylor

Eastern Washington is rich with opportunities for a good quality of life, including well-paid careers in a variety of sectors. We are a regional hub for health care and are educating the next generation of health care professionals. We are home to hundreds of manufacturing businesses in aerospace, medical equipment, paper and plastic products, and more. Information technology companies are opening their doors here at an increasing rate, too. These growing industries mean hundreds of well-paying jobs open in our region every year, offering opportunities for health care professionals to construction workers to teachers and engineers.

For our students to be ready for these jobs, many need to continue their education after high school and complete a credential, such as a degree, apprenticeship or certificate in a specific industry. In the near future, about two-thirds of the jobs in our region will be filled with workers who have earned a credential beyond a high school diploma.

Here, we face a critical gap. A new report from Washington STEM and the Spokane STEM Network shows that only about one in three (36 percent) Eastern Washington students graduating from high school earn such a credential by the time they are 26.

The rate of credential attainment is even bleaker for students of color – just 19 percent of our Latinx students in the class of 2015 complete education or training after high school by age 26 – and for students from low-income families, whose completion rate is 24 percent.

This is not nearly enough for our students, or for the future health of our regional economy.

Today, a postsecondary credential is the greatest driver of economic mobility and access to family-wage jobs. Studies show that a credential after high school is one of the strongest indicators of lifetime earnings. Students who do not complete such a credential face a lifetime of limited options.
What’s more, available talent is one of the key indicators for a business to relocate or grow in our region.

To be sure we have ample home-grown talent. One of the best investments we can make as a region is to ensure that our students have the supports they need to pursue education and training that enables them to succeed on career pathways of their choice, ready to support themselves and their families and prepared to serve the region in the years ahead.

*How do we increase the number of our students who are earning credentials and ready to succeed in careers?* As a region – and a state – we must focus on strategies that increase the rate at which students enter programs beyond high school, as well as provide student-centered supports that enable them to complete these programs. These strategies must focus on closing racial, gender and income opportunity gaps.

In his 2019-2021 budget proposal, Gov. Inslee put forward a strong statement of support for these priorities. His budget makes education and training after high school affordable for more Washington students who might not otherwise be able to pursue the career of their dreams. It also creates additional pathways into well-paying jobs, and it supports high-quality faculty and staff.

The College Promise Coalition – in which Gonzaga University, Whitworth University, Eastern Washington University, Washington State University, University of Washington, Community Colleges of Spokane, Greater Spokane Inc. and the Spokane STEM Network are participants – is working collaboratively across sectors and across the state to implement strategies that support students who face barriers to entering and completing postsecondary education.

For example, expanding the pathways into postsecondary opportunities enables more students to pursue credentials. The coalition is working to increase access and reduce financial barriers to programs that encourage students to earn college credit in high school, as well as connect learning to career possibilities.

The coalition also supports critical financial aid programs such as the State Need Grant, College Bound, State Work-Study, and others that reduce the financial barriers that many students face.

The unprecedented partnership among education, business, labor, and community-based organizations seeks to open more diverse pathways for Washington students to pursue the unique opportunities in our state.
The Career Connect Washington plan to expand pathways to great jobs by scaling and growing career-connected learning for students throughout Washington helps achieve that goal. This ambitious plan ensures ALL our students are able to access high quality programs that connect them to the in-demand high potential careers right here in our region and state.

During the coming legislative session, the coalition’s members will be working together to advance and fund policies that support more of our students to get the education and postsecondary training they need to succeed in the many jobs that our local businesses are creating. The education priorities of Gov. Inslee’s budget are a critical first step in this process, and we are excited to build on them.

Enabling more students to achieve credentials after high school is a win for students and their families, and it’s a win for our businesses that are seeking talented and innovative workers.

Michael Conlin is president of United Faculty of Eastern; Michael Dunn is superintendent of NEWESD 101; Thayne M. McCulloh is president of Gonzaga University; and Beck A. Taylor is president of Whitworth University.
When Walla Walla Valley students succeed, our whole region succeeds

Mon., Feb. 4, 2019

Kathy Murray, John McVay, Derek Brandes & Pat Reay Special to the Union-Bulletin

Walla Walla Valley residents know we are fortunate to call such a beautiful place our home. With many cultural and outdoor opportunities, plus growing industries that offer family-wage job opportunities, our area offers a high quality of life.

Individuals who want to build their lives here can look forward to job openings in health care and education, in our booming wine industry, as well as in construction and manufacturing.

To be ready for these jobs, our high school students and interested adults will need to continue their education.

In coming years, about two-thirds of the family-wage jobs in our state will be filled with workers who have a credential beyond a high school diploma, such as a degree, apprenticeship, or certificate in a specific industry.

Knowing this, we noted with concern a recent report from Washington STEM and the Mid-Columbia STEM Network showing that fewer than two in five of our region’s youngest members will earn such a credential by the time they are 26.

The rate of credential attainment falls short even further for students of color — just 23 percent of our Latinx students in the class of 2015 will complete education or training after high school — and for students from low-income families, whose completion rate is 24 percent.

The future health of our regional economy depends upon boosting these rates.

Today, a postsecondary credential is the greatest driver of economic mobility and access to family-wage jobs. Studies show that a credential after high school is one of the strongest indicators of lifetime earnings, and the best investment to guard against a lifetime of limited options.
One of the strongest investments we can make as a community is to ensure that our students have the support they need to pursue education and training that will enable them to prepare for careers.

The College Promise Coalition — of which Whitman College, Walla Walla Community College and Walla Walla University are members — is working collaboratively across sectors and across the state to implement strategies that support students who face barriers to entering and completing postsecondary education.

For example, expanding the pathways into postsecondary opportunities will enable more students to pursue credentials. The Coalition is working to expand access and reduce financial barriers to programs that enable students to earn college credit in high school, as well as connect learning to career possibilities.

The Coalition also supports critical financial aid programs such as the State Need Grant, College Bound, State Work-Study, and others.

We have made progress. Last year, the Legislature increased funding for the State Need Grant by $18.5 million with a path to full funding over four years. In his 2019-2021 budget proposal, Gov. Jay Inslee seeks to accelerate this move toward full and predictable funding for the State Need Grant, with a proposed new name — Washington College Promise Scholarship.

During this legislative session, the Coalition’s members will be working together to advance and fund policies that will support more of our students to pursue the postsecondary training or education they need to succeed.

Kathy Murray is president, Whitman College; John McVay is president, Walla Walla University; Derek Brandes is president, Walla Walla Community College; and Pat Reay is executive director of the Port of Walla Walla.
Editorial: Investment now crucial for higher education

State support for colleges and students has lagged since the recession, threatening vital needs.

Tuesday, March 5, 2019

By The Herald Editorial Board

For several years now, state lawmakers have rightly focused much of their work during legislative sessions to address the shortfall in public school funding, inequities among school districts and the over-reliance on school district levies to pay for basic education.

That effort continues this session with — we hope — increases needed for special education funding and greater flexibility for districts in seeking levy funding for needs beyond basic education. But lawmakers also have work ahead of them to better support the education that is now required for a growing majority after the high school diplomas are handed out each spring.

You know the number by now; employers in the state expect to hire nearly three-quarters of a million workers — 740,000 — during the next five years. Yet, only 1 in 5 of those jobs will be open to those with only a high school diploma. The rest — more than 590,000 jobs — will require some level of post-secondary education, from technical training and certification programs to two- and four-year degrees and beyond. Yet, only 30 percent of current high school students will go on to attain post-secondary credentials or degrees. To reach a level of 70 percent necessary to provide the skilled and educated workers needed for those jobs, a greater investment in post-secondary and higher education is necessary.

State support for higher education — including the state’s public universities and community and technical colleges, as well as for student financial aid that makes post-secondary achievement possible for many — has increased during recent budget sessions. Yet state funding lags below the levels seen before the Great Recession.

In 2008, before the recession, Washington state provided nearly $8,000 toward the education of each full-time college student, according to a 2017 report by the State Higher Education Executive Officers Association. By 2012, the support had dropped to $5,130 per full-time equivalent student, a cut that required students to pay an increasing share of tuition and other costs and forced other cuts across the system.

Since then, the state support has improved, to $6,641 in 2016 and $6,982 in 2017. Yet it remains 12 percent below the 2008 level of funding.
And Washington state has fallen far behind most other states in terms of higher education support; the same report finds Washington state’s per capita support in the bottom third of the nation. And for a state that prides itself on its booming economy and for its high-technology and advanced manufacturing employers, based on personal income, state spending on higher education falls to 10th lowest of the 50 states.

During visits last week with the editorial board, a coalition of higher education representatives — among them WSU Everett Chancellor Dr. Paul Pietre and UW President Ana Mari Cauce — outlined what they saw as higher education’s greatest needs: increased compensation for professors and instructional staff; funding that keeps tuition and other student costs affordable; and greater support for student financial aid, specifically scholarships and grants.

As public school teachers have seen recent increases in pay, their counterparts in high education have not seen similar increases, said Mike VanQuickenborne, president for the American Federation of Teachers local union and a member of Everett Community College’s teaching staff. The disparity in pay now risks a drain of quality professors who can find better compensated work in public schools or in other fields, he said. The loss of top quality faculty, echoed both Pietre and Cauce, could then drive students to attend colleges out of state.

To address the shortfall, the UW, for example, is requesting a 4 percent increase in compensation for faculty and professional staff and has asked that state provide 50 percent of such compensation raises in the future.

State lawmakers also need to address the gap in the scholarship and grant funding provided to low- and middle-income students, one that has only contributed to the growing reliance on student loans that has resulted in a total of $1.56 trillion in debt owed on student loans.

The state’s primary financial aid program, the State Need Grant, currently serves more than 68,500 students. But another 18,000 who qualified under the grant program’s financial and other requirements were denied that support. Of those who applied in Snohomish County’s legislative districts, grants were unavailable to between 22 percent and 28 percent of those who were eligible.

Legislation in the Senate — SB 5393 — seeks to eliminate that gap by renaming the State Need Grant as the Washington Promise Scholarship, supporting the scholarships as an entitlement program that would ensure aid to all who qualify. Support for that program and others, including the Opportunity Scholarship, Passport to College Promise for foster youths and state work study programs would increase access and affordability for students.

When adopted in 1889, the Washington state constitution recognized the importance of education to the future of the state and its residents, establishing “ample provision for the education of all children” as the state’s “paramount duty.”

If our economy is to grow and our citizenry is to thrive as constitutional delegates hoped 130 years ago, that paramount duty can no longer stop at a high school diploma.
Board Development Committee
MEMORANDUM

February 28, 2018

To: Independent Colleges of Washington Board of Directors

From: Independent Colleges of Washington Board Development Committee
       Pat Callans, Chair; Senior VP, Human Resources and Risk Management, Costco Wholesale
       Isiaah Crawford, President, University of Puget Sound
       José E. Gaitán, Managing Member, The Gaitán Group, PLLC
       Terry Jones, Market President-South Sound Commercial Banking, U.S. Bank

This memorandum summarizes the discussions of the Board Development Committee’s meeting on February 18, 2019. In attendance were Pat Callans, Isiaah Crawford, Terry Jones, Terri Standish-Kuon, and Etienne Rios.

Review Results of the Fall 2018 Post-Board Meeting Survey

A survey was sent on October 31, 2018 immediately following the Fall 2018 Board Meeting. The survey was aimed at gathering the opinion of attendees regarding different aspects of the meeting. Follow-up emails were sent on November 5 and November 17. A total of 19 of 36 meeting participants completed the survey.

The survey results were overall positive and expressed appreciation for the presentations by outside parties in the higher education space. The Committee observed that inclusion of the special guests made for a good generative experience for the Board, showing how ICW fits in the larger framework. The Committee related how the speakers found it valuable as well, appreciated the make-up of the group, and came out equally educated.

After characterizing the less-than-full response to the survey as “no news is good news,” the Committee concurred and decided to continue the practice of post-meeting surveys. Additionally, the Committee noted that it would like the annual Board evaluation to be considered as “required.”
Discussion of the Board Nominations Pipeline

The Committee reported that Lyle Quasim has agreed to stay on for an extra year, extending his current 3-year term to a 4-year term and that due to scheduling conflicts, Carolyn Kelly wishes to rotate off the Board for a year and then be considered for the 2024 class.

Reviewing the color-coded illustration of Board member terms, the Committee agreed to seek successors for Elizabeth Cowles, Carolyn Kelly, and Julie Prince. Additionally, as the Board currently has 39 members (excluding emeriti members) but the by-laws permit up to 40, the Committee could seek one more member. Thus, the Committee discussed that Class of 2023 will include three elected members and one institutional member.

The Committee discussed outreach to several nominees to join the Board in June 2019 as part of the Class of 2023.

Changes to Bylaws

The Committee discussed updating the bylaws 4.2 and 4.4 to reflect the Board’s move to four-year terms. This will be brought up at the next board meeting for a vote.

Additionally, the Committee discussed but rejected the possibility of eliminating terms.

Nomination of Next Board Chairperson

Per the bylaws Section 6.1, the Board Development Committee shall nominate the next chair of the board. After consulting with current Board Chair President Beck Taylor and with President John McVay of Walla Walla University, Terri advised the Committee that John is willing to serve. Pat advanced the recommendation that John’s name be put in nomination. Isiaah and Terry immediately endorsed the proposal. Terri will follow up with John regarding the role vice-chair, and will advise him that Terry Jones is willing to continue serving in that capacity. The role of secretary/treasurer is currently filled by Jim Yearby, who took on the role just last year.

Final Remarks

Given the bylaws are silent on certain matters, the Committee agreed it may be worthwhile to look at them and determine if and how we need to update them. The Committee agreed it could be a task during the next year.

Finally, there was a question whether there is a process whereby Board members are allowed to shift committee assignments. The Board Development committee agreed there should be a more deliberate way to allow members to do something different and identify different ways in which they might contribute.
Action Items/Next Steps

- Approve changes to sections 4.2 and 4.4 of the bylaws, regarding the change from three to four classes of members.
- Consider the nomination of the Board’s next Chairperson and the nomination of new Chairs of the Fund Development and Visibility Committees.
- Review the status of nominations of individuals to serve on the Independent Colleges of Washington Board of Directors.

There being no further business, the meeting was adjourned.
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* Bylaws do not specify any minimums around Emeriti members
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<td>Visibility</td>
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<td>Sundborg</td>
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<tr>
<td>Beck A.</td>
<td>Taylor</td>
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<td>Richard E.</td>
<td>Bangerter II</td>
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<td>Finance &amp; Audit</td>
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<td>Emeritus</td>
<td>Fund Development</td>
<td>n/a</td>
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**SUMMARY**

- **Elected**: 24 21 21 18 16 16 15 8
- **Institutional**: 4 4 2 2 2 2 1
- **Ex Officio**: 11 11 11 11 11 11 11 11
- **Emeritus**: 2 2 2 2 2 2 2 2
- **Total (excl. Emeriti)**: 39 36 34 31 29 29 28 20

**RECRUITMENT TARGET**

- **Elected**: 3
- **Institutional**: 1
- **Ex Officio**: 0
- **Emeritus**: 0

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*Bylaws Section 4.5 terms: “...an Elected Director or an Institutional Director may serve for one (1) additional consecutive term if he or she is a member of the Executive and Board Development Committee or is the Chairperson of any other committee of this corporation at the time of expiration of what would otherwise be his or her final term as a member of the Board of Directors.”*
2018-19 ICW Board Committee Assignments

ICW Finance and Audit Committee
Jim Yearby, Chair; Vice President, Human Resources, United Way of King County
Richard Bangerter, Emeritus
Allan Belton, Acting President, Pacific Lutheran University
Roy Heynderickx, President, Saint Martin's University
Rhona Kwiram, Shareholder, Clark Nuber
Tom Thoen, Vice President, Wells Fargo Bank

Sherry Mondou, Vice President of Finance, University of Puget Sound

ICW Public Policy Committee
Shelly O'Quinn, Chair; CEO, Innovia Foundation
Kevin Bouchey, President/Owner of SKD Farms
Gordon Clark, Director of After Sales, Kenworth Truck Co.
Kris Johnson, President & CEO, Association of Washington Business
Dan Martin, President, Seattle Pacific University
Thayne McCulloh, President, Gonzaga University
Ian Metz, Senior Manager, Amazon Video Channels
Lyle Quasim, Trustee, University of Puget Sound
Steve Smith, Executive Director, Black Education Strategy Roundtable

Nick Glancy, Assistant VP for Risk Management, University Counsel, Seattle Pacific University

ICW Fund Development Committee
John McVay, Chair; President, Walla Walla University
Betsy Cowles, Chairman, Cowles Company
Jennifer Divine, Partner, Miller Nash Graham & Dunn LLP
Kenneth Goodchild, Emeritus
Laura Rehrmann, Retired President, Group Health Community Foundation
Shaunta Hyde, Managing Director, Community Relations, Alaska Airlines
Julie Prince, CLU, Wealth Mgmt. Advisor, Northwest Mutual Financial Network
Nikisha Reyes-Grange, Principal Consultant, akaNRG Strategy
Stephen V. Sundborg, S.J., President, Seattle University
Randy Tinseth, Vice President, Marketing, Boeing Commercial Airlines
Cecelia Loveless, VP of Institutional Advancement, Saint Martin’s University

ICW Visibility Committee
Dina Fifadra, Chair; Senior Manager, Amazon Canada Marketplace
Liz Gorman, Senior Partner, Gorman Coale
Carolyn Kelly, Retired President & CEO, The Seattle Times
Kathy Murray, President, Whitman College
Parker Phend, Project Management Consultant, SunSpear Games
Ben Phillips, Senior Software Developer, Rippl
Kimerly Rorschach, Director & CEO, Seattle Art Museum
Lorrie Scott, Vice President, General Counsel & Corporate Secretary, Potlach Corporation
Jamilia Sherls, Director of Health Equity & Community Benefit, MultiCare Health System
Andrew Sund, President, Heritage University

Nancy Hines, Director of University Communications, Whitworth University

ICW Board Development Committee
Pat Callans, Chair; Senior VP, Human Resources and Risk Management, Costco Wholesale
Isiaah Crawford, President, University of Puget Sound
José E. Gaitán, Managing Member, The Gaitán Group, PLLC
Terry Jones, Retired SVP - South Sound Commercial Banking, U.S. Bank

ICW Executive Committee
Beck Taylor, Chair; President, Whitworth University
Roy Heynderickx, Past Chair; President, Saint Martin’s University
Terry Jones, Vice Chair; Retired SVP - South Sound Commercial Banking, U.S. Bank
Jim Yearby, Secretary/Treasurer; Vice President, Human Resources, United Way of King County
Pat Callans, Senior VP, Human Resources and Risk Management, Costco Wholesale
Dina Fifadra, Senior Manager, Amazon Canada Marketplace
John McVay, President, Walla Walla University
Shelly O’Quinn, CEO, Innovia Foundation
Stephen V. Sundborg, S.J., President, Seattle University
Terri Standish-Kuon, President and CEO, Independent Colleges of Washington
Amended and Restated Bylaws
Independent Colleges of Washington

ARTICLE I
Location
The principal office of this corporation, at which the general business of this corporation shall be transacted and where the records of this corporation shall be kept, shall be at such place within the City of Seattle, Washington, as shall be designated from time to time by duly adopted resolutions of the Board of Directors. Unless otherwise fixed by the Board of Directors, the principal office shall be at 600 Stewart Street, Suite 600, Seattle, Washington 98101.

ARTICLE II
Membership
SECTION 2.1 Non-voting Members. As provided in the Restated Articles of Incorporation, this corporation has no members with voting rights. The following independently controlled colleges and universities are Members of this corporation without voting rights as of the date of adoption of these Amended and Restated Bylaws: 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, and Whitworth University.

SECTION 2.2 Membership. The membership of this corporation shall consist of independent non-profit degree-granting universities and four-year liberal arts colleges headquartered in Washington state, accredited by the Northwest Commission on Colleges and Universities, which are open to all academically prepared persons on equal terms whose membership is approved by the Board of directors. The decision of a majority of the directors shall be final as to the approval or disapproval of new members.

SECTION 2.3 Disqualification of Members. Should any Member lose its accreditation, become the subject of a voluntary or involuntary proceeding in bankruptcy, lose its status as an independent institution, otherwise suspend its operations or be unable to perform the ordinary and usual functions of an independent educational institution or change its fundamental mission such that it no longer satisfies the membership criteria set forth in Section 2.2 hereof (individually a “Disqualifying Event” and collectively “Disqualifying Events”), the Board of Directors shall, after due notice, disqualify such Member from membership in this corporation. Such disqualification shall be deemed effective as of the date the Disqualifying Event occurs or becomes effective and such Member shall not be entitled to any further benefits from this corporation as of such date.

If the Chairperson, President, any member of the Board of Directors of the corporation or any other officer shall become aware that a Disqualifying Event is impending in connection with any Member, he or she shall immediately notify the Board of Directors. The Board of Directors, upon being so notified, shall have the power, in its sole discretion and after due notice, to impose
a three month suspension period upon such Member during which such Member shall not be entitled to membership benefits. If the Disqualifying Event does in fact occur within three months after such action of the Board of Directors, the suspended Member shall be disqualified after due notice. The disqualification shall be deemed to be retroactive to the date of the Board of Directors' action. If such Disqualifying Event does not occur within such three month suspension period, such action of the Board of Directors shall be of no further force and effect and the suspended Member shall be automatically reinstated as a full Member of the corporation as though such action had not occurred and shall be entitled to any benefits withheld from it during such period.

If a disqualified Member furnishes satisfactory proof to the Board of Directors of this corporation that the Disqualifying Event has been dealt with effectively, such Member may be restored to full membership status entitling it again to receive benefits from this corporation, but such restoration shall not operate to entitle such Member to receive any benefits which it would have received in the interim period if such Disqualifying Event had not occurred.

ARTICLE III

Responsibilities of Membership

Each Member shall cooperate with other Members in furnishing such information about its affairs and activities as shall be necessary to effectively carry out the purposes of this corporation. Each Member shall abide by the policies of this corporation.

ARTICLE IV

Board of Directors

SECTION 4.1 Number and Method of Election. The number of members of the Board of Directors of this corporation shall consist of not less than three (3) nor more than forty (40) persons, including the ex officio members of the Board of Directors specified in Section 4.3 hereof (the "Ex Officio Directors."); the members of the Board of Directors elected pursuant to Section 4.2 hereof (the "Elected Directors"); and the members of the Board of Directors elected pursuant to Section 4.4 (the "Institutional Directors.")

SECTION 4.2 Elected Directors. The Elected Directors shall be divided into three-four classes as nearly equal in number as possible, so that the terms of office of approximately one-quarter third (1/4 3) of the Elected Directors shall expire each year. At each annual meeting, the Board of Directors shall elect successors for those Elected Directors whose term of office will expire on June 30 following such annual meeting. Such successors shall be elected from among those individuals nominated for election by the Board Development Committee pursuant to Section 7.2 hereof. No Elected Director shall be an independent college president.

If at any annual meeting the Board of Directors determines to increase the number of Elected Directors of this corporation over the number of Elected Directors of this corporation then holding office, they may do so by electing such additional Elected Directors as they deem advisable, subject to the limitations set forth in Section 4.1. The initial term of each such additional Elected Director shall be determined by the Board of Directors which, in making such determination, shall give primary consideration to making the number of Elected
Directors in each class as nearly equal as practicable. Subject to the limitations prescribed in Section 4.1, the Board of Directors may reduce the number of Elected Directors by refraining from electing a successor to an Elected Director whose term of office will expire on June 30 immediately following such annual meeting.

SECTION 4.3 Ex Officio Directors. The following persons shall be ex officio voting members of the Board of Directors: (1) the President/Chief Executive Officer of this corporation; and (2) the President of each Member of this corporation.

SECTION 4.4 Institutional Directors. This corporation may have no more than five (5) Institutional Directors. The Institutional Directors shall be divided into three-four classes as nearly equal in number as possible, so that the terms of office of approximately one-third quarter \((1/4, 3)\) of the Institutional Directors shall expire each year. An individual is eligible to be elected as an Institutional Director only if, at the time of his or her election as an Institutional Director, he or she is a member of the governing board of an organization whose president is an Ex Officio Director of this corporation pursuant to Section 4.3. At each annual meeting, the Board of Directors shall elect successors for those Institutional Directors whose term of office will expire on June 30 following such annual meeting. Such successors shall be elected from among those individuals nominated for election by the Board Development Committee pursuant to Section 7.2 hereof. No Institutional Director shall be an independent college president.

If at any annual meeting the Board of Directors determines to increase the number of Institutional Directors of this corporation over the number of Institutional Directors of this corporation then holding office, they may do so by electing such additional Institutional Directors as they deem advisable, subject to the limitations set forth in this Section 4.4 and the limitations set forth in Section 4.1. The initial term of each such additional Institutional Director shall be determined by the Board of Directors which, in making such determination, shall give primary consideration to making the number of Institutional Directors in each class as nearly equal as practicable. Subject to the limitations prescribed in Section 4.1, the Board of Directors may reduce the number of Institutional Directors by refraining from electing a successor to an Institutional Director whose term of office will expire on June 30 immediately following such annual meeting.

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

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

ARTICLE V

Meetings of the Board of Directors

SECTION 5.1 Regular Meetings. There shall be two (2) regularly scheduled meetings of the Board of Directors held each year on the second Tuesday of the months of January and June or such other dates as the Board of Directors may determine from time to time. The regularly scheduled meeting held closest to and prior to the end of the fiscal year shall be the annual meeting of the Board of Directors and shall be for the purpose of electing officers, electing the Elected Directors and the Institutional Directors of the Board of Directors, electing members of certain of the committees of this corporation and for transacting such other business as may properly come before the meeting. All regularly scheduled meetings, including the annual meeting, shall be held at such time and place, within or without the State of Washington, as shall be designated from time to time by the Board of Directors. If the Board of Directors does not fix a different place, each such meeting shall be held at the registered office of this corporation. Other regular meetings of the Board of Directors may be established by the Board of Directors. Such meetings may be held at the principal office of this corporation or at such other place or places as the Board of Directors may from time to time designate.

SECTION 5.2 Special Meetings. Special meetings of the Board of Directors may be called at any time (a) by the Chairperson, or in his or her absence by the Vice Chairperson, or (b) by the Board of Directors, or (c) upon the written request of five (5) or more members of the Board of Directors. Anyone entitled to call a special meeting of the Board of Directors may make a written request to the Secretary to call the meeting, and the Secretary shall give notice of the meeting, setting forth the time, place and purpose thereof, to be held between five (5) and thirty (30) days after receiving the request. If the Secretary fails to give notice of the meeting within seven (7) days from the day on which the request was made, the person or persons who requested the meeting may fix the time and place of the meeting and give notice in the manner provided in Section 5.3.

SECTION 5.3 Notice of Meetings. Written notice of each annual and regular meeting of the Board of Directors stating the time and place thereof shall be mailed, postage prepaid, not less than five (5) nor more than thirty (30) days before the meeting, excluding the date of the meeting, to each member of the Board of Directors at his or her address according to the last available records of this corporation. Written notice of each special meeting of the Board of Directors stating the time,
place and purpose thereof shall be mailed, postage prepaid, not less than five (5) nor more than thirty (30) days before the meeting, excluding the day of the meeting, to each member of the Board of Directors at his or her address according to the last available records of this corporation. No business shall be transacted at any special meeting other than the business specified in such notice. Any member of the Board of Directors may make written waiver of notice before, at or after a meeting. The waiver shall be filed with the person who has been designated to act as Secretary of the meeting, who shall enter it upon the records of the meeting. Appearance at a meeting is deemed a waiver unless it is solely for the purpose of asserting the illegality of the meeting.

SECTION 5.4 Quorum and Voting. At all meetings of the Board of Directors, each member of the Board of Directors shall be entitled to cast one vote on any question coming before the meeting. The presence of a majority of the members of the Board of Directors shall constitute a quorum at any meeting thereof, but the members of the Board of Directors present at any meeting, although less than a quorum, may adjourn the meeting from time to time. Except as otherwise provided by law or these Bylaws, a majority vote of the members of the Board of Directors present at any meeting, if there be a quorum, shall be sufficient to transact any business. A director shall not appoint a proxy for himself or herself or vote by proxy at a meeting of the Board of Directors.

SECTION 5.5 Adjourned Meetings. When a meeting of the Board of Directors is adjourned to another time or place notice of the adjourned meeting need not be given other than by announcement at the meeting at which adjournment is taken.

SECTION 5.6 Written Action. Any action that could be taken at a meeting of the Board of Directors may be taken without a meeting when authorized in writing signed by all of the members of the Board of Directors with or without notification of the text of the written action prior to the signing by any of the directors.

The Board of Directors of this corporation may take any action required or permitted to be taken at a meeting of the Board of Directors by written action signed by the number of members of the Board of Directors that would be required to take the same action at a meeting of the Board of Directors at which all members of the Board of Directors were present; provided that all members of the Board of Directors must be notified of the text of the written action prior to the signing by any of the members of the Board of Directors.

Any written action taken by the Board of Directors shall be effective when signed by the required number of members of the Board of Directors, unless a different effective time is specified in the written action. When written action is taken by less than all of the members of the Board of Directors, each member of the Board of Directors shall be notified immediately of its effective date.

SECTION 5.7 Telecommunications Meetings. A conference among members of the Board of Directors by any means of communication through which they may simultaneously
hear each other during the conference constitutes a meeting of the Board of Directors, if the same notice is given of the conference as would be required for a meeting, and if the number of members of the Board of Directors participating in the conference would be sufficient to constitute a quorum at a meeting. A member of the Board of Directors may participate in a meeting of the Board of Directors not described above by any means of communication through which the member of the Board of Directors, other members of the Board of Directors so participating and all members of the Board of Directors physically present at the meeting may simultaneously hear each other during the meeting. Participation in a meeting by that means also constitutes presence in person at the meeting.

ARTICLE VI

Officers and Employees

SECTION 6.1 Chairperson. Prior to the annual meeting of the Board of Directors, the Board Development Committee shall nominate one or more of the Ex Officio Directors of this corporation (other than the President of this corporation) for election as Chairperson of this corporation. At the annual meeting, the Board of Directors shall elect one of the Ex Officio Directors nominated by the Board Development Committee to be the Chairperson of this corporation.

The Chairperson shall preside at all meetings of the Board of Directors. He or she shall supervise the carrying out of the policies adopted or approved by the Board. Except where by law the signature of the President is required, the Chairperson shall possess the same power as the President to sign or countersign all contracts, deeds, conveyances and other instruments in writing which may be required or authorized by the Board of Directors for the proper and necessary transaction of the business of this corporation. The Chairperson shall also have and may exercise such further powers and duties as from time to time may be conferred upon, or assigned to, him or her by the Board of Directors.

SECTION 6.2 Past Chairperson. The immediate Past Chairperson shall serve as an officer of this corporation and shall have such duties as may be assigned to him or her from time to time by the Board of Directors.

SECTION 6.3 Vice Chairperson. Prior to the annual meeting of the Board of Directors, the Board Development Committee shall nominate one or more of the Elected Directors or Institutional Directors for election as Vice Chairperson of this corporation. At the annual meeting, the Board of Directors shall elect one of the Elected Directors or Institutional Directors nominated by the Board Development Committee to be Vice Chairperson of this corporation.

In the absence of the Chairperson, the Vice Chairperson shall perform all the duties of the Chairperson. He or she shall also have and may exercise such further powers and duties as from time to time may be conferred upon, or assigned to, him or her by the Board of Directors.

SECTION 6.4 Secretary/Treasurer. Prior to the annual meeting of the Board of Directors, the Board Development Committee shall nominate one or more of the Elected Directors or
Institutional Directors (other than the President of this corporation) for election as Secretary/Treasurer of this corporation. At the annual meeting, the Board of Directors shall elect one of the Elected Directors or Institutional Directors nominated by the Board Development Committee to be the Secretary/Treasurer of this corporation.

The Secretary/Treasurer shall attend all meetings of the Board of Directors and shall keep accurate minutes of all meetings. The Secretary/Treasurer shall be custodian of the records, documents and papers of this corporation, and he or she shall provide for the keeping of proper records of all transactions of this corporation. He or she shall have and may exercise any and all other powers and duties pertaining by law, regulation or practice to the office of secretary, or imposed by these Bylaws. He or she shall give, or cause to be given, all notices of meetings of the Board of Directors; provided, however, that in the case of the Secretary/Treasurer's absence, refusal or neglect to give such notice, any such notice may be given by the Chairperson, Vice Chairperson, or President.

The Secretary/Treasurer shall keep accurate accounts of all money received or disbursed by this corporation. He or she shall maintain and administer such accounts as the Board of Directors shall designate. He or she shall be responsible for maintaining and administering an accounting system and ensuring that all accounts payable are presented promptly for authorization of payment. Upon the request of the Board of Directors, the Secretary/Treasurer shall present his or her report as Secretary/Treasurer of this corporation and shall from time to time make such other reports as the Board of Directors may require. He or she shall also perform such other duties as may be assigned to him or her from time to time by the Board of Directors.

SECTION 6.5 President. The Board of Directors shall employ a President who shall be the Chief Executive Officer of the corporation. The President shall have and may exercise such duties as may be assigned to him or her from time to time by the Board of Directors and shall have general supervision, direction, and active management of the affairs of this corporation subject only to the policies duly enacted by the Board of Directors or by any of its committees. In the absence of both the Chairperson and the Vice Chairperson, he or she shall preside at all meetings of the Board of Directors. The President shall be an ex officio voting member of the Board of Directors and an ex officio voting member of all committees of this corporation.

SECTION 6.6 Vice Presidents. The Board of Directors may appoint one or more Vice Presidents of this corporation. In the absence of the President, the Vice President designated by the Chairperson shall perform all of the duties of the President. The Vice Presidents shall also have and may exercise such further powers and duties as from time to time may be conferred upon or assigned to them by the Board of Directors or the President.

SECTION 6.7 Other Officers. Directors may appoint one or more Assistant Secretaries, one or more Assistant Treasurers and such other officers and attorneys-in-fact as may from time to time appear to the Board of Directors to be required or desirable to transact the business of this corporation. Such officers shall respectively exercise such powers and perform such duties as
pertain to their several offices, or as may be conferred upon, or assigned to, them by the Board of Directors or the President.

SECTION 6.8 Tenure of Office. Each officer, except the President and Vice President(s), shall be elected at the annual meeting of the Board of Directors for a term of one year, and shall take office on July 1 next following such annual meeting and serve until June 30 of the following year. He or she shall hold office for the term for which he or she was elected and until his or her successor is elected and qualified, subject to removal by the Board of Directors at any time. The President shall serve at the pleasure of the Board of Directors. Once appointed by the Board of Directors, the Vice President(s) shall serve at the pleasure of the President. Any vacancy in the office of President or Vice President(s) may be filled by appointment of a successor by the Board of Directors at any regular or special meeting, to hold office until the next regular election. Except as otherwise provided herein, an officer need not be a member of the Board of Directors of this corporation. The same person may not hold any two offices at the same time.

SECTION 6.9 Clerks and Agents. The Board of Directors may appoint from time to time such bookkeepers, clerks, agents, and other employees as it may deem advisable for the prompt and orderly transaction of the business of this corporation, fix the compensation to be paid them, and dismiss them. Subject to the authority of the Board of Directors, the Chairperson or any other authorized officer of this corporation, may appoint and dismiss all or any clerks, agents, and employees and prescribe their duties and the conditions of their employment and from time to time fix their compensation.

ARTICLE VII

Committees of the Board

SECTION 7.1 Executive Committee. The Executive Committee shall be comprised of the Chairperson, Past Chairperson, Vice Chairperson, Secretary/Treasurer, President, and, provided that such person is a director of this corporation, the Chairperson of each standing committee of this corporation. The Chairperson of this corporation shall be the Chairperson of the Executive Committee. Each Executive Committee member shall serve for a term of one year commencing on July 1 and terminating June 30. The Executive Committee shall meet at least two times annually on the second Tuesday of the months of January and June or such other dates as the Executive Committee may determine from time to time. Any one or more of such regularly scheduled meetings may be canceled subject to the approval of the Chairperson.

The Executive Committee shall have the authority of the Board of Directors in the management of the business of this corporation in the interval between meetings of the Board of Directors, and the Executive Committee shall at all times be subject to the control and direction of the Board of Directors. The Executive Committee may elect such officers in addition to the Chairperson as it from time to time deems expedient.

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

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

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

SECTION 7.3 Finance/Audit Committee. The Finance/Audit Committee shall be comprised of five (5) members of the Board of Directors, including at least one (1) Elected Director or Institutional Director. Prior to the annual meeting of the Board of Directors, the Board Development Committee shall nominate five (5) members of the Board of Directors, including one (1) Elected Director or Institutional Director, for election to the Finance/Audit Committee. The Board of Directors at its annual meeting shall elect five (5) members of the Board of Directors, including at least one (1) Elected Directors or Institutional Director, who shall be Chairperson of the Finance/Audit Committee, from among the members of the Board of Directors nominated by the Board Development Committee. If more than one (1) Elected Director or Institutional Director is elected as a member of the Finance Committee, the Elected Director or Institutional Director designated by the Board of Directors shall be the Chairperson of the Finance/Audit Committee. Finance/Audit Committee members shall serve as such for a term of one (1) year commencing July 1 and terminating June 30.

The Finance/Audit Committee shall analyze the corporation's financial reports; provide guidance and make recommendations relating to financial management and administrative practices, including without limitation, credit policy, accounting, budget and internal controls; manage all endowments, trust funds and money donated for specific purposes, and all other investments; make reports to the Executive Committee and Board of Directors; and review audits of the corporation prepared by outside auditors.

SECTION 7.4 Public Policy Committee. The Public Policy Committee shall consist of at least three (3) members of the Board of Directors. Prior to the annual meeting of the Board of
Directors, the Board Development Committee shall nominate at least three (3) members of the Board of Directors, including at least one (1) Ex Officio Director, for election to the Public Policy Committee. At its annual meeting, the Board of Directors shall elect at least three (3) members of the Board of Directors from among those nominated by the Board Development Committee to serve on the Public Policy Committee. The Board of Directors shall designate one (1) member of the Public Policy Committee to be the Chairperson. Public Policy Committee members shall serve as such for a term of one (1) year commencing July 1 and terminating June 30. The Public Policy Committee shall develop and promote sound public policy in higher education and shall provide counsel on the public policy activities of this corporation.

SECTION 7.5 Visibility Committee. The Visibility Committee shall consist of three (3) or more members of the Board of Directors, including at least one (1) Ex Officio Director and one (1) Elected Director or Institutional Director. Prior to the annual meeting of the Board of Directors, the Board Development Committee shall nominate at least three (3) directors for election to the Visibility Committee. The Board of Directors at its annual meeting shall elect at least three (3) Directors from among those nominated by the Board Development Committee. The Board of Directors shall designate one (1) member of the Visibility Committee as the Chairperson of the Visibility Committee. Visibility Committee members shall serve as such for a term of one (1) year commencing on July 1 and terminating on June 30. The Visibility Committee shall provide counsel and guidance on enhancing the visibility of the Members, assist in the provision of effective advocacy for this corporation and its Members, and provide counsel on the marketing activities of this corporation.

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

SECTION 7.7 College Presidents Committee. The College Presidents Committee shall consist of the Ex Officio Directors of this corporation. The College Presidents Committee shall meet from time to time as it shall determine to discuss educational issues and to advise and provide counsel to the Executive Committee on developmental matters, other activities and the budget. This committee shall have no role in the governance of this corporation.
SECTION 7.8 Other Committees. The Board of Directors may appoint, from time to time, other committees of three (3) or more persons, for such purposes and with such powers as the Board of Directors may determine.

SECTION 7.9 Committee Members. Except as otherwise provided herein, committee members need not be members of the Board of Directors of this corporation. The President shall be an ex officio voting member of all committees.

SECTION 7.10 Committee Meetings. Each committee of this corporation may establish the time for its regular meetings and may change that time as it from time to time deems advisable. Each committee may establish such other rules with respect to its proceedings, notice of its meetings and other makers, but such rules shall not be inconsistent with the Articles of Incorporation or Bylaws of this corporation. At all meetings of a committee of this corporation each voting member thereof shall be entitled to cast one vote on any question coming before the meeting, and the presence of a majority of the membership of any committee of this corporation shall constitute a quorum at any meeting thereof, but the members of the committee present at any meeting of such committee, although less than a quorum, may adjourn the meeting from time to time. A majority vote of the members of a committee of this corporation present at any meeting thereof, if there be a quorum shall be sufficient for the transaction of the business of such committee. Minutes of meetings of each committee shall be kept and maintained at the registered office.

ARTICLE VIII

Budget and Finance

SECTION 8.1 Fiscal Year. The fiscal year of this corporation shall begin on July 1 and end on June 30.

SECTION 8.2 Assessments. The Board of Directors shall adopt an operating budget for each fiscal year of this corporation and all costs and expenses of operating this corporation as reflected in such budget shall be assessed among the Members. Each Member shall be assessed for and shall pay such costs and expenses in the following proportions:

(a) Sixty (60) percent of such costs and expenses shall be shared equally among all Members of the corporation.

(b) Forty (40) percent of such costs and expenses shall be shared by the Members in proportion to their respective full time equivalent enrollments. Such student enrollments shall be determined on the basis of criteria established from time to time by the Board of Directors.

SECTION 8.3 Audits. The accounts of this corporation shall be audited annually by an independent certified public accountant chosen by the Board of Directors.
ARTICLE IX

Miscellaneous

SECTION 9.1 No Corporate Seal. This corporation shall have no corporate seal.

SECTION 9.2 Amendments to Articles of Incorporation and Bylaws. This corporation's Articles of Incorporation and these Bylaws may be amended from time to time in the manner provided by law.

SECTION 9.3 Director Conflicts of Interest. This corporation shall not enter into any contract or transaction with (a) its director or a member of the family of a director; (b) a director of a related organization or a member of the family of a director of a related organization; or (c) an organization in or of which this corporation's director, or a member of the family of its director, is a director, officer or legal representative or has a material financial interest; unless the material facts as to the contract or transaction and as to the director’s interest are fully disclosed or known to the Board of Directors, and the Board of Directors authorizes, approves, or ratifies the contract or transaction in good faith by the affirmative vote (without counting the interested director) of a majority of the entire Board of Directors, at a meeting at which there is a quorum without counting the interested director. For purposes of these Bylaws, "member of the family of a director" shall mean a spouse, parent, child, spouse of a child, brother, sister, or spouse of a brother or sister, of the director. Failure to comply with the provisions of this Section shall not invalidate any contract or transaction to which this corporation is a party.

SECTION 9.4 Indemnification. This corporation shall indemnify its directors, officers, committee members, and employees against such expenses and liabilities, in such manner, under such circumstances, and to such extent, as required or permitted by RCW 2313.08.320 and 2313.08.500 through 2313.08.600, as amended from time to time, or as required by other provisions of law; provided, however, that no indemnification shall be made with respect to any claim, issue or matter as to which the person shall be adjudged to be liable to this corporation.

SECTION 9.5 Insurance. This corporation may purchase and maintain insurance on behalf of any person who is or was a director, officer, committee member, or employee against any liability asserted against and incurred by such person in or arising from such capacity, whether or not this corporation would otherwise be required to indemnify the person against the liability.

Date Adopted: June 9, 1998
Revisions Adopted: January 14, 2003
Revisions Adopted: October 16, 2007
Revision Adopted: April 4, 2016
Revisions Adopted: April 3, 2017
Finance and Audit Committee
MEMORANDUM

March 8, 2019

To: ICW Board of Directors

From: ICW Finance and Audit Committee

Jim Yearby, Chair; Vice President, Human Resources, United Way of King County
Richard Bangert II, ICW Board Emeritus
Allan Belton, Acting President, Pacific Lutheran University
Roy Heynderickx, President, Saint Martin’s University
Rhona Kwiram, Shareholder, Clark Nuber
Tom Thoen, Vice President, Wells Fargo Bank

Campus Representative: Sherry Mondou, Vice President of Finance, University of Puget Sound

ICW Committee Staff: Patty Daniels, Director of Finance

This memorandum summarizes the discussions of the Finance and Audit Committee’s meeting on February 28, 2019 and subsequent feedback from the Executive Committee regarding next year’s budget.

Financial Dashboard

The Committee reviewed the Financial Dashboard, discussed the organizational expense trends, and asked staff to add information about certificates of deposit to the dashboard.

2018-19 Budget Update

Based on staff projections, the Committee anticipates closing the current year-end with a modest surplus of approximately $30,000. The residual is due largely to the net effect of: (1) reflecting operating revenues from indirect charges on grant expenditures and Business Affiliates not previously shown as revenue for the adopted FY 2017-18; (2) lower-than-expected expenses in staff benefits largely due to personnel changes; and (3) lease extension negotiations that resulted in no rent expenses for the month of May. As has been the association’s custom, the budget projections reflect expenses related to depreciation but not compensated absences. The residual will permit a carry-over to next fiscal year to cover the residual expenses associated
with the president’s contract, which permitted a gross-up on relocation expenses to cover relevant taxes.

In terms of investments, the association’s endowment fund is invested in Admiral Shares of The Vanguard Balanced Index Fund, with a total account value of approximately $732,996 as of February 28, 2019, the association holds four certificates of deposit CDs valued at $165,184. All four CDs are held at US Bank, with one maturing in each year through 2022.

**Proposed 2019-20 Budget**

For FY 2019-20, total spending is proposed to be 1.7%, or $35,552 higher compared to the revised budget for FY 2018-19, without considering the Executive Committee’s decisions regarding staff compensation. The spending plan proposes to invest in software, brand assets and statewide travel for campus and legislative visits, all aimed at enhancing the association’s visibility and an economic impact research study. Other year-over-year changes in spending by category reflect that 2020 is a legislative “short session” and shifts in the allocation of expenses. In terms of personnel, the Executive Committee has requested information about the association’s compensation trends and benchmark data, which staff will provide.

To help fund the proposed budget, the Committee was pleased to note the possibility of continued support from the Bill and Melinda Gates Foundation for the Washington Student Engagement Networks (WA-SEN) and associated indirect support to the association. Staff also reported on an application to the Council for Independent Colleges for a Capacity-Building Grant to offset visibility efforts. Further, the Committee endorsed a recommendation to increase overall dues support of one percent, or $9,985, the first increase in three years. Additionally, the proposed budget assumes the third year of the Business Affiliates program; staff estimates that four corporations and organizations will each invest $1,100, generating $4,400 in operating support. For next year, Independent Colleges of Washington will derive revenue from dues assessments (96%), grants (3%), as well as investment and affinity income and carryover funds (1%).

For the year ahead, we note a number of possible risks to the financial plan, principally securing grant-funded investments and continued low rates of interest on fund balances. Additionally, market volatility continues to affect investment returns on the endowment.

The Committee recommends that the Board adopt the FY 2019-20 budget as proposed.

**Retirement Investment Committee**

As you know the Board has delegated fiduciary responsibility of the association’s Defined Contribution Plan to the Retirement Investment Committee, which met in January to review fee benchmarks for the association’s plan and then monitoring the Plan against that policy. Based upon that review and discussion, the Committee directed the association’s staff to add a Treasury Index as an option to the participant portfolio.
Action Items/Next Steps

The Committee asked staff to research options for assessing cybersecurity risk. Staff is preparing the April work session in concert with our accounting and auditing firm, technology consultancy and insurance company.

- Review and prepare cybersecurity questionnaire and options for implementation.
- Review proposed refinements to the Financial Dashboard based on feedback from Committee members.
2018-19 Budget ($1,023,890)

- 153,000 (15%)
- 29,500 (3%)
- 69,900 (7%)
- 164,310 (16%)

*Includes Contract Lobbyist

Actuals, through Jan 2019 ($604,561 = 59%)

- 142,690 (2%)
- 100,157 (17%)
- 46,920 (8%)
- 83,477 (14%)

CD Holdings

<table>
<thead>
<tr>
<th>Rate</th>
<th>Amount</th>
<th>Maturity</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.5%</td>
<td>$50,000</td>
<td>4/15/2019</td>
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<tr>
<td>2.0%</td>
<td>$25,000</td>
<td>10/26/2020</td>
</tr>
<tr>
<td>2.6%</td>
<td>$50,000</td>
<td>2/8/2021</td>
</tr>
<tr>
<td>2.9%</td>
<td>$25,000</td>
<td>2/7/2022</td>
</tr>
</tbody>
</table>

Audited Reserves, End of Fiscal Year

- 2014-15: $300,000
- 2015-16: $350,000
- 2016-17: $400,000
- 2017-18: $450,000

CD Holdings

<table>
<thead>
<tr>
<th>Rate</th>
<th>Amount</th>
<th>Maturity</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.5%</td>
<td>$50,000</td>
<td>4/15/2019</td>
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<tr>
<td>2.0%</td>
<td>$25,000</td>
<td>10/26/2020</td>
</tr>
<tr>
<td>2.6%</td>
<td>$50,000</td>
<td>2/8/2021</td>
</tr>
<tr>
<td>2.9%</td>
<td>$25,000</td>
<td>2/7/2022</td>
</tr>
</tbody>
</table>

Budget, Dues, End of Year Spending

- Budget (incl. reserves)
- Dues
- Spending

*Projected Spending

Organizational Expenses per Audit

Return to Table of Contents
**Organizational Expenses per Audit**

- **2014-15:** 6% Admin, 76% Program, 6% Fundraising
- **2015-16:** 6% Admin, 73% Program, 6% Fundraising
- **2016-17:** 6% Admin, 76% Program, 6% Fundraising
- **2017-18:** 3% Admin, 79% Program, 6% Fundraising

**Operating Balance 1/31/19**
- Held at US Bank
- **Cash:** $325,762
- **CDs/Money Market:** $165,184
- Total: $490,946

*CDs purchased Feb 2, 2019*

**Endowment & Fundraising Funds**
- (as of 1/31/2019)
- **Vanguard/US Bank Trust:** $488,121
- **Endowment**: $731,621
- Total: $1,219,742

*Vanguard Balanced Index Admiral*

**Endowment 2015 thru 6/30/2018**

- **2015:** $637,764
- **2016:** $649,439
- **2017:** $700,182
- **2018:** $735,734

**Earnings**
- $29,638
- $25,223
- $56,968
- $60,102

**Contributions**
- $6,250
- $6,950
- $7,150
- $2,200

**Withdrawals for Scholarships & Programs**
- $(21,500)
- $(22,500)
- $(23,375)
- $(26,750)
## Income/Expense

<table>
<thead>
<tr>
<th>Description</th>
<th>2019-20 Proposed Budget</th>
<th>% Change from 18-19 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>301 Dues</td>
<td>1,008,875</td>
<td>1.0%</td>
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<tr>
<td>4211 Interest income</td>
<td>400</td>
<td></td>
</tr>
<tr>
<td>4212 WA-SEN, BMGF (indirect)</td>
<td>12,600 *</td>
<td></td>
</tr>
<tr>
<td>4215 Business affiliates</td>
<td>4,400</td>
<td></td>
</tr>
<tr>
<td>Council on Independent Colleges Capacity-Building Grant</td>
<td>20,000 *</td>
<td></td>
</tr>
<tr>
<td>Transfer from reserves/carryover</td>
<td>9,500</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>1,055,775</strong></td>
<td><strong>3.1%</strong></td>
</tr>
</tbody>
</table>

### 5100 Personnel

<table>
<thead>
<tr>
<th>Description</th>
<th>2019-20 Proposed Budget</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Subtotal Salaries</td>
<td>600,275</td>
<td>-4.3%</td>
</tr>
<tr>
<td>5132 President's discretionary</td>
<td>5,000</td>
<td>0.0%</td>
</tr>
<tr>
<td>5180 Payroll taxes</td>
<td>46,000</td>
<td>1.5%</td>
</tr>
<tr>
<td>5191 Retirement plan matching</td>
<td>52,150</td>
<td>-11.6%</td>
</tr>
<tr>
<td>5192 Medical, disability, life</td>
<td>51,250</td>
<td>-14.6%</td>
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<tr>
<td><strong>Total 5100 Personnel</strong></td>
<td><strong>754,675</strong></td>
<td><strong>-5.2%</strong></td>
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</tbody>
</table>

### 5200 Operating Expenses

<table>
<thead>
<tr>
<th>Description</th>
<th>2019-20 Proposed Budget</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>5231 Depreciation</td>
<td>1,300</td>
<td>0.0%</td>
</tr>
<tr>
<td>5223 Boyer scholarship</td>
<td>10,000</td>
<td>0.0%</td>
</tr>
<tr>
<td>5210 Rent</td>
<td>78,500</td>
<td>12.3%</td>
</tr>
<tr>
<td>5220 Repairs &amp; maintenance</td>
<td>4,000</td>
<td>122.2%</td>
</tr>
<tr>
<td>5230 Office expense &amp; printing</td>
<td>6,800</td>
<td>70.0%</td>
</tr>
<tr>
<td>5240 Telephone/wireless</td>
<td>4,700</td>
<td>56.7%</td>
</tr>
<tr>
<td>5241 Research projects</td>
<td>8,000</td>
<td></td>
</tr>
<tr>
<td>5250 Subscriptions</td>
<td>500</td>
<td>-66.7%</td>
</tr>
<tr>
<td>5260 Insurance</td>
<td>4,500</td>
<td>0.0%</td>
</tr>
<tr>
<td>5270 Computer maintenance</td>
<td>7,000</td>
<td>12.9%</td>
</tr>
<tr>
<td>5274 Computer hardware</td>
<td>2,000</td>
<td>-33.3%</td>
</tr>
<tr>
<td>5275 Computer software</td>
<td>9,000</td>
<td>200.0%</td>
</tr>
<tr>
<td>5280 Postage</td>
<td>3,000</td>
<td>20.0%</td>
</tr>
<tr>
<td>5290 Audit</td>
<td>16,500</td>
<td>17.9%</td>
</tr>
<tr>
<td>5295 Legal &amp; accounting</td>
<td>15,000</td>
<td>50.8%</td>
</tr>
<tr>
<td>5310 Membership dues</td>
<td>11,000</td>
<td>37.5%</td>
</tr>
<tr>
<td>5522 Property taxes &amp; fees</td>
<td>200</td>
<td>-20.0%</td>
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<tr>
<td>5330 Board/task force/communities of practice</td>
<td>20,000</td>
<td>11.1%</td>
</tr>
<tr>
<td>5193 Professional education</td>
<td>2,500</td>
<td>400.0%</td>
</tr>
<tr>
<td>5521 Miscellaneous</td>
<td>500</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Total 5200 Operating Expenses</strong></td>
<td><strong>247,100</strong></td>
<td><strong>24.9%</strong></td>
</tr>
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### 5300 Travel

<table>
<thead>
<tr>
<th>Description</th>
<th>2019-20 Proposed Budget</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>5340 Automobile</td>
<td>10,000</td>
<td>0.0%</td>
</tr>
<tr>
<td>5360 Airfare</td>
<td>2,500</td>
<td>0.0%</td>
</tr>
<tr>
<td>5365 Hotels, meals, meetings</td>
<td>21,000</td>
<td>35.5%</td>
</tr>
<tr>
<td>5350 Parking/transportation</td>
<td>8,600</td>
<td>7.5%</td>
</tr>
<tr>
<td><strong>Total 5300 Travel</strong></td>
<td><strong>42,100</strong></td>
<td><strong>16.9%</strong></td>
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### 5400 Visibility

<table>
<thead>
<tr>
<th>Description</th>
<th>2019-20 Proposed Budget</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>5442 Visibility (design, printing, website)</td>
<td>30,000</td>
<td>33.3%</td>
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<tr>
<td><strong>Total Visibility</strong></td>
<td><strong>30,000</strong></td>
<td><strong>33.3%</strong></td>
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### 5600 Contingency/Consultants

<table>
<thead>
<tr>
<th>Description</th>
<th>2019-20 Proposed Budget</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>7110 Interns</td>
<td>1,500</td>
<td>-40.0%</td>
</tr>
<tr>
<td>7120 Legislative Misc</td>
<td>3,000</td>
<td>-25.0%</td>
</tr>
<tr>
<td>7130 Legislative entertainment</td>
<td>500</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Total Legislative Relations</strong></td>
<td><strong>5,000</strong></td>
<td><strong>-28.6%</strong></td>
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### GRAND TOTAL

<table>
<thead>
<tr>
<th>Description</th>
<th>2019-20 Proposed Budget</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>1,041,775</strong></td>
<td><strong>1.7%</strong></td>
</tr>
</tbody>
</table>