

WASHINGTON STATE **OPPORTUNITY** SCHOLARSHIP

BOARD MEETING AGENDA TUESDAY, MARCH 28, 2023 | 1:30-3:30 P.M. IN-PERSON OR REMOTE

To join virtually: Click on the Microsoft Teams link in the meeting invitation or dial in #: 323-849-4874 / Phone conference ID: 154 586 536#

To join in person: Microsoft Campus, Building 34, The Boardroom 34/5565 Private

Meeting open to the public via conference line above.

I.	Meeting Called to Order		Brad Smith Board Chair	1:30pm
II.	Minutes from December 12, 2022, Meeting » <i>Board Action:</i> Approve minutes	[Tab A]	Brad Smith Board Chair	1:30-1:35pm
III.	Mission Moment: Opportunity Scholar Story	[Tab B]	Dorin Russu Opportunity Scholar	1:35-1:45pm
IV.	ED Corner: Management & Leadership Academy » <i>Board Action:</i> Delegated authority for program administration next steps	[Tab C]	Kimber Connors Executive Director Javania Cross Polenska Deputy Director	1:45-2:35pm
V.	\$75M Campaign Update	[Tab D]	Heidi Thomson-Daly Lead Campaign Counsel	2:35-2:50pm
VI.	2023 Graduate Scholarship Selection » <i>Board Action:</i> Approve selection model	[Tab E]	Johnathan Luster Programs Director	2:50-3:05pm
VII.	Finance & Program Administrator Update » <i>Board Action:</i> Adopt short-term investment policy update	[Tab F]	Patrick Smith Finance & Investment Committee Chair	3:05-3:15pm
VIII.	Executive Session » RCW 42.30.111(1)g to evaluate the performance of a public employee		Jane Park Board Member	3:15-3:30pm
IX.	Closing		Brad Smith Board Chair	3:30pm

Upcoming Board Meetings

Tuesday, June 20, 2023
Wednesday, September 13, 2023
Thursday, December 7, 2023

Attending in person? Check in at the front desk to get a nametag and give them your license plate number.

Tab A

Minutes from the December 12, 2022, Board Meeting

**WASHINGTON STATE OPPORTUNITY SCHOLARSHIP BOARD MEETING
DECEMBER 12, 2022, 1-3 PM, AT MICROSOFT, OR MICROSOFT TEAMS
MEETING MINUTES**

The Board of Directors of the Washington State Opportunity Scholarship (WSOS) convened on December 12, 2022 in person and via Microsoft Teams. The meeting was publicized as available to the public on the WSOS website.

Board members in person: Brad Smith (Chair), Diane Cecchettini, Jane Park, and Mike Wilson
Board members virtual: Patrick Smith, Latisha Hill, Miller Adams, Gary Rubens

Additional Attendees: Gina Breukelman, Jane Broom, Jolenta Coleman-Bush, Aileen Miller, Eileen Moran, Nancy Long, Kimber Connors, Johnathan Luster, Jessica Monger, Javana Cross Polenska, Lyanne O'Connell, Dena Parmer, Aileen Tubo, Camara Harris-Weaver, Cesar Seguil, Debora Johnson Miranda, Genevieve Geiger, Joanna Moznette, Juan Carlos Gomez, Kendyl Puhan, Lauren Pack, Lindzey Lien, Mesa Herman, Nick Goodwin, Nick Khamphilom, Rachel Wyers, Sam Svilar, Tara Warming, Tori Campbell, Samira (Sahara) Adan

Meeting Called to Order

Brad Smith, Chair, called the Board meeting to order at 1:06 pm.

Approval of Minutes

Jane Park moved that the minutes of the June 8, 2022, Board meeting be approved. Mike Wilson seconded, and it carried unanimously.

Mission Moment: Scholar Opportunity Story

Kimber Connors, WSOS executive director, introduced Genevieve Geiger, Graduate Scholarship program manager. Geiger introduced Samira (Sahara) Adan. Adan is a cohort one Graduate Scholar (GRD), studying to be a Family Nurse Practitioner (FNP) at Seattle University (SU). She is studying immigrant populations' access to health care and health screening. Adan shared that she is the first generation in her family to go to college. She is in her last year as a Doctor of Nursing Practitioner (DNP) and recently finished a rotation at Shelton Primary Care. She is interested in working at NeighborCare or International Community Health Services (ICHS) as an FNP. While volunteering at Somali Health Board, she saw the impacts linguistic barriers can have on the quality of patient care. When she applied to SU's DNP program, she faced financial challenges particularly because loan-taking is frowned upon in her Islamic background. Receiving WSOS helped give her more time to study rather than work. It made becoming an FNP more attainable because she feels less of the burden of taking on loans and working full-time.

Diane Cecchettini asked what preceptorships have worked well for her. Adan said this quarter she had 250 hours in primary care which was very interesting because she saw newborn to geriatric patients. Brad Smith asked if she was able to use WSOS to meet others in the health care community. Adan confirmed she was able to connect with other students. Connors asked what was the most surprising during her education and preceptor work. Adan said it is hard to find preceptor sites nearby and that some students travel over 200 miles. Cecchettini commented that this underscores the importance of WSOS supporting finding preceptors. Connors added that because WSOS can pay those preceptors to take on an Opportunity Scholar, some of the more reluctant preceptor sites are more willing to take this on. Brad Smith thanked Adan and said it is clear she has been a great recipient of the scholarship and wished her luck as she finishes school.

ED Corner

Connors introduced Nancy Long, executive director for 501 Commons, who greeted the Board. Connors reviewed the strategic priorities and reminded the Board that teams have goals that they are working toward

under each. She overviewed the high-level categories of work each team was responsible for in the strategic plan then turned to spotlighting our current status.

The Awards team has been working hard this quarter to handle several very complex issues. Connors acknowledged Lyanne O'Connell, our new awards director, who has taken on a lot in her first eight months. O'Connell met with the College of Presidents about how we can better collaborate with different public institutions of higher education to streamline processes in collaboration with other financial aid programs. Another long-term project for the Awards team is thinking about the impact of WSOS from a financial aid perspective on the overall unmet needs that students are facing. The Board will hear more about this likely in 2024. Connors emphasized that the focus of Awards is to make sure our scholarship is accessible to applicants.

Patrick Smith asked why someone would put in the time to apply for the scholarship if they are not eligible. Connors said that one of the main reasons a student would have been ineligible in the past is that we haven't received an official copy of their transcript by the deadline. Sometimes schools would send them after the due date or not at all. We removed that barrier by allowing students to upload an unofficial copy of their transcript. Connors said the other place we lose students is that they do not realize they need to complete a FAFSA or WASFA to be eligible for WSOS which is a statutory requirement. We work hard to remind applicants at multiple stages they must complete this additional step. Connors emphasized we are working hard to reduce administrative barriers that make students ineligible.

Julie Sandler asked if we have seen any correlation between the drop in FAFSA completion and the number of ineligible students for WSOS. O'Connell said fortunately there has not been a correlation. We work hard to promote the FAFSA/WASFA deadlines to applicants.

Connors noted the Programs team focuses on improving persistence. The Career and Technical Scholarship (CTS) piloted a very small ambassador program last year, and it grew significantly this year. Half of CTS recipients who are eligible opted into that peer leadership model, which wasn't something we were sure would be of interest given the non-traditional age of CTS recipients. Programs team is also intentional about ensuring Scholars have access to career resources; despite some challenges in recruiting mentors, we were able to successfully pair every interested Scholar with an industry mentor this year.

The External Affairs team has seen strong earned media coverage. For the first time, *The Seattle Times* reached out to us for an article rather than us reaching out to them. We are starting to see some traction around brand awareness. Connors thanked Jane Broom and Microsoft for their help in making inroads. Additionally, we have seen growth in our user generated content on social media. We are watching what is going on with Twitter and the changing social media landscape. Brad Smith asked if we are going to short form video and joining TikTok. Connors said it is one of the things we are looking at especially for promotion purposes. The team is taking stock of what shifts we may need to make in the new year.

Connors said it has been a challenging year for the Development team with the director role vacant. We are hopeful that we will see some progress in the next year as our latest round of hiring has shown stronger candidates in the pool. Despite being so short staffed, the small but mighty team has been able to make progress, raising nearly \$12M in 2022. Development launched a successful first-ever annual fund. Connors and Miller Adams will host a Hot Topic Dinner later this month, like the one Jane Park hosted a couple of months ago. Connors thanked Adams for engaging such strong attendance with 17 confirmed RSVPs.

In Operations, our head count is still lower than we want. The Program Administrator transition is now complete but with some challenges in coming up to speed. Javania Cross Polenska has been leading our Management and Leadership Academy aimed at growing the skills of all people managers at WSOS. We had our first couple of sessions around delivering feedback, what it looks like and then practicing it in our leadership space.

Connors reviewed our key wins of the quarter. Our hiring woes are starting to level off, fundraising continues despite staffing challenges, Skills that Shine paired up every interested student with a mentor and the compensation policy revisit is complete. Our challenges of the moment are building processes with 501 Commons (particularly the leave policy) and the strain unfilled roles puts on the team.

Connors introduced Jessica Monger, WSOS external affairs director, to provide an update on our promotion work. Monger reminded the Board that last year we saw a drop in scholarship applications. We know the higher education sector at large is facing an enrollment drop. We were down by about 14% across the whole year compared to a 24% drop in system-wide enrollment. During the 2021-22 academic year, we focused on a regional approach targeting specific areas of the state. Early indications show these strategies were successful: we saw a 167% increase in Baccalaureate (BaS) applications from the region where we focused (southwest Washington). We also targeted Black, Indigenous and People of Color (BIPOC) applicants, and that rate went up by 11%. We wanted to lean into those strategies harder for 2022-23. Thanks to a Boeing grant, we've been able to post and recruit for a new-to-WSOS position of promotion specialist and use a traditional paid advertising campaign in target areas. Despite not yet having this full-time role on the team, our renewed focus on promotion saw winter applications increase 30% year-over-year. Our regional approach worked: three of the top five colleges and two of the top four counties represented were in regions where we had a targeted focus. Our regional approach was to use radio and social media ads and to work directly with the community colleges in those areas. Monger emailed every single faculty and staff member to make sure they knew their program was eligible. In the new year with our added staff capacity, we will add on to existing partner events and already have ten scheduled for the beginning of the year. Additionally, we will work with our partners to make smart collateral that will work for their students.

Brad Smith asked about the broader trends post-pandemic in Washington state. Monger said that she had the opportunity to sit down with both chairs of the Higher Education committee and discuss this issue. We are still seeing enrollment numbers down, and there is still not a return to campus as hoped. We're hearing from the state and the Legislature that the money is there but students aren't opting in.

Brad Smith asked how we compare to the rest of the country. Monger said Washington is 49th in the nation with one of the lowest FAFSA completion rates despite having one of the strongest financial aid offerings nationwide. We also have one of the lowest rates of students who go directly from high school to pursue advanced education. There has been a lot of work done to try to close the gaps but not a lot of movement. The state is doing a lot of research to try to understand people's impressions of higher education so they can understand how messaging needs to change. Brad Smith said that it is ironic that we are one of the more generous states in the country, but we are really struggling compared to most of the country. Patrick Smith added that we are one of the states with the highest rates of education. Jane Broom added that for younger people, the cost of college was less of an issue. They are more concerned about the return on their time with less of a perceived benefit of a college education. Older students who are going back to school cited cost as the biggest concern; Broom said this is an opportunity for us to target people who are over 25 to get them back into college and credentialed. Brad Smith said it is concerning and there may be a need to have a more public conversation about the problem. Connors said that she recently presented with Mike Meotti, the executive director of the Washington Student Achievement Council (WSAC) and one of the things that they are really counting on is the launch of regional challenge grants. They are trying to infuse money into regional programs that are focused on higher education awareness FAFSA and WASFA completion and post-secondary access. Brad Smith said this is a good thing but does not address the root cause. He asked if there is anybody who's doing a good data analysis of the state of post-secondary credential pursuit in Washington state compared to the rest of the country. Broom said the Washington Roundtable is doing some work around this but is not sure if they will compare to other states. Brad Smith asked Broom to consider connecting the Washington Roundtable team with Microsoft's data science folks to help explore the issue.

Julie Sandler said that WSOS may want to engage with the National Association for College Admissions Counseling (NACAC) as well as the Washington Association for College Admissions Counseling to help promote WSOS and learn about the data. This is the consortium of both guidance counselors and post-secondary guidance counselors who work with high school-age students across the country and in the state.

They do everything from post-secondary preparedness all the way through the application process. They have done some recent studies state by state comparing how these trends have evolved since the pandemic. A friend of Sandler's through another Board is involved with the organization, and she can make an introduction.

Eligible Programs Evergreen Model

Lyanne O'Connell, WSOS awards administration director, introduced herself. For the last four years, we've been successful in identifying and creating a list of majors and programs that lead to in-demand careers in Washington state. The BaS eligible majors principles are that: 1) the occupation must be considered STEM or healthcare; 2) must be a high-demand field of work in Washington state; 3) must earn a living wage; 4) must need a bachelor's degree for entry; and 5) majors that lead to that occupation must be offered as a bachelor's degree from at least one Washington institution. CTS eligible program principles are very similar but (1) can also be an occupation that is considered STEM, health care or **trades** and (4 and 5) eligible programs must lead to an occupation that is offered from at least one Washington community or technical college or is an approved apprenticeship site. This list of majors is determined on an annual basis and available on our website for students to verify as they apply for scholarships. O'Connell shared the BaS and CTS eligible program principles have been the same for the past two years. She proposed the Board adopt this model as an evergreen approach to selecting future cohorts of BaS with a commitment that staff will update them if there are any changes to the operating principles though the measured used may change year to year depending on available data.

O'Connell then overviewed the BaS selection model (see the slide in pre-read titled "Board Vote: BaS Evergreen Selection Principles") that has been used for the past two years. As we have learned how our selection principles show up in action, we have landed on a model we are comfortable with and don't foresee making a lot of changes to year-over-year. O'Connell asked the Board to consider approving the selection principles for BaS on an evergreen basis. Connors said that in calling for an evergreen model vote, we are asking that we can use these principles for BaS until we decide to change it without bringing it back to the Board every year. Brad Smith said it makes good sense given that our model has stabilized in recent years.

Patrick Smith asked what the note on the slide that says "all points deducted above will be evenly distributed between GPA and the essays" means in practice. Connors explained that it has to do with the caps that you see on the limitation factors. For example, if we hit that five times as likely cap on the intended major, it would mean that students in the least competitive major would lose their ability to get selected for the scholarship altogether. Instead, by imposing the limitation factor, we would reduce the total points assigned to intended major to come below the five times threshold. If we removed three points from intended major, for example, those three points would then be distributed between GPA and essays.

Brad Smith asked if we have been hitting the caps recently. Cross Polenska said that we hit one of them last year for BaS. It is usually just a little bit of movement in one category which is typically "intended major". We've had a lot of conversations around computer science versus nursing, for example. It has resulted in just minor tweaks within five points of movement across the board. Patrick Smith asked if the redistribution applies to all of the candidates in that year. Cross Polenska affirmed that it does apply to all of the candidates.

Board Action: Cecchetti made a motion to adopt the recommended evergreen models for determining eligible programs for BaS and CTS as well as the proposed BaS evergreen selection principles. Park seconded the motion, and it carried unanimously.

Finance and Program Administrative Update

Patrick Smith, Finance and Investment Committee Chair, reported on the most recent meeting. We received the Q3 quarterly performance report from Washington State Investment Board (WSIB). Our previous WSIB manager Chris Phillips retired, and this was the first meeting with our new manager, James Aber. The challenging investment environment continued in Q3 with our BaS and CTS accounts down 3.6 and 3.7%, respectively, for the quarter. In our October Board meeting, the Board approved some small changes to the asset allocation and that rebalancing has now been completed for the major accounts. We then received the program administrator update from Eileen Moran at 501 Commons. Due to shifting meeting schedules and the

change of the program administrator, the dates of the financial reports are a little abnormal. We have an August and October update because Washington STEM did their final report as of August 31, 2022, and then the report from 501 Commons was on October 31. As of October 31, we have total assets of \$121M, down slightly from August, but up slightly over the same month from the previous year. Investment losses for the quarter totaled \$3.16M and scholarship disbursements for the period were \$5.85M. Total liabilities were \$26.3M, down slightly from August 31 and up 4% from the same period in 2021. WSOS employees were paid their final payroll from Washington STEM as of August 31 in September, along with any accrued vacation. That was the one major difference in the payroll related liabilities. Net assets totaled \$94.7M, down slightly from August 31 and from the same period last year. Private revenue year-to-date totals \$3.8 M versus a budget of \$16M which looks quite shocking. We talked about this in the committee meeting. A big reason for that difference is the accounting treatment of Donor Advised Funds (DAF). The Ballmer pledge of \$10M is from the DAF so we cannot recognize that as revenue like we do with other pledges. We can only recognize it as revenue when we receive the cash. Fundraising has been lower due to the gaps in staffing but not to the extent this budget versus actual suggests at first glance. Investment losses for year-to-date total about \$13M. Personnel expenses remain under budget, now by \$388K mainly due to departures and hiring gaps. The program administration fee is a little over budget, but professional fees, conferences, other operating expenses remain under budget. On an operating expense standpoint, we have a favorable variance for the year-to-date.

The committee performed its annual self-evaluation. Overall, the feedback was positive, though we may make some changes to the flow of meetings to leave more time for strategic discussion and less on the reporting out of what was in the pre-read. They would like to receive more input and feedback from the Board. As the Chair of the committee, Patrick Smith committed to working with Connors on ways that we can get more of the information of what happens in Board meetings to that committee to help them feel engaged.

Patrick Smith said that the committee discussed the proposed 2023 budget. 2021 – 22 budget revenues were at historical highs. 2023 budgeted revenue remains high but not quite as high as the first two years of the campaign. Connors shared that the budget differs from campaign revenue targets mostly due to the differences in how revenue is recognized. Connors stated that we are measuring our campaign success based on when pledges are received. For example, when we received the Ballmer gift of \$10M, we're including that in our campaign total this year, although only \$2.5M of it is showing in our budget for this year (as Patrick Smith explained because of the DAF). Connors also called out is of the \$17.4M in budgeted revenue, about \$9.2M will be in state matching funds. Those are now considered a maintenance level item for the Legislature and therefore nearly certain. Even though we're in a difficult revenue year for the Legislature, WSOS isn't one of the things that they are likely to talk about. It gets written into the budget as a maintenance level rather than being a policy level ask that needs to get made by a legislator, which makes it more challenging. Brad Smith stated that for our purposes and maybe for the F&I Committee, that maybe we need another sheet that shows where we are on the campaign based on more of an accrual methodology. Patrick Smith agreed that this would be useful.

Patrick Smith said that in the budget, the scholarship expenses are down a little bit because of a shift in the modeling. Connors said it's mostly timing. When we were budgeting for this coming year, we were looking at spending at this meeting last year. We were trying to do our best guess on the scholarship liability for these increased cohort sizes. We worked with the finance team, but we were not through with the WSIB process, which refines the model. The budget for last year basically looked too big because we were using a simplified model and not the corrected model that has now gone through the WSIB process with the asset allocation. This is the right-sized liability related to those larger cohorts that are coming through the program.

Patrick Smith reviewed non-scholarship expenses. Salary COLA adjustments and the filling of open positions are driving the largest expense increase. We expect to see a meaningful decrease in program administration fees without a transition anticipated in 2023. The committee voted to recommend the proposed budget to this Board for approval.

Board Action: Patrick Smith made a motion to approve the recommended 2023 budget. Cecchettini seconded the motion, and it carried unanimously.

Executive Session

The meeting went into Executive Session at 2:30 p.m. to evaluate the performance of a public employee and to obtain advice from legal counsel.

The open meeting reconvened at 3:03 p.m.

Park adjourned the meeting at 3:05 p.m.

Respectfully submitted,

Dena Parmer

DRAFT

Tab B

Mission Moment: Opportunity Scholar Story

SCHOLAR SPOTLIGHT



DORIN RUSSU
Transportation Engineer
Seattle University '22

ABOUT DORIN

Baccalaureate Scholar Lead, Dorin graduated with a Bachelor of Science in Civil Engineering from Seattle University in June 2022. He currently works as a Transportation Engineer at the Washington State Department of Transportation. Dorin cares deeply about improving infrastructure and understanding how math impacts our everyday world. In addition to working as a Transportation Engineer, he also serves as a Scholar Lead supporting first- and second-year Opportunity Scholars at his alma mater, Seattle University.

IN HIS OWN WORDS

"The Washington State Opportunity Scholarship (WSOS) had a significant impact on both my college experience at Seattle University and my career as a working professional at WSDOT. As a first-generation college student, the financial assistance provided by WSOS enabled me to focus on my studies and participate in various extracurricular activities. The scholarship also opened doors for me to connect with other Scholars and professionals, providing me with valuable networking opportunities. Today, as a working professional at WSDOT, I continue to reap the benefits of WSOS. The skills and knowledge gained during my undergraduate studies, coupled with the support and guidance received from WSOS, have helped me succeed in my career and given me the tools to make a meaningful impact in my community."

Tab C

ED Corner

PROGRAM UPDATE | MARCH 2023

INTRODUCTION

Since the December 2022 Washington State Opportunity Scholarship (WSOS) Board meeting, the WSOS team has successfully secured a new \$750,000 pledge supporting the campaign while ramping up for application season.

AWARDS ADMINISTRATION

The Awards team just closed the 12th annual Baccalaureate Scholarship (BaS) application with over 2,400 applicants. This was an 11% increase in submitted applicants, thanks to strong efforts of the External Affairs team and specifically the new Promotion Specialist, Dale Baker. The new BaS cohort will be selected in April. The team also closed the Career & Technical Scholarship (CTS) Cohort 4 spring application with 369 eligible applicants. This was a 9.5% increase from the Cohort 3 spring eligible applicant pool. A summary of the winter CTS and RJJ recipients is available in these Board materials, Tab C.

Scholarship Highlights

	BaS	CTS/RJI*	GRD**	Total
Total Actual Disbursed (2012- Present)	\$126,121,167	\$12,286,000	\$ 386,169	\$138,793,336
Scholars Enrolled 2022-23	3,027	1,257	26	4,284

*Rural Jobs Initiative (RJI)
 **Graduate Scholarship (GRD)

Our partnership with financial aid offices is crucial to WSOS successfully distributing funds to Scholars. The Awards team has prioritized building stronger relationships with financial aid offices throughout the state. In December 2022, the Awards team had an opportunity to meet with financial aid leaders to discuss how we can improve our work together. That engaging conversation led to improving scholarship processing time, increased communication and developed a WSOS financial aid information session, all of which contribute to a more positive experience for Scholars with the college and WSOS.

You may recall that in 2022, one of our Board-approved legislative priorities was to align WSOS statutory program duration language with the Washington College Grant. The Awards team has been busy implementing this change. This is a positive shift that will allow Scholars an opportunity to maximize their scholarship. Specifically, these changes benefit Scholars who are on the cusp of graduating but are over the previously allowed credit allotment, those enrolled part-time, individuals with Running Start credits and individuals who needed additional pre-requisite courses to get into their majors.

SCHOLAR PROGRAMS

We have been analyzing the impact of Scholar programming midway through the academic year. Each subsequent section includes scholarship-specific highlights. A goal that we are working toward together is closing opportunity gaps for our Scholars based on race/ethnicity, income and geography (Scholars who live in rural areas). By year-end, we want at least 60% of Scholars in each of these groups to have engaged in our programming. Midyear, looking at our

flagship programming, we have already engaged 63% of Scholars whose races/ethnicities have been historically excluded and 60% of Scholars who are furthest from socioeconomic opportunity. We have room for growth in engaging rural Scholars as 50% have participated in our programming; we are deploying new tactics to support more rural Scholars.

BACCALAUREATE SUPPORT SERVICES

Among first- and second-year Scholars, 78% have reported being engaged with their Scholar Lead (e.g., emailing, texting, meeting in-person) which is higher than our midyear goal of 70%. One Scholar had this to say about their Lead: *"I can't thank you enough for all the help you've provided. Really -- it means a lot."* Of those who have engaged, 70% reported that their Lead has connected them to relevant academic, campus and/or community resources. This is lower than our midyear goal of 85%. As a result, we have revised our Leads' next scripted call so that they can learn about and then act on additional ways to help their Scholars.

We have focused this year on strategic support for our Scholars who might be most vulnerable. During fall quarter, we contacted 23 first- and second-year Scholars who returned from a leave of absence and matched them with Scholar Leads. To date, 48% of them have engaged with their Lead. Since we know the Scholar Lead program is correlated with higher persistence rates, it is now more likely that these Scholars will be connected to what they need to stay in school.

For Skills that Shine (StS), 96% of Scholars have reported meeting with their mentor at least once, which is higher than our midyear goal of 90%. This is a strong indicator of meeting our end-of-year goal that 85% of mentees meet with their mentor at least four times. Additionally, 144 Scholars have participated in career panels with our corporate partners, such as events with Benaroya Research Institute, Seattle Children's Hospital and Institute for Systems Biology.

CAREER AND TECHNICAL SUPPORT SERVICES

Like BaS, more CTS Scholars have engaged with their Scholar Leads than we anticipated. Among Scholars who have opted into the program, 75% reported engaging with their Lead which is higher than our goal of 70%. One Scholar wrote: *"Thank you so much for all the work you have put into helping me answer any questions I had. I appreciate your help so much!"* Of those who have engaged, 86% reported that their Lead has connected them to relevant academic, campus and/or community resources, which is higher than our goal of 75%. These are great leading indicators, particularly since we have had higher Scholar Lead attrition than we expected; we selected 12 new Scholar Leads who began in January to mitigate attrition from fall term.

For career development, 85 Scholars have participated in our programming (e.g., fall StS, resume review, career panels). We are launching our second StS cycle during spring quarter, with a goal for at least 75 Scholars to match with a mentor. Also happening during spring quarter is a partner event with Bristol Myers Squibb (BMS), inviting Scholars to learn about research and science at BMS.

GRADUATE SCHOLAR SUPPORT SERVICES

This is our first year of offering support programming for Scholars in addition to the travel and clinic stipends we have coordinated since the beginning of Cohort 1. One of these programs is connection groups: an opportunity for Scholars to connect with their peers once per term based on their discipline of primary health or behavioral health. They function like focus groups in that

Scholars not only share information with each other, we also get to hear about ways WSOS can support their needs. Our goal is for at least 60% of Scholars to engage with these groups by year-end. We have room for growth as 46% of Scholars have engaged so far; we are increasing our communication with Scholars about this resource to motivate more Scholars to opt in.

Cohort 1 decreased by one Scholar in December 2022. The Scholar was belatedly found by their university not to be a Washington state resident because they did not live in Washington for a full year before starting their program. As a result, the school has updated the parameters used to check for residency, and WSOS has added clarifying residency language and questions on our website as well as applications for each scholarship program. We worked with the Attorney General's Office to resolve this issue. Both WSOS and the Scholar were pleased with the resolution, and the Scholar is still looking forward to working in a rural area of Washington state.

DEVELOPMENT UPDATE

REVENUE TARGETS

As of March 14, we have raised \$44,678,086 of our \$75M campaign goal. This includes \$11,894,424 for CY22. Originally, we had targeted raising \$16M in CY22 and \$12M in CY23 toward the campaign; given our staffing challenges, we weren't surprised to miss our CY22 target. We are proud to still manage to raise \$12M despite the difficulties, especially closing a \$750,000 pledge from a new-to-WSOS donor in December. We have adjusted our CY23 and CY24 targets to reflect actual revenue from CY22 and stay on track for campaign success.

CAMPAIGN MILESTONES

Milli, the marketing and communications agency we retained to support in campaign branding, completed preliminary campaign concepts for our the WSOS Tomorrow, Today campaign. We will be showcasing this work during the Board meeting.

This quarter, Miller Adams hosted a successful Hot Topic Dinner at the Rainier Club. Thank you, Miller! We will continue to host several of these each year to engage new supporters for WSOS. Our next calendared Hot Topic Dinner is with Jeff Peacock, campaign co-chair, in May 2023.

Don't forget OpportunityTalks is scheduled for **April 28, 2023**, at the Sheraton Grand Seattle. This will be our homecoming with our first in-person event since 2019. It promises to be a morning of inspiration and impact! We appreciate each of you considering being a table host and making a contribution to the Challenge Fund. We have heard from other non-profit partners that attendance at large-scale events such as this one has been down across the board. While we have historically attracted 800 folks to the ballroom, we are aiming our sights on 600-650 attendees for event success in this new landscape.

HIRING FOR THE DEVELOPMENT TEAM

The development team welcomed three new members to the team in January – please see the Operations section for their bios. We have been incredibly impressed by the quality of candidates in our hiring pools, likely due to changing market conditions. It will take some time for these new teammates to onboard and come up to speed, but we've been incredibly impressed by their skills and experience thus far. We continue to seek our new development director but are narrowing in on finalists.

EXTERNAL AFFAIRS UPDATE

Our bill (HB 1289) passed unanimously from the House and policy committees, and we believe it is on track for smooth passage. We worked with fiscal staff to add an amendment to clarify the state match process. We will continue to collaborate with legislators as needed until we reach the governor’s signature. Within the next several weeks, the House and Senate versions of the budget will be released with our included state match requirement.

The External Affairs team recently closed BaS and CTS spring promotion efforts. Dale Baker, the new promotion specialist for WSOS, logged hundreds of miles to travel to each of our target regions for tabling, events, career fairs and partner meetings. Early results indicate that we increased the diversity of our applicant pool, attracted candidates from every county in Washington state and increased the total applicant pool considerably over last year.

DIGITAL MARKETING AND MEDIA COVERAGE

Strategic Plan Targets	July 2022	February 2023	Target by June 2023	Progress to goal
Earned media	-	22 earned media pieces	30 earned media pieces	73% of goal
ED/Directors appearances in articles/panels/speaking	-	8 (ED) 3 (Directors)	15 (ED) 7 (Directors)	53% (ED) and 43% (Directors) of goal
Facebook audience growth	4,339	4,448	4,573	47% of goal
Twitter audience growth	1,943	1,961	2,109	11% of goal
LinkedIn audience growth	1,585	1,847	2,261	39% of goal
Instagram audience growth	1,010	1,094	1,316	27% of goal

Content shares increased by 70% compared to this time last year. Despite lagging in some audience growth targets, our followers are becoming more loyal to our brand and sharing our content with their communities. Our content was shared by high-level leadership from the Washington State Board of Education, legislators like Representative Drew Hansen, partner organizations like Benaroya Research Institute, WA Immigrant Solidarity Network, Washington State Achievement Council, and State Board for Community and Technical Colleges. By June 2023, we aimed to increase user-generated content by 150%. We have already exceeded that goal by 20%.

Top Performing Posts

Facebook: [Scholar Photoshoot](#)

LinkedIn: [Hiring](#)



Instagram: [BaS Promotion](#)

Twitter: [SBCTC Ranking](#)



OPERATIONS UPDATE

COST OF LIVING ADJUSTMENT (COLA)

In accordance with the WSOS Cost of Living Adjustment policy and the Board-approved budget, WSOS team members received a 5% salary adjustment effective January 1, 2023. WSOS team members remain appreciative of the Board's acknowledgment of and ability to address the impact of external factors, like inflation, on employee well-being.

At the beginning of the quarter, WSOS people leaders began the second module of the WSOS Management and Leadership Academy focused on accountability. The goal of the module is to reinforce our ability to create a high-performing workplace culture across all levels of the organization with people managers leading the way. Our inaugural module focused on delivering and receiving feedback, which was scaled and used to deliver an organization-wide training at our February 2023 All Hands meeting. To date, the content has been well-received, and team members gained skills to improve their work and positively impact Scholar outcomes. We are excited to continue our learning journey together, focused on day-to-day management responsibilities and additional skill building, like strategic project planning, decision-making and meeting facilitation.

NEW HIRES GALORE!

We've been hiring new team members at a rapid pace this past quarter. We're thrilled to introduce:

Camille Reynaud (she/her), Jess Tholmer (she/her) and Francsica Mejia Campos (she/her) all joined the development team in January. Camille will serve as the newly created associate director of corporate and foundation giving. Camille has over 10 years international experience building and retaining relationships through corporate and event partnerships within social and non-profit sectors. She is passionate about social justice and equity, specifically in youth development, community service, and leadership. Most recently, she served as Executive Director at Teens In Public Service, a nonprofit that empowers teen leaders through paid internships at non-profit organizations. She lives in Mukilteo with her husband Olly and two kids Emerson (6) and Devon (3). She loves hiking, reading, listening to podcasts, and spending time outdoors with her family. She's excited to join WSOS and help empower students furthest away from educational justice.

For the past five years, Jess has been working for the Northwest Adoption Exchange, advocating for and working with youth in foster care, potential adoptive families, and Washington State caseworkers. Through this role, and her work on the Board of Directors for the Northwest Abortion Access Fund, Jess has proven her dedication to supporting and advocating for people who don't often have the means or resources to do so themselves. Jess was raised all up and down the coast of Washington State and though born in California, considers herself a Washingtonian through and through. For fun, you can almost always find her reading a book, writing about a book she read, watching a show, or writing about a show she watched. Jess is so excited to start a new year with this very exciting new chapter at WSOS.

Francisca was born in Mexico and was brought up in North Bend, WA from the age of 7. She attended Western Washington University where she received a B.A. in Human Services. After college, Francisca worked for a public school district under the newly formed Equity department where she worked on implementing equitable practices at the school level. Most recently, she worked at Amazon as a recruiting coordinator where she focused on process improvement. As a strong believer of the importance of higher education and closing the opportunity divide, she is excited to be back working for an organization whose mission and values align with hers! Francisca currently lives in North Bend with her husband Solomon, doggie Frida, and kitty Lolita.

Courtney Chen (she/her) joined WSOS on January 17 as our Career & Technical Scholarship Advisor. She brings strong experience in supporting students, managing pilot programs and building partnerships at the YWCA, Seattle Foundation, The Bush School and Ada Developers Academy. After spending most of her childhood in a small town outside of Toronto, Courtney's family moved to the Greater Seattle area. She enjoys exploring local parks with her family and hosting game nights with friends.

Lisa Magennis (she/her) joined WSOS on January 3 as our Data and Systems Director. Lisa has spent over a decade working with non-profit organizations to help improve their data systems and gain insights through data into how to better serve their participants. Most recently Lisa worked with a diversity, equity, inclusion, and belonging organization that aims to remove barriers and promote allyship for women in the workplace. She was raised in Southern California but moved to Washington with her husband and young daughter 20 years ago and is proud to call it her home. She is deeply tied to the WSOS mission and is excited to begin working with the team.

Veronica Craker (she/her) joined WSOS on January 3 as our Marketing and Communications Manager. She has a strong background in journalism and communications, most recently at Pacific Lutheran University, where she worked closely with advancement and admissions to build the university brand and develop content. Veronica lives in Tacoma with her husband, daughter and dog. She enjoys exploring the beautiful Pacific Northwest, turning every inch of her lawn into a garden, and curling up with a good book.

Dale Baker (he/him) started with WSOS on January 3 as our Promotion Specialist. He brings UX and communications experience as a recent University of Washington Tacoma graduate. Dale is Seattle born and raised. He recently picked up photography as a hobby and is an avid anime connoisseur. He's passionate about increasing access to higher education and has enjoyed traveling around Washington state to share WSOS with prospective applicants.

Three additional new hires have been offered positions with WSOS but have not yet joined the team. We will introduce these individuals in the June Board meeting packet.

WASHINGTON STATE
OPPORTUNITY
 SCHOLARSHIP

**Career and Technical Scholarship
 Cohort 4 Spring Selection Overview**

This document describes the selection criteria for and profile of the spring recipients of the 2022-23 Career and Technical Scholarship (CTS) cohort. This spring brought 442 applicants, of which we selected 255 for CTS, 22 for the Rural Jobs Initiative (RJI) and 2 for Seattle Opportunity Scholarships (our first city partnership program).

Career and Technical Scholarship Results

Selection Criteria

Based on the Board’s directive, the selection criteria below were used:

Category	Factor	Target Weight	Final Weight
Economic Impact	Program	50%	50%
Likelihood of Completion	Essay	15%	15%
Financial Need	Income	20%	20%
Equity of Access	First Generation Status	7.5%	7.5%
	Single Parent Status*	7.5%	7.5%

**Single-parent status did not apply to applicants graduating high school in 2022.*

Profile of Selected Scholars

These Scholars have a median family income of \$20,000 and represent 31 of 34 colleges, 26 of 39 counties and 45 of 49 legislative districts. The top 5 colleges they are heading to are Clark College, Bates Technical College, Seattle Central College, Yakima Valley College, North Seattle College and Bellingham Technical College. In terms of programs, the table below shows how the proportion of Scholars selected (% of Selects) compares to the share of job openings across the state in a related field (% of Job Openings).

Industry	% of Eligible Applicants	% of Selects	% of Job Openings
Engineering / Manufacturing	6%	5%	3%
Health Care	60%	58%	35%
Information Technology	19%	24%	15%
Trades	14%	11%	45%

The table below shares additional demographic data about Scholars by first-generation status, single-parent status, race/ethnicity, gender and age. The acceptance rate reflects the percentage of eligible applicants whom we selected. Note that due to the larger cohort sizes, the acceptance rate for this cohort was higher across all types of applicants.

Definitions:

- % of Eligible Applicants – the percent of applicants that met CTS eligibility criteria
- % of Selects – the percent of eligible applicants that were selected as an Opportunity Scholar
- Selection Rate – the percent of Scholars per category that were selected

Category	% of Eligible Applicants	% of Selects	Selection Rate
First Generation			
Yes	56%	62%	76%
No	31%	23%	52%
Unknown	6%	6%	71%
Zero Parents	8%	9%	86%
Single Parent			
Yes	29%	37%	90%
No	71%	63%	61%
Race / Ethnicity			
American Indian / Alaska Native	2%	2%	83%
Asian	8%	7%	68%
Black or African American	13%	16%	83%
Latinx	26%	26%	71%
Native Hawaiian or Other Pacific Islander	1%	0%	25%
Two or More Races	3%	3%	80%
White	41%	37%	63%
Did not report	8%	8%	71%
Gender			
Women	60%	62%	71%
Men	30%	28%	64%
Non-binary, gender non-conforming, genderqueer or self-described	3%	2%	58%
Did not report	7%	8%	77%
Age			
18 or under	4%	6%	83%
19-22	17%	15%	60%
23-29	26%	25%	66%
30+	52%	54%	72%

Rural Jobs Initiative

This spring, we selected 22 of 57 eligible applicants. 19 of 22 recipients were also selected for the Career and Technical Scholarship.

Selection Criteria

Based on the Board's directive, we select Rural Jobs recipients based on two criteria:

1. The applicant's points for the Career and Technical Scholarship
2. The applicant's distance from campus

To ensure an equitable geographic distribution of recipients, we included a "regional cap" that limited selects per eligible workforce development region to 1.5 times its share of the state's rural population.

Profile of Selected Scholars

These Scholars have a median family income of \$28,275, live an average of 35 miles from campus and represent 8 of 8 eligible regions and 12 of 14 eligible colleges. The table below details selects by [workforce development region](#).

Region	% of Eligible Applicants	% of Selects	% of WA Rural Pop.
Benton-Franklin	5%	9%	1%
Eastern	4%	9%	14%
North Central	5%	5%	16%
Northwest	9%	14%	24%
Olympic	19%	9%	7%
Pacific Mountain	16%	18%	15%
South Central	14%	23%	18%
Southwest	28%	14%	6%

In terms of programs, the table below shows how the proportion of applicants compares to selects by industry. At the Board's directive, a targeted list of programs for each region was developed with the guidance of local workforce development and education officials.

Industry	% of Eligible Applicants	% of Selects
Accounting and Logistics	5%	9%
Engineering / Manufacturing	4%	5%
Health Care	54%	50%
Information Technology	5%	9%
Trades	32%	27%

The table below shares additional demographic data about Scholars by first-generation status, single-parent status, race/ethnicity, gender and age. The acceptance rate reflects the percentage of eligible applicants whom we selected.

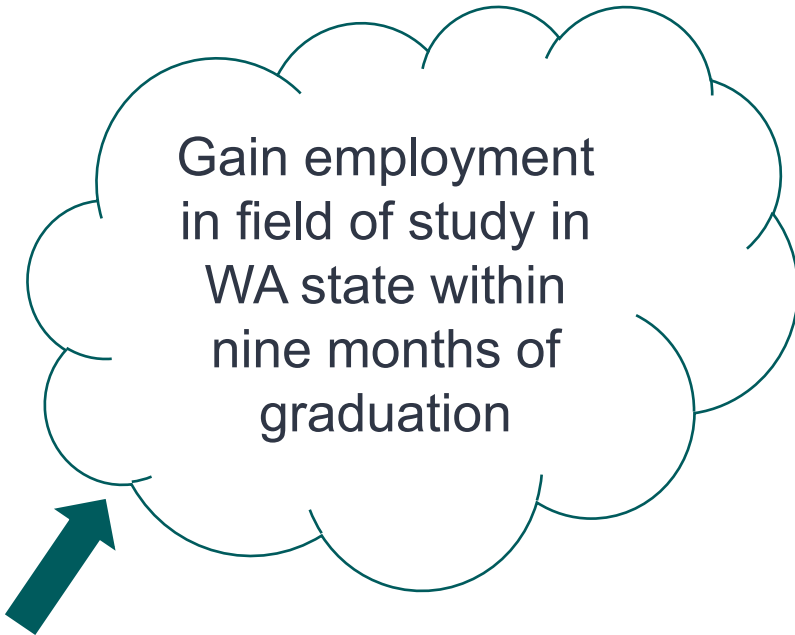
Category	% of Eligible Applicants	% of Selects	Acceptance Rate
First Generation			
Yes	54%	68%	48%
No	33%	14%	16%
Zero Parents	7%	9%	50%
Did not report	5%	9%	67%
Single Parent			
Yes	37%	55%	57%
No	63%	45%	28%
Race / Ethnicity			
American Indian / Alaska Native	4%	9%	100%
Asian	2%	0%	0%
Black or African American	5%	0%	0%
Latinx	19%	36%	73%
Native Hawaiian or Other Pacific Islander	0%	0%	--
Two or More Races	0%	0%	--
White	63%	50%	31%
Did not report	7%	5%	25%
Gender			
Women	48%	50%	41%
Men	45%	36%	32%
Non-binary, gender non-conforming, genderqueer or self-described	6%	10%	67%
Did not report	2%	5%	100%
Age			
18 or under	2%	5%	100%
19-22	12%	9%	29%
23-29	25%	36%	57%
30+	61%	50%	31%



ED CORNER

WASHINGTON STATE
OPPORTUNITY
SCHOLARSHIP

**INTENDED
IMPACT #1**



**INTENDED
IMPACT #2**

THEORY OF CHANGE | Scholarships + Continuum of Support Services

STRATEGIC PRIORITIES

Design scalable, statewide programs.

Build the brand.

Fund to 2030.

Be a preferred workplace.



WASHINGTON STATE
OPPORTUNITY
SCHOLARSHIP

Org Strategic Priorities: AY2025-26 metrics

Ensuring scalable, statewide scholarship accessibility and financial aid impact	Ensuring scalable, statewide support services	Build awareness of the WSOS brand	Fund to 2030 and beyond	Be a preferred workplace																
AWARDS	PROGRAMS	EXTERNAL AFFAIRS	DEVELOPMENT	OPERATIONS																
80% of applicants are eligible	65%, 45%, 95% graduate in eligible program for BaS, CTS, GRD	At least 33 earned media pieces per year	\$75M raised January 1, 2021, through December 31, 2025, with 30-35 \$25K to \$1M gifts secured in CY25	Volunteer separation rate below 15%; average staff tenure of 36 months																
90% of Scholars complete renewal	Opportunity gaps are less than 10%, 5% by income, race	23 speaking engagements for WSOS leadership per year	25% of donors loyal (5+ years) by end of CY25 with 50% donor retention rate CY24 to CY25	90% of staff agree: “I believe the work I do advances our mission”																
90% work fewer hours because of WSOS	95%, 85% of graduates employed full-time within 9 months in any field, in high-demand field	Social media audience size of 4,800 (FB), 2,200 (Twitter), 2,900 (LI) and 2,700 (IG)	425 new donors acquired in CY25 with 100 total from WA outside of Puget Sound	90% of staff agree: “I would recommend WSOS as a great place to work”																
90% attend full-time because of WSOS	95% of employed in-high demand graduates work in WA	Applicant targets: <table border="1" data-bbox="1067 1265 1508 1376"> <tbody> <tr> <td></td> <td>BaS</td> <td>CTS</td> <td>GRD</td> </tr> <tr> <td>BIPOC</td> <td>85%</td> <td>60%</td> <td>55%</td> </tr> <tr> <td>First-gen</td> <td>64%</td> <td>68%</td> <td>70%</td> </tr> <tr> <td>From rural counties</td> <td>34%</td> <td>40%</td> <td>TBD</td> </tr> </tbody> </table>		BaS	CTS	GRD	BIPOC	85%	60%	55%	First-gen	64%	68%	70%	From rural counties	34%	40%	TBD	At least 15% (by #) of donors in CY25 from health care, (S)TEM	90% of staff agree: “I would recommend my supervisor to future employees”
	BaS	CTS	GRD																	
BIPOC	85%	60%	55%																	
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From rural counties	34%	40%	TBD																	

Org Strategic Priorities: AY2022-23 metrics

Ensuring scalable, statewide scholarship accessibility and financial aid impact	Ensuring scalable, statewide support services	Build awareness of the WSOS brand	Fund to 2030 and beyond	Be a preferred workplace																
AWARDS	PROGRAMS	EXTERNAL AFFAIRS	DEVELOPMENT	OPERATIONS																
75%, 85% and 75% of BaS, CTS and GRD applicants, respectively, are eligible	-BaS : 90%, 85%, 65% Y1-Y2-Y3-Y4 with 44% increasing -CTS : 80%, 80% 75% Q1-Q2-Q3-Y2 -GRD : 100% Y1 to Y2	At least 30 earned media pieces	\$16M, \$12M in CY22, CY23, with 15 12 \$25K to \$1M gifts secured in CY22, CY23	Volunteer separation rate below 30%; average staff tenure of 28 months																
90% (85%) of BaS (CTS) Scholars complete renewal	At least 60% of historically excluded races/ethnicities, low-income & rural students participate in programming	15 (7) engagements for ED (Directors)	8%, 12% of donors loyal (5+ years) in CY22, CY23 with 41% CY22 to CY23	83% of staff agree: "I believe the work I do advances our mission"																
90% work fewer hours because of WSOS	50%, 20%, 70% of BaS, CTS and GRD participate in career resources	Social media audience size of 4,428 (FB), 2,109 (Twitter), 1,861 (LI) and 1,861 (IG)	60, 305 new donors acquired with 44, 55 from WA outside of Puget Sound in CY22, CY23	83% of staff agree: "I would recommend WSOS as a great place to work"																
90% attend full-time because of WSOS	90%, 85%, 89% of BaS, CTS and GRD career support participants report being more prepared	Applicant targets: <table border="1"> <thead> <tr> <th></th> <th>BaS</th> <th>CTS</th> <th>GRD</th> </tr> </thead> <tbody> <tr> <td>BIPOC</td> <td>85%</td> <td>58%</td> <td>40%</td> </tr> <tr> <td>First-gen</td> <td>61%</td> <td>61%</td> <td>55%</td> </tr> <tr> <td>From rural counties</td> <td>31%</td> <td>32%</td> <td>7%</td> </tr> </tbody> </table>		BaS	CTS	GRD	BIPOC	85%	58%	40%	First-gen	61%	61%	55%	From rural counties	31%	32%	7%	At least 8%, 9% (by #) of donors in CY22, CY23 from health care, (S)TEM	83% of staff agree: "I would recommend my supervisor to future employees"
	BaS	CTS	GRD																	
BIPOC	85%	58%	40%																	
First-gen	61%	61%	55%																	
From rural counties	31%	32%	7%																	

Today's Snapshot

<p>Ensuring scalable, statewide scholarship accessibility and financial aid impact</p> <p>AWARDS</p>	<p>Ensuring scalable, statewide support services</p> <p>PROGRAMS</p>	<p>Build awareness of the WSOS brand</p> <p>EXTERNAL AFFAIRS</p>	<p>Fund to 2030 and beyond</p> <p>DEVELOPMENT</p>	<p>Be a preferred workplace</p> <p>OPERATIONS</p>
<p>Improving eligibility of applicants:</p> <ul style="list-style-type: none"> TBD, 85% and 72% of BaS, CTS and GRD applicants, respectively, were eligible <p style="text-align: right;">★★★★</p>	<p>Improving persistence:</p> <ul style="list-style-type: none"> 78%, 75% of BaS, CTS participants engaging with SL (mid-year goal for both was 70%) <p style="text-align: right;">★★★★</p>	<p>Media coverage/speaking engagements:</p> <ul style="list-style-type: none"> 22/30 earned media About halfway to goal for speaking engagements; focus for year-end <p style="text-align: right;">★★★☆☆</p>	<p>Campaign revenue:</p> <ul style="list-style-type: none"> Team hired! <p style="text-align: right;">★★★☆☆</p>	<p>Staffing:</p> <ul style="list-style-type: none"> Headcount: 30 FTE Open: 1 FTE New hires last Q: 10 FTE <p style="text-align: right;">★★★☆☆</p>
<p>Successfully completing processes (increase, renewal):</p> <ul style="list-style-type: none"> Deadline adjusted based on higher ed and WSAC feedback <p style="text-align: right;">★★★★</p>	<p>Closing opportunity gaps:</p> <ul style="list-style-type: none"> Individual reach-outs to leave of absence students Targeted emails and phone calls for participation <p style="text-align: right;">★★★★</p>	<p>Social media growth:</p> <ul style="list-style-type: none"> Follower growth lagging, but strong engagement continues Website revamp with positive outcomes <p style="text-align: right;">★★★☆☆</p>	<p>Donor loyalty:</p> <ul style="list-style-type: none"> 22% donor loyalty in CY22 up from 11% loyalty in CY23 (EOY stewardship cards, impact report, first annual fund) <p style="text-align: right;">★★★☆☆</p>	<p>Culture enhancements:</p> <ul style="list-style-type: none"> Org-wide focus on feedback & accountability Program administrator transition <p style="text-align: right;">★★☆☆☆</p>
<p>Attend school full-time and work less:</p> <ul style="list-style-type: none"> Assessing the impact of financial aid on overall experience <p style="text-align: right;">★★★★</p>	<p>Improving career outcomes:</p> <ul style="list-style-type: none"> 96% of BaS StS participants engaged with mentor at least once (mid-year goal was 90%) 160 CTS participants in career resources <p style="text-align: right;">★★★☆☆</p>	<p>Scholarship promotion:</p> <ul style="list-style-type: none"> New promo specialist = 11%, 9.5% increase in submitted apps for BaS, CTS spring! <p style="text-align: right;">★★★★</p>	<p>Donor acquisition:</p> <ul style="list-style-type: none"> Hot Topic Dinners Insider Preview Party to ignite table hosts Not yet targeting by industry, region <p style="text-align: right;">★★★☆☆</p>	<p>Leadership:</p> <ul style="list-style-type: none"> Leadership & management academy Values guiding hiring with strong applicant pools <p style="text-align: right;">★★★☆☆</p>

Key wins of the quarter



- Have hired some incredible new team members
- Management & Leadership Academy is running in earnest
- Bill advancing through the Legislature and on track to becoming law
- Application numbers are up year-over-year

Challenges of the moment



- Program administration challenges continue as we build processes and systems with 501 Commons
- Onboarding our incredible new team members
- Leave planning

Management and Leadership

WASHINGTON STATE
OPPORTUNITY
SCHOLARSHIP

The Problem:

Differences in how we show up as people managers are impacting our ability to create a preferred workplace culture

- **Context:**
 - Team members share they observe differences in the caliber and expectations of leaders across the organization, impacting their experience.
 - People managers selectively opt out of values, policies and practices causing internal friction.
 - In the past nine months, three WSOS people leaders have left the organization, and one opted out of people management.
 - People managers don't speak with a unified voice on issues impacting the organization.
- **Broadly stated, the problem is:**
 - While we have robust policies designed to unlock the kind of preferred workplace culture we want to build, we do not yet have staff satisfaction (org survey) or staff retention to demonstrate we've been successful.

Questions that came up for us internally while thinking about this problem are...

- Is our staff engagement/retention problem a WSOS issue or is it bigger than just our organization?
- How do we improve our hiring practices to ensure we are selecting talent with leadership skills and values alignment?
- What's getting in the way of people managers leaning in and owning WSOS values, policies and practices?
- How do we support team members in owning their professional development?
- What data and best practices do we have to inform our thinking?
- What can we control, and what do we have to accept?

Diving into the data, we learned...

- **Managers have a significant impact on the employee experience.**
 - At least 70% of the variance in team engagement is explained by the quality of the manager or team leader (Gallup).
- **A 2022 Nonprofit HR survey found:**
 - 40% of respondents are struggling to retain mid-level staff.
 - Primary reasons for voluntary turnover include lack of opportunity for upward mobility/career growth (43%) and dissatisfaction/disengagement with current organization culture (36%)

Diving into the data, we learned...

- **WSOS organization survey data shows:**
 - 67% enjoy their work
 - 81% would recommend my supervisor to future employees
 - 85% believe the work they do is making a difference toward our mission
- **A report from the Stanford Social Innovation Review highlighted:**
 - Nonprofits fill top leadership positions about 1/3 of the time from within which is half the rate of for-profits.
- **Bridgespan recommends organizations invest in future leaders by:**
 - Defining great leadership through competencies, goals and values alignment.
 - Using a 70/20/10 approach to professional development plans.
 - Supporting consistent development conversations.

We are also learning by interrogating our own beliefs, mindsets and experiences

- Nonprofit leaders face distinct challenges:
 - Measuring impact is more complex than profit or loss
 - Talent retention and development in a resource-constrained environment
 - Fighting burnout among dedicated staff and volunteers (lean operations)
 - Fundraising needs and access to cash can limit innovation
- High-performing organizations have similar characteristics regardless if they identify as nonprofit or for-profit.
- Our approach to leadership and management may need to change because we exist in a hybrid environment.

The WSOS Management & Leadership Academy builds our collective leadership capacity by creating a safe space to learn, practice, fail, try again and succeed.

Leadership of Self

Leadership of Program

Leadership of Others

Managing the Work

How one leads programs and others is reflected in who they are and why they choose to manage and lead

Skills

1. Planning & Execution
2. Evaluation

Skills

1. Feedback
2. Accountability
3. Decision-Making
4. Meeting Facilitation

Skills

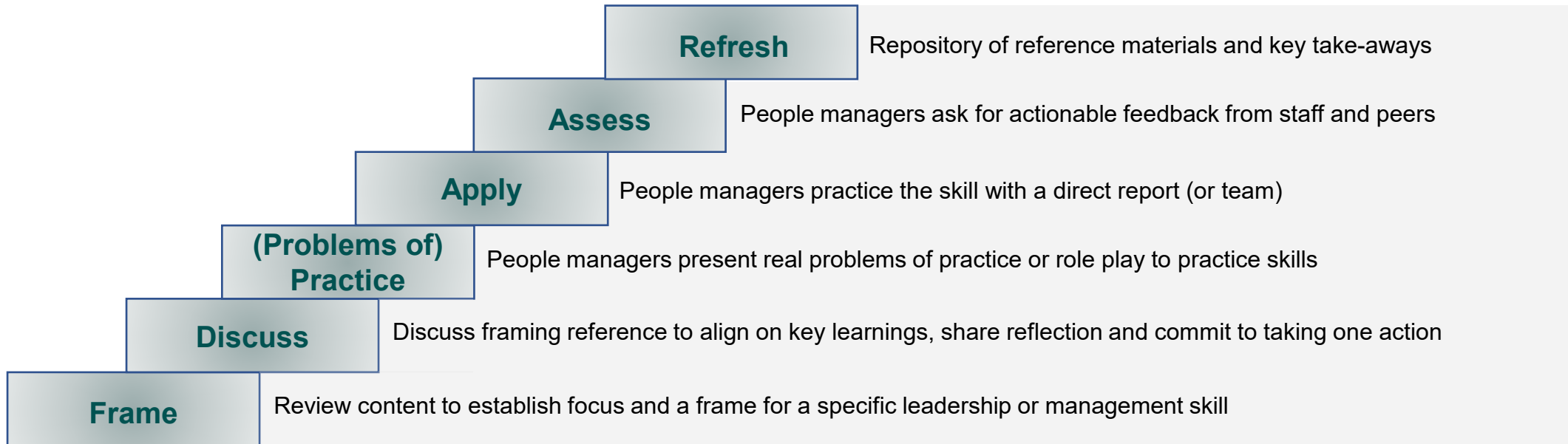
1. Feedback
2. Annual Goal-Setting
3. Talent Calibration
4. Recruiting & Hiring

100% Self-Directed

Guided Learning Approach

We follow a guided learning approach.

A guided learning approach promotes proficiency and confidence.



Measurement and indicators of success include...

Early wins and learnings

- 100% of M&L Academy attendees agree or strongly agree training:
 - is a good use of their time.
 - provides practical skill-building opportunity.
- Programming is scalable and has been used to train WSOS at large.
 - Observable differences in the quality of feedback and staff comfort and willingness to deliver praise and constructive feedback

Program impact

- Annual organization survey (targets)
 - I know what is expected of me at work and what it means to do my job well (100%)
 - I believe the work I do is making a difference toward WSOS's mission (90%)
 - My manager helps me to develop to my fullest potential (90%)
 - I enjoy my work (90%)
 - I would recommend my supervisor to future employees (90%)
 - I would recommend WSOS as a great place to work (90%)
- Annual team member retention (83%)
- Team member tenure (36 months)

The Problem:

Growing our leadership capacity while building our preferred workplace culture has been a challenge.

- **Discussion:**
 - What are the biggest gaps in leadership or management skills you see in nonprofits or early-stage organizations?
 - What's the single most important piece of advice you'd give leaders at WSOS to become more effective?
 - What's the most effective leadership training you attended in your career? What made it so effective?"
 - What aren't we thinking about but should be?

Tab D

\$75M Campaign Update

\$75M CAMPAIGN UPDATE

WASHINGTON STATE
OPPORTUNITY
SCHOLARSHIP

CAMPAIGN COUNSEL



Heidi Thomson-Daly, M.Ed.
Principal

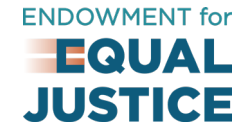
Lead Campaign Counsel



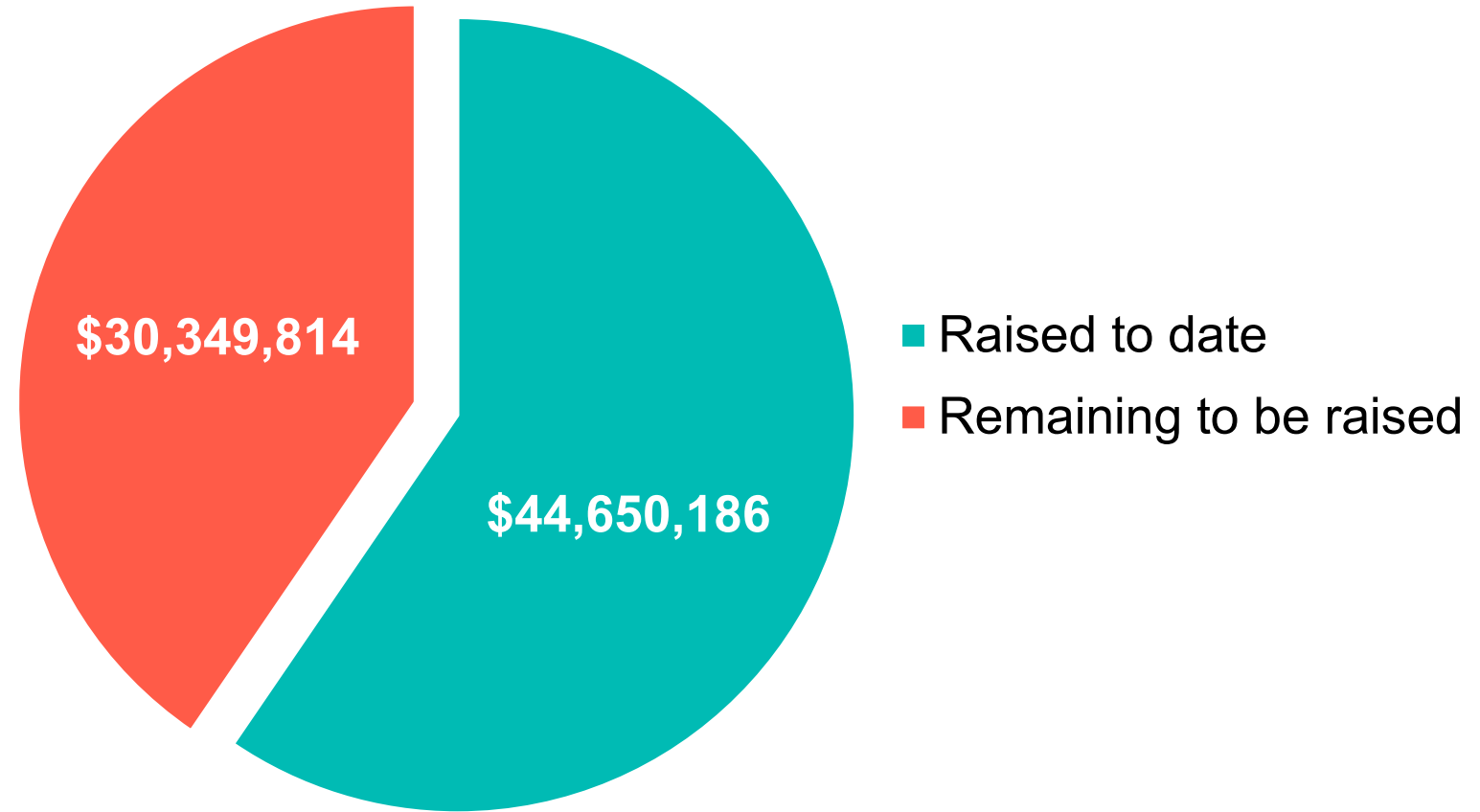
Jennifer Weber, M.Ed., CFRE
Principal

Campaign Co-Counsel

WE'RE PROUD TO WORK WITH WSOS



60% TOWARD \$75 MILLION GOAL



CAMPAIGN TIMELINE



WE ARE HERE

CAMPAIGN TIMELINE



Quiet Phase until we hit 80% / \$60 Million
GOAL: Launch Public Phase at OpportunityTalks 2024

ACCOMPLISHMENTS & PRIORITIES

- ✓ Complete feasibility study
- ✓ Write case for support
- ✓ Create strategy / make decisions
- ✓ Complete campaign plan
- ✓ Hire key staff
- ✓ Build fundraising infrastructure
- ✓ Renew Cornerstone partners
- ✓ Design and implement engagement activities (*including Hot Topic Dinners hosted by Board members!*)
- ✓ Recruit campaign leadership
- ✓ Closed \$44 million!



2023

ACTIVE CAMPAIGN & CLOSE GIFTS

1. **Fully mobilize campaign leadership; recruit additional members**
2. **Qualify prospective Champion and Leadership level investors**
3. **Acquire new individual and corporate donors**
4. **Solicit and close gifts \$50k - \$5M**
5. **Host well-attended engagement activities**

CAMPAIGN CO-CHAIRS



Amy Coleman

Corporate Vice President,
Human Resources &
Corporate Functions,
Microsoft



Jane Park

Founder and
CEO,
Tokki
**WSOS Board
Member**



Jeff Peacock

Former CEO,
Parametrix

TODAY, TOMORROW AMBASSADORS

Campaign Steering Committee

The committee is a group of **12 - 14 passionate individuals willing to fundraise for WSOS** over the next 2 – 4 years. Each member makes introductions to potential donors, solicits campaign gifts, stewards high-level donors, attends campaign events, supports the co-chairs and champions the campaign overall.

1. Amy Coleman
2. Jane Park
3. Jeff Peacock
4. Doug Barrancotto, *Microsoft*
5. Joelle Denney, *Boeing*
6. Latisha Hill, *Avista*
7. Miranda Lewis, *Amazon*
8. Robin Mendelson, *retired Amazon*
9. Julie Sandler, *Pioneer Square Labs*

Need 3 – 5 more members.

TODAY, TOMORROW AMBASSADORS

Honorary Campaign Cabinet

The cabinet is a **diverse group of 18 - 24 influential individuals** representing a variety of STEM, health care and trade industries, different parts of the state and different philanthropic circles. Cabinet members **endorse** the campaign, and their influence is leveraged thoughtfully.

1. Brad Smith, *Microsoft*
2. Gary Rubens, *Athlete Intelligence*
3. Mike Wilson, *retired Providence*
4. Patrick Smith, *B.T. Loftus Ranches*
5. Greg Till, *Providence*

Need 13 – 19 more.

CAMPAIGN BRANDING



Powerful students powering Washington

CAMPAIGN BRANDING



By investing today, we all win tomorrow.

CAMPAIGN BRANDING

TOMORROW, *THE*
TODAY. *CAMPAIGN*
FOR WSOS

TOMORROW, TODAY.
The Campaign for WSOS

TOMORROW, TODAY.
The Campaign for WSOS

TOMORROW, TODAY.
THE CAMPAIGN FOR WSOS



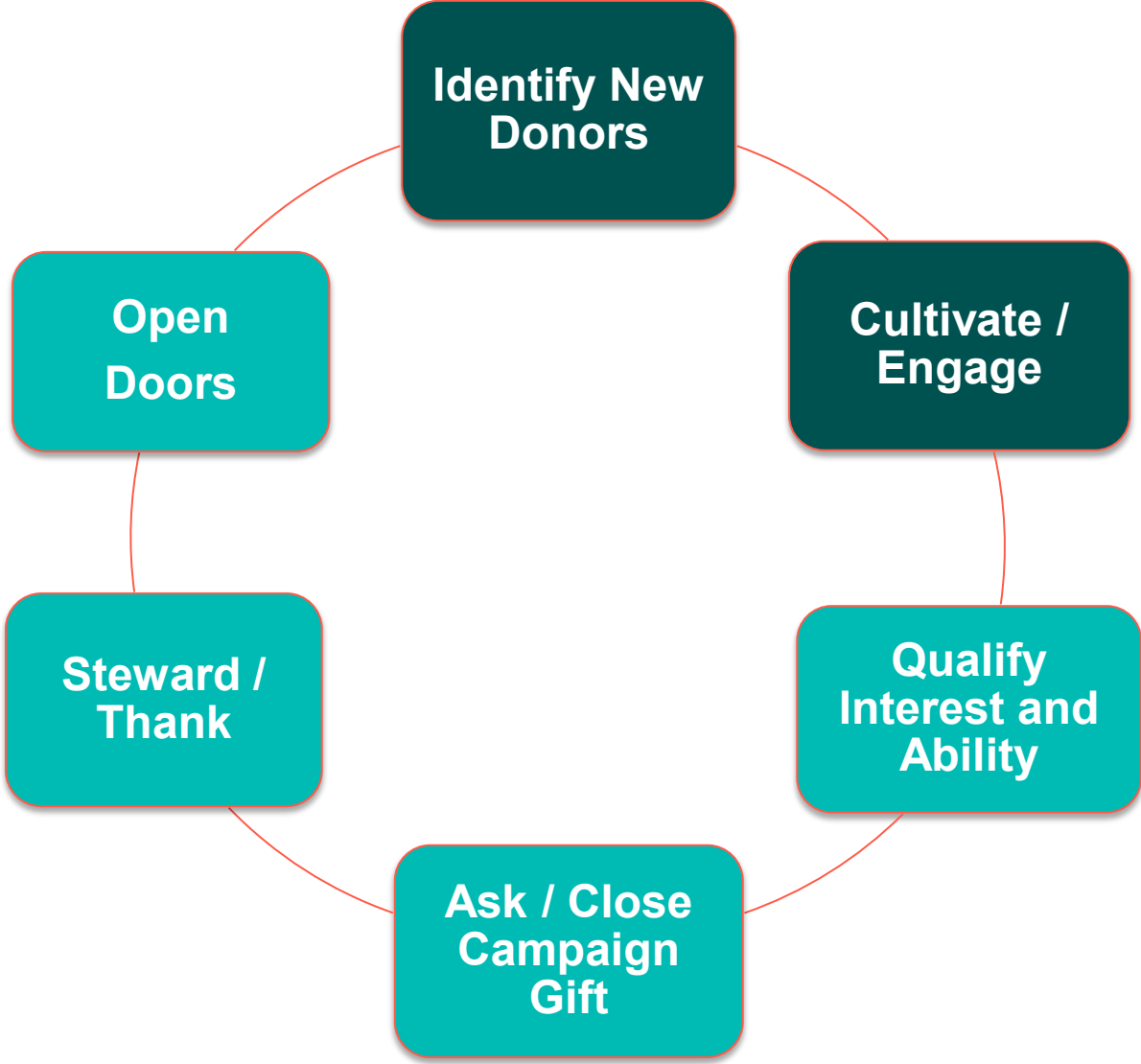
CORE MESSAGE

WSOS is **transforming the workforce** across WA state by amplifying the power of thousands of talented diverse students who are eager to study in high-demand fields.

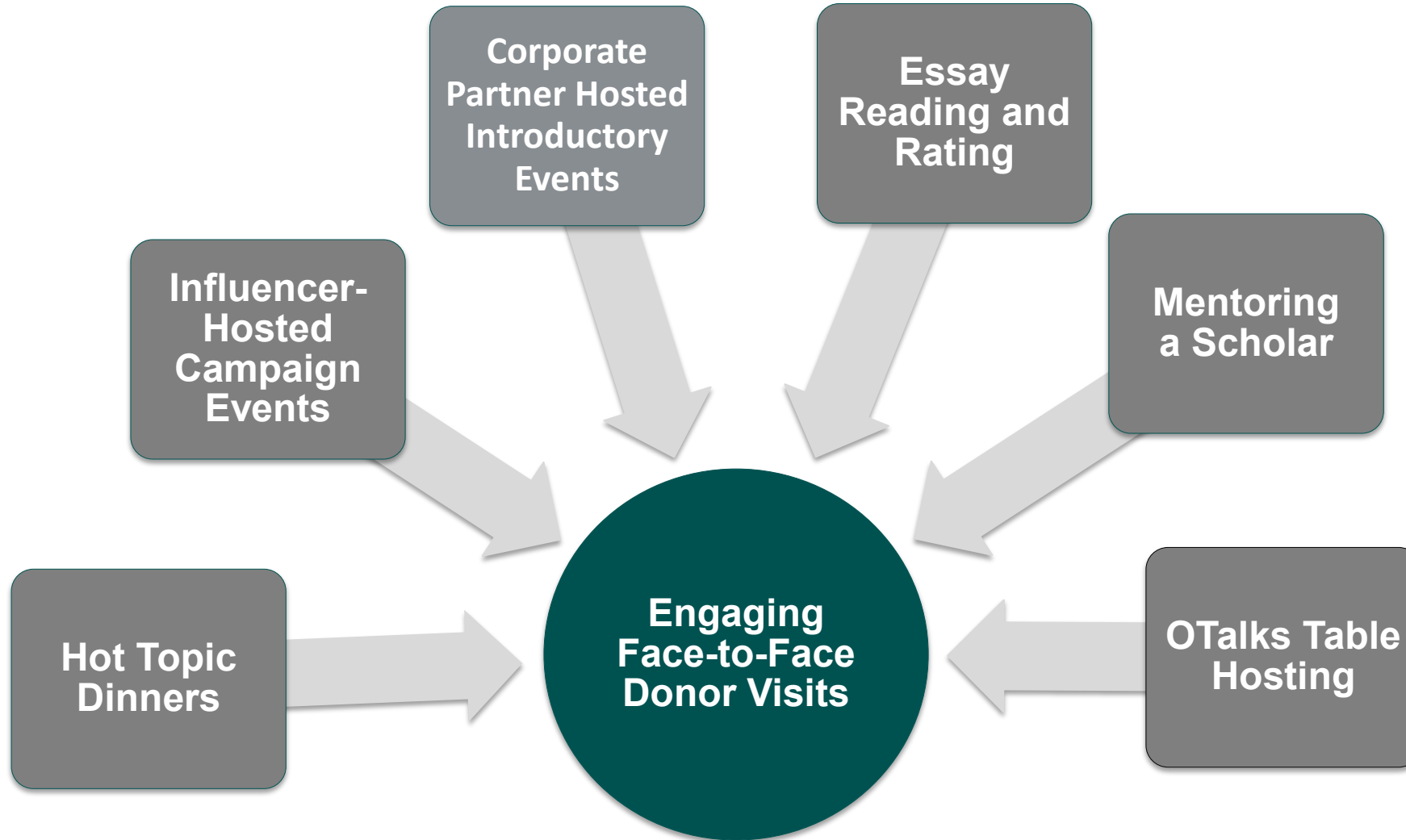
We provide **flexible scholarships** and **dedicated mentors** so that our Scholars have what they need to succeed.

By investing today, we all win tomorrow.

PRIMARY STRATEGY: MOVES MANAGEMENT



PRIMARY STRATEGY: ENGAGEMENT



INVESTMENTS NEEDED PER LEVEL

Gift Categories	Gift Amount	Number of Gifts Needed	Confirmed Pledges	STILL NEEDED
Cornerstone Investor	\$15,000,000	1	1	1
	\$10,000,000	2	2	
	\$5,000,000	2	1	
		5	4	1
Leadership Level	\$2,500,000	2	0	2
	\$1,000,000	6	1	5
		8	1	7
Achievement Level	\$500,000	10	1	9
	\$250,000	6	2	7
	\$100,000	12	6	6
		28	7	22
Annual Gift Level	\$50,000	50	11	39
	\$25,000	30	5	25
	\$10,000	80	15	65
	\$5,000	50	14	36
	\$1 - 4,999	Many	605	Many
		251	662	165

To reach the goal, WSOS needs **prospects at all levels** but especially at the \$100k - \$500k and 7-figure levels.

Prospects **need to be identified and cultivated now** to close another \$15M before next spring (to reach the 80% threshold for a public launch).

TOP PRIORITIES: NEXT 6- 9 MONTHS

1. Complete **Steering Committee & Honorary Committee recruitment**; kick-off the committee on April 18.
2. Identify and **engage new Champion and Leadership Level prospects**; ensure an adequate number of engagement activities & solicitations are underway.
3. Host an inspiring, **well-attended, OpportunityTalks Breakfast.**
4. Produce **campaign assets**: collateral, landing page, WSOS 101 video, etc.
5. Close at least **25 Champion and Leadership level gifts.**
6. Raise **\$8,000,000** by December 31.

TOP 5 WAYS YOU CAN HELP

1. Actively **open donors to new donor prospects.**
 - Identify 5 – 8 prospective campaign investors that you know (individuals OR corporate partners)
 - Strategize with staff and campaign counsel on best way introduce them to WSOS
2. Sign up to **host a Hot Topic Dinner.**
3. Assist with stewardship / **thank you calls after OpportunityTalks.**
4. **Assist with recruitment** of additional steering committee and honorary cabinet member.
5. Join Kimber or Camille on a **donor visit.**

Tab E

2023-24 Graduate Scholarship Selection

2023 Graduate Scholarship Selection Guidelines

The purpose of the selection guidelines for the Graduate Scholarship (GRD) is to have an objective approach to selecting applicants for Cohort 3. These guidelines align closely with those for the Baccalaureate Scholarship (BaS) and Career and Technical Scholarship (CTS) as all are created with the same foundation: WSOS's mission and values. Any differences between the selection guidelines are necessary because of differences in the applicant pools, application questions and scholarship goals.

To maintain objectivity, our selection process will be guided by goals that align with our organization's mission and values. We aim to select applicants who:

1. Are likely to practice in a medically underserved or health professional shortage area (MUA or HPSA) in Washington state post-program completion
2. Have significant financial need
3. Are heading into high-demand behavioral and primary health care fields in Washington state

To meet these goals, we have assigned points to each related section of the application. Scholars will be selected based on the highest total number of points received until we have selected the cohort.

1. **Select applicants who are most likely to practice in Washington state post-program completion.** The proposed criteria are indicators of the likelihood an applicant will practice in an MUA after program completion. The first statutory version of the Graduate Scholarship required recipients to practice in an MUA for at least two years post-graduation; if they failed to comply, they would be required to repay their scholarship. Before the program launch, a subsequent statutory change removed the repayment provision because legislators realized it put at risk recipients' eligibility for other loan repayment programs. To meet the legislative intent, we propose using applicant essays and a recommendation from a professional or academic reference to assess the likelihood of service in MUAs/HPSAs after program completion.

Points will be determined by:

- a. Commitment (essay) section – 40 maximum points allocated; and
 - b. Commitment Recommendation Form– 15 maximum points allocated
2. **Select applicants with significant financial need.** Family income is an indicator of applicants' need for this scholarship. Factors of financial need we'll consider in selection include current and expected debt load; past use of income-based assistance programs; and median family income. Points will be determined by:
 - a. Household income at or below 125% MFI – 30 maximum points allocated; or
 - b. High financial need – 20 maximum points allocated; or
 - c. Moderate financial need – 5 maximum points allocated

3. **Select applicants who are heading into high-demand behavioral health and primary care fields.** This aligns the scholarship with the statutory intent to focus dollars on high-demand program tracks. With only two eligible program tracks that are relatively close in their demand factor, this category is weighted less than in CTS and BaS. Points will be based on program track with a preference for behavioral health (greatest need in the state):
 - a. Behavioral Health: 15 points out of 15 maximum points; or
 - b. Primary Care: 7.5 points out of 15 maximum points

To increase partner adoption and geographic spread of Scholars, WSOS recommends selecting an applicant from all six eligible schools. We also recommend that at least four out of the 20 Scholars in Cohort 3 are from the MSN program. To increase the number of Scholars in rural areas, WSOS recommends selecting at least six Scholars from Washington state designatedⁱ rural counties. These additional recommendations will only come into play provided we have adequate eligible applicants in the pool to meet them.

At the conclusion of the selection process, our practice will be reviewed for improvements for Cohort 4. The Board of Directors will be updated and given a recommendation in 2024.

ⁱ * <https://ofm.wa.gov/washington-data-research/population-demographics/population-estimates/population-density/population-density-and-land-area-criteria-used-rural-area-assistance-and-other-programs>

2023 GRD SELECTION CRITERIA (Cohort 3)

WASHINGTON STATE
OPPORTUNITY
SCHOLARSHIP

GRADUATE (GRD) SCHOLARSHIP

Statutory Intent: Increase number of advanced health care professionals providing physical and behavioral health care, particularly in communities designated as rural or medically underserved in Washington state. WSOS focuses on Nurse Practitioners because of the high and immediate need in the state for more medical prescribers.

Cohorts 1 and 2	27 DNP/MSN Scholars total (16 primary care, 11 behavioral health)
Rural Scholars	4 out of 27 (Clallam, Lewis, Okanogan and Yakima counties)
Eligible Universities	Gonzaga University, Pacific Lutheran University, Seattle Pacific University, Seattle University, UW Seattle, WSU (Spokane, Tri-Cities, Vancouver)
Eligible Program Tracks	Adult-Gerontology Nurse Practitioner, Family Nurse Practitioner, Psychiatric Mental Health Nurse Practitioner, Pediatric Nurse Practitioner
Scholarship Amounts (Lifetime)	Up to \$25,000 per Scholar plus Preceptor Site Stipends (up to \$18,000 per Scholar) and Travel Stipends (up to \$2,500 per Scholar)

GRD SCHOLARSHIP SELECTION PRINCIPLES

- Select Scholars who are **likely to practice in a Washington state Medically Underserved Area (MUA) or Health Professional Shortage Area (HPSA)** post program completion
- Select Scholars who are **most likely to benefit from the financial support**
- Select Scholars who are heading into **behavioral and primary health care fields** across Washington state

2023 (Cohort 3) Selection Criteria and Additional Recs

Factors	Point Allocation	Purpose
Commitment Recommendation Form	15	Prioritize applicants most likely to practice in a medically underserved area in Washington state
Commitment Essays	40	
Family Income/Financial Questions	30	Prioritize applicants most likely to benefit from the financial support
Program Track	15	Prioritize statutory intent to focus on behavioral and primary health care

Additional Recommendations*

- Select at least **6 Scholars** from WA designated rural counties (*increase from 4 for Cohort 2*)
- Select at least 1 applicant from each of the 6 participating schools
- Select at least 4 MSN applicants out of the 20 slated for Cohort 3

*If adequate eligible applicants exist

REQUESTED BOARD ACTION

- Vote to approve 2023 GRD selection criteria.

Tab F

Finance & Program Administrator Update

WASHINGTON STATE
OPPORTUNITY
SCHOLARSHIP

**FINANCE & INVESTMENT COMMITTEE
MEETING AGENDA MARCH 21, 2023
IN-PERSON OR REMOTE**

To join virtually: Click on the Microsoft Teams link in meeting invitation or dial in #: +1 332-249-0607 Phone Conf. ID: 824 675 877#

To join in person: Pacific Tower, 1200 12 Ave. S, Suite 810

I.	Meeting Called to Order & Introductions		Patrick Smith Board Member Committee Chair	1:00p-1:10p
II.	Approval of Minutes from December 7 Meeting	[Tab A]	Patrick Smith Board Member Committee Chair	1:10-1:15p
III.	WSIB Quarterly Performance Report	[Tab B]	James Aber WSIB	1:35-1:55p
IV.	Program Administrator Report	[Tab C]	Eileen Moran 501 Commons	1:55-2:15p
V.	Program Update » <i>Committee Action:</i> Recommend adopting short-term investment policy	[Tab D]	Kimber Connors WSOS	2:15-2:30p
VI.	Meeting Adjourned		Patrick Smith Board Member Committee Chair	2:30p

Committee Questions for Consideration:

- » What questions should we consider in changing our award structure if the Washington College Grant expansion to six years passes?

Upcoming Committee Meetings

Tuesday, June 13, 2023
Wednesday, September 6, 2023
Thursday, November 30, 2023

Tab A

Approval of December 7, 2022, Minutes

**FINANCE & INVESTMENT COMMITTEE MEETING MINUTES |
DECEMBER 7, 2022**

Members present via Microsoft Teams: Bo Lee, Patrick Smith (Chair), Jess Peet, Julie Sandler, Elisa La Cava, Joseph Walker, Brad Faulhaber

Members not present: Jennifer Daquiz Hare, Matt Rubright

Attendees on Teams: Nancy Long, Eileen Moran, James Aber, Chris Hanak, Aileen Liu, Kimber Connors, Javana Polenska, Dena Parmer

Meeting called to Order

Patrick Smith called the meeting of the Washington State Opportunity Scholarship (WSOS) Finance and Investment Committee to order at 1:03 pm.

Approval of Minutes from October 4, 2022, Finance and Investment Committee

Smith had one correction to the minutes. They should have stated that the WSIB quarterly performance report data is as of June 30, 2022. **Committee Action:** Jess Peet moved to approve the minutes of the October 4, 2022, meeting with the one change requested. Elisa La Cava seconded the motion, and it carried unanimously.

WSIB Quarterly Performance Report

James Aber introduced himself as the Washington State Investment Board's (WSIB) Director of Institutional Relations and Public Affairs. He delivered the quarterly performance report. All data is as of September 30, 2022.

Global equity and fixed income had downturns during the third quarter. The Baccalaureate Scholarship (BaS) and Career and Technical Scholarship (CTS) funds returned -3.7% and -3.6%, respectively, for the quarter. For the 12 months ending September 30, these funds saw a return of -13%. The Endowment fund (78% equities/22% fixed income) saw a return of -5.8% for the quarter and -19.0% for the 12 months ending September 30. Global equity funds returned -6.6% for the quarter and -20.9% for the year. Fixed income funds returned -3.0% for the quarter and -11.4% for the year. Market volatility has continued.

WSOS's asset allocation update was approved by WSIB Board members on November 17. In September the BaS and CTS funds were rebalanced. We invested \$2.7M of excess cash from BaS and \$1.9M from CTS to meet the target allocation of public equity and fixed income. Aber gave a capital market summary. See WSIB slide 3 for details.

Bo Lee asked if there are any tactical shifts that WSIB is considering going into 2023. Aber said WSIB reassesses its capital market assumptions every two years, and they will be updated in the second quarter of 2023. WSOS is a long-term investor with a 15-year investment horizon, so shifts are small. Chris Hanak added that WSIB is not a tactical investor. WSIB rebalances to maintain agreed-upon allocations toward long-term targets when it is appropriate and cost-effective

WASHINGTON STATE **OPPORTUNITY** SCHOLARSHIP

Lee asked if WSIB anticipated any changes in return expectations for bonds. Hanak said there is a set methodology in terms of selecting Capital Market Assumptions (CMA) to keep things consistent which is on a 24-month cycle. Joseph Walker asked when the last CMA refresh was completed. Aileen Liu said that the WSIB Board approved the CMAs in April 2021, but the inputs used were from the preceding year. Lee asked if CMA changes should result in a re-examination of the WSOS asset allocation. Hanak said that the selection of the asset allocation has to do with assumptions around volatility for each of the asset classes and how they change relative to one another. The parameters on CMAs tend to stay relatively stable with small changes. Looking at the 15-year horizon, we don't expect CMAs to change dramatically.

Aber reviewed slide 5 on market values, asset allocations and the rebalancing that took place in September. Most funds are performing in line or outperforming moderately benchmarks. We reviewed the asset allocation study that was approved by the Board on November 17 on slide 7. The rebalancing for the Scholarship Account (BaS) and the Student Pathways (CTS) account will occur by the end of November. The Advanced Degrees (Graduate or GRD) pathways account will be rebalanced by the end of the year. The performance of funds since inception still holds up well as of September 30. The capital market indexes show how challenging things have been across the board the past year. This volatility will persist and it will continue to be tough.

Program Administrator Report

Eileen Moran, Controller for 501 Commons, presented financial statements through October 31, 2022. August is the final month with WA STEM serving as program administrator. The last report was as of August 31 so Moran gave a two-month report.

Moran reported that we have total assets of \$121M. This is a 0.7% decrease from August 31, 2022, and a 0.7% increase from October 31, 2021. This is mostly due to private receipts of \$5.1M which includes the first installment of \$2.5M from Ballmer, \$2.5 from Boeing's pledge, and \$100K from a Bristol Meyers Squibb grant. This was offset by investment losses of \$3.16M between September and October 2022. There were scholarship disbursements net of refunds of \$5.85M. There are unbilled state match funds, but we can't request the match from WSAC until July 1, 2023, due to having used all available appropriations. We will retain \$385K of appropriations so that we can send in state match invoices for the City of Seattle DEEL grant which appropriations were already made.

Our total liabilities are \$26.3M. This is an 0.8% decrease since August 31, 2022, and a 4% increase since October 31, 2021. The decrease since August 31 is related to scholarship liability decreases associated with September and October disbursements, net of refunds, totaling \$97.9K. The larger decrease was in payables, with a decrease of \$124.6K, mostly related to the accrued net payroll at WA STEM that was paid on September 9, 2022, and was part of the August 31 liability balance. Pledge receivables, net, include \$9M Gary Rubens; \$12.5M MSFT; \$385K City of Seattle; and \$41.2K WA Forest Protections Association. The Ballmer Group also pledged a \$10M grant, but since it is through a Donor Advised Fund (DAF), it is not included as part of the pledge receivables. They paid the first \$2.5M in September 2022. This yields total net assets of \$94.7M, a 0.7% decrease from August 31.

Walker asked how long it takes for WSIB to liquidate from our portfolio and send cash for use. Connors explained that WSIB requires a seven-day notice before they can convert funds from our portfolio to cash. Walker asked about the reverse, how long it takes for cash hitting the

WASHINGTON STATE
OPPORTUNITY
SCHOLARSHIP

WSOS bank accounts to be sent to WSIB and invested. Connors said that it is the same process in reverse and takes about 7 days. Hanak affirmed.

Walker asked if the reporting is looking at a 2-month period and if it will align with WSIB reporting going forward. Connors stated that WA STEM reported through the end of August and Moran, rather than reporting for one month, gave a two-month report. Connors affirmed that going forward they will align.

Walker asked if it was ten months of actuals that we are looking at. Moran said it is the prior report that WA Stem presented through August plus the September and October activity.

Walker asked if we have only had \$3.8M of revenue through October which is a variance from budget. Smith said that a large part of the variance is related to the Ballmer gift being a part of a Donor Advised Fund (DAF). We cannot recognize as revenue until we receive it, but it was included in the budget as if we could account for it like a regular pledge. Connors affirmed that this was correct and asked Moran if we received \$2.5 from Boeing and \$2.5 from Ballmer. Moran clarified that Boeing was recognized when the gift was given as revenue in 2021 so only the Ballmer payment was included in new revenues. Smith said that when it says a pledge or grant receivable on the balance sheet, when we receive the cash, it is simply a balance sheet transaction.

Walker asked about the revenue for the first 8 months of the year. Moran showed WA STEM's August report that showed there was \$796K of private revenue for the first 8 months. Walker asked when the budget is set and is it locked at the beginning of the year. Connors said that when the budget was being set, we knew that the \$10M Ballmer gift was going to come in at the beginning of the year. When we received it, we saw that it was from a DAF and would come in four payments over the next 3 years hence would not show as revenue in 2022 despite having been budgeted.

Moran reported the YTD investment dividends include realized and unrealized losses of \$13M. Personnel expenses are under budget by \$388K due to delays in hiring. Professional fees are under budget primarily due to predicted PR campaign consulting which was budgeted for a full year but has not started (~53K) as well as website refresh consulting (\$10K) work which has not started. These were offset by overages in legal (\$22K) due to higher-than-expected PA transition costs and overages in recruitment due to difficulty in hiring for the open positions. Scholar Leads and CTS Ambassador costs are on-track to budget.

Jess Peet asked about the unused budget for fundraising events. Connors stated that because of staff vacancies, we did not have capacity to take on that work so delayed events to 2023. Peet asked if this would impact revenue. Connors said that next year we will be in a rebuilding year since we have not seen donors since 2019 and have not had frontline fundraisers for more than six months. She stated we may be behind on campaign targets and will need to accelerate the work in 2023.

Moran reported a cash flow of \$5.1M. The state match only had \$20.7K that was available that WA STEM submitted, and it was transferred to us. We will hold back \$385K at WSAC for the Promise Scholars once we have expenditures. There were significant refunds in September and October. Assets are now with Beneficial Bank. There is a money market account open but is not funded.

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SCHOLARSHIP

Walker asked if we could get a trailing 12-month view for future meetings. He said that we have the “since inception” for the long-spanning history, but the trailing 12-month view would help in terms of perspective. Moran said a rolling 12-month is difficult now due to the transition of data from WA STEM. Walker said it would be good to get the information from WA STEM to do this. Connors said she and Moran will strategize about how to do this at their next meeting.

Program Update

Connors provided a brief program update. She asked the committee to complete the self-evaluation before Friday, December 9. She stated the purpose of the committee is to assist the WSOS Board by providing oversight of our investment strategy and guidelines, financial matters and to perform functions that may be assigned by the Board. Connors opened it up to discussion for things that arose while the committee was doing the evaluation.

Peet shared that there may be opportunities for the committee to dig in deeper using their specialties because the pre-reads cover what is discussed. Peet said that the committee reads through the information and could spend more time in discussion or using their areas of expertise. Connors said we will look at balancing report outs with discussion better to utilize the specialties of the committee members.

Brad Faulhaber said that it might be helpful to get more of an update on what the Board is concerned about or what questions they have. Connors said timing is difficult because F&I meets before the Board meeting but wondered if we should add an update of the previous or upcoming Board meeting as part of the Program Update. Julie Sandler said that when Smith gives his report, the Board trusts him and usually approves the recommendations. Elisa La Cava said the order of operations sounds like the right priority order and that we need to continue to do what the Board needs so that they feel good about our analysis. Smith said there has not been much kicked back to the committee. He suggested that we could include the Board minutes in the F&I pre-read to close the gap in communication.

Connors reviewed the proposed 2023 budget and a high-level comparison to 2022. She reminded the committee that WSOS almost never proposes a balanced budget because we have a model of receiving large investments, putting them in a portfolio and drawing down those investments over time. This is coupled with the asset allocation study that looks at things over long periods of time, to make sure we have the cash on hand for expenses.

Walker asked about the budgeted 2022 revenue because the amount shown is lower for the year than what Moran reported. Connors wondered if Moran’s revenue number was inclusive of predicted investment income while hers included only private and state match expectations. Smith affirmed that is what it looked like to him. Connors apologized for the confusion and committed to follow up with Walker after the meeting to confirm.

Walker asked about risk on the revenue side. Connors said that of the \$17M, \$9.5M is from the state match, and it is certain. The \$2.5M pledge payment from Ballmer is a near-certainty. Only \$4M in the budget is assumed continued fundraising success which feels like a reasonable target given current circumstances. Connors mentioned there is a new donor who has reached out and is exploring a \$750K-\$1M recurring annual gift to WSOS. Faulhaber asked if the new pledge is in the 2022 or 2023 budget. Connors said that it is most likely from a DAF and will probably come through in June of 2023. That is when it will hit our budget and where it is accounted for.

Connors said that we continually look at our spending on operations versus programs. The standard for non-profits is to spend less than 20% on operations. Last year we spent 10% in

WASHINGTON STATE
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SCHOLARSHIP

operational costs. Connors provided details of changes from the 2022 budget to the requested 2023 budget as outlined on slides 9 to 11 in the program update. Connors then pulled up a screenshare of the spreadsheet with more details on the budget request and offered to dig deeper in any areas the committee wished to explore. Connors asked if there are any red flags that the Board may see when this is presented.

Smith asked if the committee members had any questions or comments. He stated that Walker talked about the revenues earlier and that the gaps in staffing is reflected in the numbers. Connors said that we designed the model used for asset allocation with a long runway. When looking at campaign targets, we subtract what we did not meet this year and add it to what we need to do next year. There is a gap but it is not as significant as you would think with the gaps in the development team. It will take time to get the new team up to speed. Peet asked to see 2022 actuals against 2023 budget. Connors said she will follow up on this.

Walker asked if the Board would expect to see a negative bottom line. Connors affirmed they are used to seeing this. Since inception, we have been spending down funding and only bringing in \$1M to \$2M additional per year. Walker said this makes sense with the sunset model and asked how the 2023 imbalance compares to previous years. Connors said it is more favorable than in previous years. Going forward we expect to be closer to a balanced budget.

Smith said the increase in non-scholarship expenses is reasonable.

Smith asked if there were any other questions, and there were none.

Committee Action: Faulhaber moved to recommend that the Board approve the proposed 2023 budget to the Board. La Cava seconded, and it carried unanimously.

Smith said there is no need to move into executive session. The meeting was adjourned by consensus at 2:32pm.

Respectfully submitted,

Dena Parmer

Tab B

WSIB Quarterly Performance Report

MARCH 21, 2023

James Aber, Director of Institutional Relations



- Global equity and fixed income both rebounded during the quarter but remained down for the year
 - BaS and CTS funds (30% equity/70% fixed income) both returned 4.2% for the quarter
 - BaS and CTS returned -10.6% and a -10.7% respectively for the 12 months ending December 31
 - Endowment (79% equity 21% fixed income) returned 8.3% for the quarter and -16.4% for the one-year period
 - State match cash returned 0-1% for the quarter
- Global equity funds returned 9.9% for the quarter and -18.2% for the year
- Fixed income funds returned 2.7% for the quarter and -8.7% for the year
- Volatility remains persistent based on increased inflation, the Fed's repeated hikes in target interest rates, and investor sentiment related to geopolitical/political tensions
- WSOS transactions during Q3:
 - Mid-November: Rebalancing in the WSOS Private Scholarship Equity Fund allowed \$2.7 million of excess cash to be invested in the fund's target allocation of public equity and fixed income
 - Mid-November: Rebalancing in WSOS Private Technical Scholarship Fund allowed \$1.1 million of excess cash to be invested in the fund's target allocation of public equity and fixed income
 - Late-December: Advanced Degrees Fund was launched and funded in line with its approved asset allocation (0% Cash/70% FI/30% Equity)

CAPITAL MARKETS SUMMARY

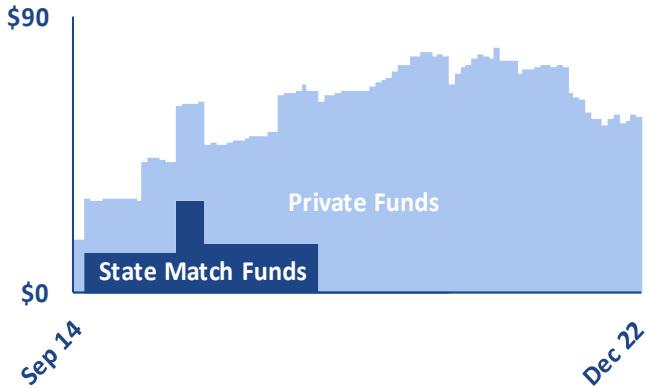
REPORTED AS OF DECEMBER 31, 2022



- **Multi-decade highs in inflation combined with historically aggressive Fed rate hikes and growing concerns about economic and earnings recessions put pressure on both stocks and bonds especially in the first half of 2022**
 - **The S&P 500 posted its worst annual performance since 2008 and major benchmarks for both stocks and bonds declined**
- **U.S. Federal Open Market Committee (Fed) met twice during the quarter and hiked the Fed Target Rate at both meetings in a continued effort to fight inflation**
- **Although inflation eased in December with the U.S. Consumer Price Index (CPI) coming in at 7.1%, leading economic indicators across the world’s largest economies slowed in the second half of 2022, suggesting weak global economic momentum at the start 2023**
- **Emerging markets performed well this quarter with the MSCI Emerging Markets IMI index up 9.5%, which brought the 1-year return to -19.8%**
- **The U.S. 10-year Treasury rate ended the year at 3.9%, up 2.4% during the calendar year**
- **The Bloomberg Universal index was in positive territory for the quarter—up 2.2%—but the index ended the year down 13.0%**

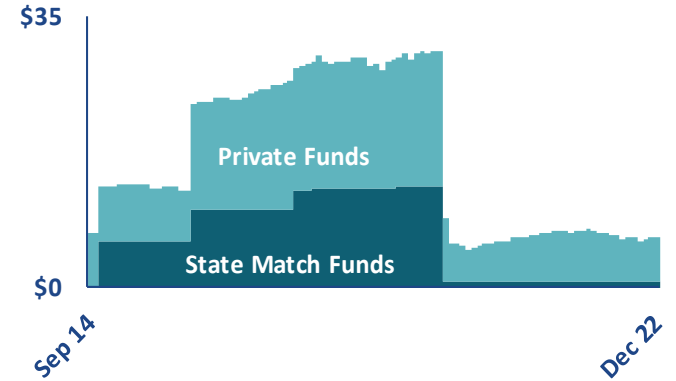
BaS

- Total assets: \$57.6 million
- 100% private funds



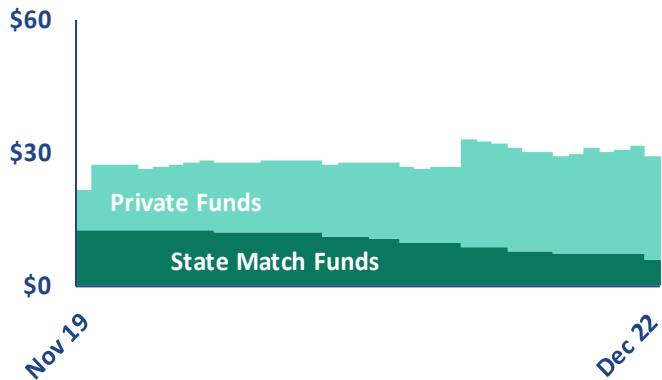
Endowment

- Total assets: \$6.3 million
- 91% private funds and 9% state match funds



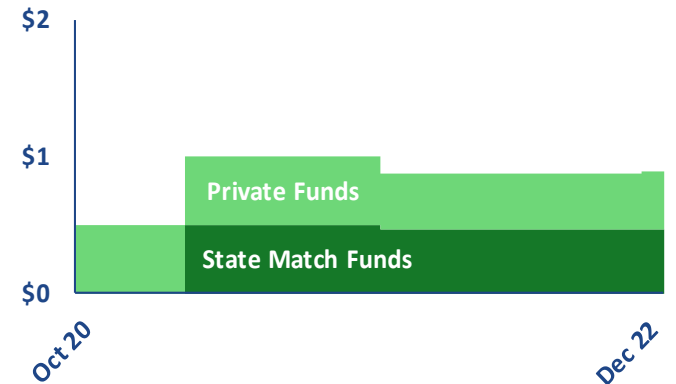
CTS

- Total assets: \$29.3 million
- 81% private funds and 19% state match funds



GRD

- Total assets: \$0.9 million
- 47% private funds and 53% state match funds



Private Funds

Equity

- Passive equity strategy managed by BlackRock
- Expected to closely track the MSCI All Country World Investable Market Index

Fixed Income

- Actively managed by WSIB staff
- Expected to meet or exceed the Barclays U.S. Intermediate Credit Index

State Match Funds

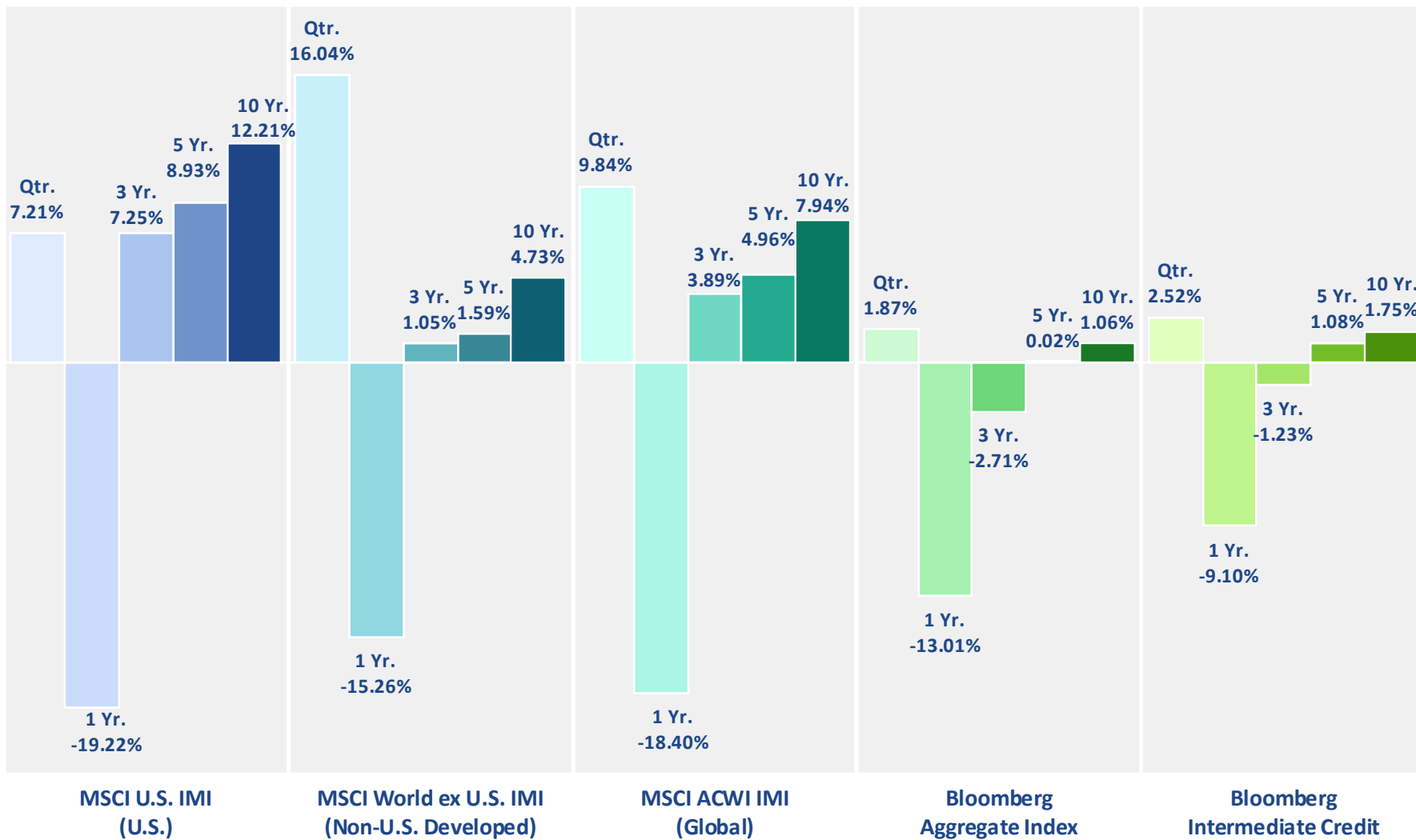
- Both target and current allocations are 100% cash
- Cash is invested in a money market fund managed by BlackRock

	BaS	Endowment	CTS	GRD
	Cash 0.11%		Cash 0.47%	Cash 0.43%
Private	Fixed Income 70.25%	Fixed Income 20.61%	Fixed Income 69.94%	Fixed Income 69.27%
	Equity 29.64%	Equity 79.39%	Equity 29.59%	Equity 30.30%
	\$57,572,889	\$5,739,020	\$23,657,767	\$414,611
State Match	\$0	\$594,082	\$5,659,442	\$467,089

	Annualized				
	Qtr.	1 Year	3 Year	5 Year	Since Inception
BaS					
Private	4.16%	-10.64%	0.68%	2.17%	3.94%
Private Benchmark	4.10%	-10.92%	0.40%	2.08%	3.90%
State Match	0.00%	0.00%	0.09%	0.80%	0.63%
State Match Benchmark	0.90%	1.51%	0.74%	1.28%	0.95%
Private Funds Benchmark: 25% Equity, 70% Fixed Income, and 5% Cash. State Match Benchmark: 100% Cash					
Endowment					
Private	8.34%	-16.35%	3.87%	3.85%	5.57%
Private Benchmark	8.47%	-16.25%	3.31%	4.62%	5.96%
State Match	0.85%	1.51%	0.64%	1.15%	0.84%
State Match Benchmark	0.90%	1.51%	0.74%	1.28%	0.95%
Private Funds Benchmark: 80% Equity, 20% Fixed Income. State Match Benchmark: 100% Cash.					
CTS					
Private	4.17%	-10.68%	0.71%	N/A	1.24%
Private Benchmark	4.10%	-10.92%	0.40%	N/A	0.74%
State Match	0.85%	1.51%	0.64%	N/A	0.66%
State Match Benchmark	0.90%	1.51%	0.74%	N/A	0.77%
Private Funds Benchmark: 25% Equity, 70% Fixed Income, and 5% Cash. State Match Benchmark: 100% Cash.					
GRD					
Private	0.76%	1.42%	N/A	N/A	0.66%
Private Benchmark	0.90%	1.51%	N/A	N/A	0.72%
State Match	0.85%	1.51%	N/A	N/A	0.85%
State Match Benchmark	0.90%	1.51%	N/A	N/A	0.85%
Private Funds Benchmark: 100% Cash. State Match Benchmark: 100% Cash.					

Note: All program benchmarks use the MSCI ACWI IMI w/U.S. Gross, Bloomberg Intermediate Credit, and the 90 Day Tbill

		Annualized			
	Qtr.	1 Year	3 Year	5 Year	Since Inception
Equity					
BaS	9.91%	-18.15%	4.16%	5.54%	6.92%
Endowment	9.92%	-18.13%	4.44%	5.40%	6.92%
CTS	9.90%	-18.17%	4.15%	N/A	5.85%
GRD	N/A	N/A	N/A	N/A	0.99%
MSCI ACWI IMI w/ U.S. Gross	9.93%	-18.17%	4.18%	5.27%	
Fixed Income					
BaS	2.66%	-8.73%	-0.81%	1.36%	2.05%
Endowment	2.66%	-8.73%	-0.80%	1.37%	2.05%
CTS	2.66%	-8.73%	N/A	N/A	-0.63%
GRD	N/A	N/A	N/A	N/A	-0.44%
Bloomberg Intermediate Credit	2.52%	-9.10%	-1.23%	1.08%	



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The screenshot shows the Washington State Investment Board website. At the top left is the logo and name "Washington State Investment Board". A search icon is in the top right. A navigation menu on the left lists: Reports, Board & Committees, Publications & News, Oversight & ESG Issues, Policies, Jobs & Searches, About WSIB, and Contact Us. The main content area features a background image of three business professionals in a meeting, overlaid with a semi-transparent teal box containing the text "Delivering Investment Results for Retirement Plans & Public Trusts". At the bottom right are two icons: "INVESTMENT BELIEFS" (a hand holding a coin) and "WSIB STORY" (a bar chart with an upward arrow). The footer contains the text: "Privacy Notice ● Copyright © 2004-2022 Washington State Investment Board ● All Rights Reserved".

Tab C

Program Administrator Report

FINANCE & PROGRAM ADMINISTRATOR UPDATE

December 31, 2022

WASHINGTON STATE
OPPORTUNITY
SCHOLARSHIP

WSOS Balance Sheet

**Washington State Opportunity Scholarship
Comparative Balance Sheets
December 31, 2022**

	Comparison to Last Reported Period			Notes	Comparison to Same Period LFY		
	10/31/22	% Change	12/31/22		12/31/21	% Change	12/31/22
Assets							
Cash	5,555,482	-78%	1,195,807	1	409,914	192%	1,195,807
Investments	93,374,434	5%	97,893,099	2	106,810,697	-8%	97,893,099
Accounts Receivable	182,444	0%	181,696	3	137,998	32%	181,696
Pledges and Grants Receivable, net	21,864,082	-2%	21,529,082	3	27,615,333	-22%	21,529,082
State match receivable, net	-	-	-	4	118,687	-100%	-
Unbilled State match revenue	5,249,027	4%	5,465,861	4	4,048,643	35%	5,465,861
Unbilled State match receivable, offset	(5,249,027)	4%	(5,465,861)	4	(4,048,643)	35%	(5,465,861)
Prepaid Expenses	59,454	0%	59,662		45,589	31%	59,662
Property and equipment, net	16,784	-7%	15,554		11,058	41%	15,554
Total Assets	121,052,680	0%	120,874,899		135,149,276	-11%	120,874,899
Liabilities and Net Assets							
Accounts Payable	268,539	8%	290,924		127,561	128%	290,924
Payroll Related Liabilities	-	100%	53,107	5	168,648	-69	53,107
Scholarship Commitments Bacc., net	21,253,524	35%	28,716,120	6	16,824,758	71%	28,716,120
Scholarship Commitments CTS, net	3,895,503	-6%	3,680,713	6	3,399,761	8%	3,380,713
Scholarship Commitments RJI, net	196,064	-11%	174,864	6	194,023	-10%	174,864
Scholarship Commitments GRD, net	424,684	63%	691,055	6	113,209	510%	691,055
Total Liabilities	26,038,314	29%	33,606,783		20,827,960	61%	33,606,783
Net Assets							
Temporarily Restricted Net Assets	95,014,367	-8%	87,268,116		114,321,316	-31%	87,268,116
Permanently Restricted Net Assets	-	0%	-		-	0%	-
Total Net Assets	95,014,367	-8%	87,268,116		114,321,316	-24%	87,268,116
Total Liabilities and Net Assets	121,052,680	0%	120,874,899		135,149,276	-11%	120,874,899

WSOS Balance Sheet

Notes:

1. Decrease in cash between November and December primarily due to scholarship disbursements and normal payables activity. There were few private receipts when compared to other periods: \$385K received from the City of Seattle, \$100K from Bristol Myers Squibb, \$50K from The Seattle Foundation, \$25K from Frontstream, \$10K from Diane Cecchetti, and \$24.7K from various individual donors. There were a significant number of scholarship refunds in November and December: \$159.6k for BaS; \$139K CTS; and \$9k for RJI. Disbursements were \$167 for BaS, and \$481.6K for CTS. There was no RJI or GRD activity.
2. Investment balance as of 12/31/22 includes WSIB BaS Scholarship \$60M, WSIB CTS Scholarship \$30.32M, WSIB Endowment \$6.71M, and WSIB GRD Scholarship \$884.2K. During the period of Nov - Dec, net investment gains across all accounts totaled ~\$4.5M.
3. Accounts receivable balance at 12/2022 primarily made up of \$180K Employee Retention Credit related to Q3 2021, which we are awaiting payment on from the IRS. Pledges receivable is primarily made up of \$12.5M from MSFT (to be paid in annual in \$2.5M installments), and \$9M pledge from Gary Rubens, and \$41.2K from the WA Forest Protection Assoc. Note, Ballmer has also committed to \$10M, and we received the first \$2.5M in Sep. However, since it is being paid through a Donor Advised Fund, GAAP accounting does not allow us to record the revenue until funds are received, so it is not presented above. Similarly, we have a pledge of stock, valued at ~\$750K and donated by Daryl and Michele Connell, that will also process through a Donor Advised Fund.
4. After payment by WSAC of a portion of the August State Match invoices, WSAC depleted all matching funds for the FY ending 06.30.22. WSAC received additional appropriations at the beginning of their fiscal year starting 07.01.22 and we immediately invoiced for all private gifts from August 2021 through June 2022, as well as July 2022 as soon as we were able. We collected \$8.35M in state match receipts for those periods, and were able to also send an invoice for a portion of August receipts (the total balance of the state match receivable) before expending the appropriations for fiscal year starting 07.01.22, but for \$385K retained to fund match for the City of Seattle DEEL agreement. \$85K in unbilled represents the portion of August receipts in excess of appropriations held at WSAC. New unbilled additions since exhausting the last appropriation funds are primarily made up of \$2.51M paid by Boeing, \$2.5M paid by Balmer, \$200K paid by Bristol Meyers Squibb, \$50K for the Seattle Foundation, \$25K form Frontstream, \$10K from Diane Cecchetti, and various smaller, individual donations.

WSOS Balance Sheet (continued)

Notes:

5. All WSOS employees were paid out final payroll through 8/31/22 in September, along with all accrued vacation days due to program administration change to 501 Commons. This balance represents the retirement related liability, WA L&I, accrued benefits, and the accrued liability for PTO (\$42K).
6. Decrease in liabilities resulted from scholarship disbursements net of refunds of \$6.6M (BaS \$4.7M, CTS/RJI \$1.8M, GRD \$103K).

WSOS Income Statement

Washington State Opportunity Scholarship

Income Statements

Actual vs. Budget

Twelve Months Ending December 31, 2022

	Twelve Months Ending December 31, 2022			December 31, 2022	
	Actual	Budget	Variance Fav (Unfav)	Notes	Annual Budget
Revenue					
Private	4,053,772	16,362,500	(12,308,728)	1	16,362,500
Public	8,551,718	8,469,345	82,373	2	8,469,345
Investment Dividends & Interest	251,999	45,000 *	206,999	3	45,000
Investment Unrealized/Realized Gains	(6,843,455)	4,661,752 *	(11,505,207)	3	4,661,752
Investment Fees	(54,737)	(61,940) *	7,203	3	(61,940)
Total Revenue	5,959,297	29,476,657	(23,517,360)		29,476,657
Program Expense					
Salaries and Benefits	2,621,583	3,185,747	564,164	4	3,185,747
Professional Fees - Program Admin fees	757,908	718,273	(39,635)	5	718,273
Professional Fees - Contractors & Lobbying	643,435	758,273	115,239	6	758,674
Conferences, Conventions & Meetings	40,971	190,221	149,250	7	190,221
Operating Expenses	217,128	323,622	106,494	8	323,622
	4,281,025	5,176,537	895,512		5,176,537
Income (Loss) before Scholarship Exp	1,678,272	24,308,120	(22,621,848)		24,300,120
Scholarship Expense	27,159,304	20,740,426	(6,418,879)	9	20,740,426
Net Income (Loss)	(25,481,032)	3,559,694	(29,040,726)		3,559,694

WSOS Income Statement

Notes:

1. New revenues between Nov and Dec totaled \$210K which included \$100K from Bristol Myers Squibb, \$50K from The Seattle Foundation (DAF), \$25K via Frontstream, \$10K from Diane Cecchetti, and \$25K from various other individual donations. In April, WSOS secured a \$10M pledge from Ballmer Group, however, this could not be recorded as revenue on a GAAP basis they plan to pay via a Donor Advised Fund. In December, a stock donation with an estimated value of \$750K was donated by Daryl and Michele Connell via a DAF, so it also cannot be recorded as revenue until the cash is received. Budget expected additional cornerstone funding of ~\$15M, the Ballmer gift accounts for \$10M of that and the other \$5M from MSFT, which was actually 2021 revenue and grant received after budget prepared. See 12/31/21 reporting for revenue overage explaining much of difference.
2. Revenue Public: After appropriations were received in July 2022, WSOS was finally able to record state match revenue for the period of August 2021 - August 2022. WSOS expects similar delays going in the future and expects the next appropriation to occur in July of 2023. For the period Nov - Dec 2022 WSOS recorded no new revenue, as the appropriation is exhausted but for the \$385K for Promise Scholars, which will be submitted in the new year. Additionally, WSOS recorded revenue related to Employee Retention Credit from 2021 of \$181K. The cash will be transferred to WSOS upon receipt.
3. Investment Returns: Actual YTD includes unrealized/realized losses of \$11M, interest & dividend income of \$280K and investment expense of \$59K. The approved budget included unrealized/realized gains, dividends & interest, and investment fees based on a conservative rate of return for equities and fixed income for each scholarship. Forecasting this difficult year for the markets was certainly unforeseen.
4. Personnel expenses are under budget by ~\$301K, the savings were due to position gaps related to departures (Baccalaureate Adviser, Senior Career Development Advisor, Awards Coordinator, Database Manager, Senior Development Director), as well as delays in hiring certain positions that were budgeted to start early in the year (Data Analyst, Senior Development Manager, Donor Relations Officer).
5. Program Admin Fee came in over budget, as the total cost of fees to be paid to WA STEM and to 501Commons were not fully known at time of budgeting.

WSOS Income Statement (continued)

Notes:

6. Professional Fees - Contractors & Lobbying; under budget primarily due to predicted PR campaign consulting which was budgeted for the full year but which has not yet started (~\$53K), as well as Website refresh consulting which was budgeted in February, but which has not yet occurred (\$10K). These were offset by overages in legal of ~\$22K due to higher than expected legal costs during PA transition, as well as overages in recruitment and temporary support of \$8K and \$15K respectively due to turnover and difficulty in hiring open positions. BaS Scholar Lead and CTS Ambassador are on track to budget for the year, and represent \$108K and \$10K, respectively, of the professional fees actuals.
7. Conferences, Conventions, and Meetings costs were under budget for a few reasons, firstly, we budgeted for additional fundraising events outside of Opportunity Talks this year, but so far those haven't happened. Secondly, the WSOS office did not begin to open until March, while the budget expected return to office for the full year, and lastly, the way work is being done is more hybrid than before both internally and with our partners, which has led to less travel costs than would have been expected.
8. Operating Expenses costs were under budget likely related to covid quarantining measures which limited the need or amount of certain costs.
9. (WA STEM note) In August we recorded scholarship expense related to acceptance of new scholars for BaS, CTS/RJI, and GRD. Overall expense was under budget thru Aug, primarily due to differences in CTS/RJI expenses compared to budget. The primary reason for this difference was, firstly, budgeted cost per student was higher than actual cost as our estimate during budgeting was based on data only through Fall of 2021. Now with data through Spring of 2022 we are seeing a lower trend in actual cost per student over the course of their scholarship. Secondly, we updated the liability model based on Steve Walker's recommendations to more accurately reflect what we have been seeing in our actual data, as previously the model used data from Tennessee Promise and SBCTC data sources, we our finding that our students look a little bit different than the students in those data sources; this change led to reduction in future liability related to already selected cohorts.

WSOS Cash Flow

Cash Flow Summary

Inception-To-Date
December 31, 2022

	Inception - December 31, 2022			Comparison to October 31, 2022			
	Scholarship	Endowment	Notes	Total	Scholarship Variance	Endowment Variance	Total Variance
<u>CASH FLOW</u>							
Cash Inflow:							
Boeing	30,200,000	-	-	30,200,000	-	-	-
Balmer	2,500,000	-	-	2,500,000	-	-	-
Microsoft	37,500,000	-	1	37,500,000	-	-	-
Other Private	45,553,731	-	1	45,553,731	601,834	-	601,834
State Match	109,846,365	-	2	109,846,365	-	-	-
State Implementation Funds	500,000	-	-	500,000	-	-	-
Investment Income*	21,792,347	6,713,161	3	28,505,508	5,946,323	572,104	6,518,427
Total Cash Inflows	247,892,443	6,713,161		254,605,604	6,548,157	572,104	7,120,261
Cash Outflow:							
Scholarships	(126,008,882)	-	4	(126,008,882)	(5,846,887)	-	(5,846,887)
Program Expenses	(29,503,101)	(5,812)	-	(29,508,913)	(1,022,401)	-	(1,022,401)
Total Cash Outflows	(155,511,983)	(5,812)		(155,517,795)	(6,869,288)	-	(6,869,288)
Net Cash	92,380,460	6,707,349		99,087,809	(321,131)	572,104	250,973
<u>Composition of Net Cash Flow</u>							
Beneficial Checking Account	1,195,807	-	5	1,195,807	(4,266,595)	-	(4,266,595)
Investment Accounts at WSIB	91,184,653	6,707,349	5	97,892,002	3,945,464	572,104	4,517,568
Total	92,380,460	6,707,349		99,087,809	(321,131)	572,104	250,973

WSOS Cash Flow

Notes:

1. Cash Inflow: Between Nov and Dec, WSOS received The grant from The City Of Seattle (\$385K) and other private receipts of \$217K, which included \$100K from Bristol Meyers Squibb, \$50K from The Seattle Foundation (DAF), \$25K via Frontstream, \$10K from Diane Cecchetti, and \$32K from small donors.
2. State - In the period between Nov and Dec, WSOS receive \$0 match on private receipts. The appropriation for 7.1.22 has been exhausted but for \$385K reserved for Promise Scholars.
3. Investment Income - November to December investment returns were made up of unrealized/realized gains of \$6.4M, interest & dividend income of \$103.4K and investment expense of \$12.8K.
4. Scholarship disbursements between November and December were \$6.49M (BaS \$4.56M, CTS/RJI \$1.82M, and GRD \$10.8K) and scholarship refunds totaled \$641K (\$159.5K Baccalaureate, \$481.6K CTS/RJI). GRD disbursements include ~\$10.8K related to travel and preceptor stipends.
5. Assets are maintained in a Beneficial Checking Account to meet short term cash needs, all excess dollars are invested in WSIB investment accounts to generate returns.

WSOS 12-Month Cash Flow

Cash Flow Summary				
Twelve Month Period Ending December 31, 2022				
Twelve Months Ending December 31, 2022				
	Scholarship	Endowment	Notes	Total
<u>CASH FLOW</u>				
Cash Inflow:				
Boeing	2,500,000	-		2,500,000
Balmer	2,500,000			2,500,000
Microsoft	2,500,000	-		2,500,000
Other Private	2,239,181	-	1	2,239,181
City of Seattle	385,000			385,000
State Match	8,489,791	-	2	8,489,791
State Implementation Funds	-			-
Investment Income*	(5,907,067)	(738,463)	3	(6,645,530)
Total Cash Inflows	12,706,905	(738,463)		11,968,442
Cash Outflow:				
Scholarships	(15,643,965)	-	4	(15,643,965)
Program Expenses	(4,457,278)	-		(4,457,278)
Total Cash Outflows	(20,101,243)	-		(20,101,243)
Net Cash Flow Jan 1 - Dec 31, 2022	(7,394,338)	(738,463)		(8,132,801)

WSOS 12-Month Cash Flow

Notes:

1. Cash Inflow: Other private receipts included \$1M from Gary Rubens, \$475K from BECU Foundation, \$200K from Bristol Meyers Squibb, \$100K from Costco, \$55K from Providence St. Joseph Health, \$50K from Brad & Kathy Smith, \$50K from CWU (Castner), \$50K from The Seattle Foundation (DAF), \$25K via Frontstream, \$20K from Car Pros, \$15K from Bamford Foundation, \$12.5K from Battelle Foundation, \$10K from Thomlinson-Hurley, and \$10K from Avista Foundation, \$10K from Central Washington University (Hanson), \$10K from Diane Cecchetti, and \$146.7K from small donors.
2. State - For the period between January and April WSOS received \$118K in state match receipts related to submission of private receipts from July and August of 2021. For the period between May and Aug. WSOS received \$8.35M in receipts representing match on private receipts from August 2021 thru July 2022. In the period between Sep and Oct, WSOS receive \$20.7K representing match on private receipts for August 2022. For the period between Sep and Oct, WSOS receive \$20.7K representing match on private receipts for August 2022. This is the final match until the next appropriation but for \$385K reserved for Promise Scholars. This is the final match until the next appropriation but for \$385K reserved for Promise Scholars. In the period between Sep and Oct, WSOS receive \$20.7K representing match on private receipts for August 2022. This is the final match until the next appropriation but for \$385K reserved for Promise Scholars.
3. Investment Income - January through December investment returns were made up of unrealized/realized losses of \$6.86M, interest & dividend income of \$251.4K and investment expense of \$54K.
4. Scholarship disbursements between January and December were \$18.26M (BaS \$13M, CTS/RJI \$4.95M, and GRD \$194.3K) and scholarship refunds totaled \$2.6M (\$1.5M Baccalaureate, \$1.1M CTS/RJI). GRD disbursements include ~\$24.3K related to travel and preceptor stipends.

Tab D

Program Update

PROGRAM UPDATE | MARCH 2023

INTRODUCTION

Since the December 2022 Washington State Opportunity Scholarship (WSOS) Board meeting, the WSOS team has successfully secured a new \$750,000 pledge supporting the campaign while ramping up for application season.

AWARDS ADMINISTRATION

The Awards team just closed the 12th annual Baccalaureate Scholarship (BaS) application with over 2,400 applicants. This was an 11% increase in submitted applicants, thanks to strong efforts of the External Affairs team and specifically the new Promotion Specialist, Dale Baker. The new BaS cohort will be selected in April. The team also closed the Career & Technical Scholarship (CTS) Cohort 4 spring application with 369 eligible applicants. This was a 9.5% increase from the Cohort 3 spring eligible applicant pool. A summary of the winter CTS and RJJ recipients is available in these Board materials, Tab C.

Scholarship Highlights

	BaS	CTS/RJI*	GRD**	Total
Total Actual Disbursed (2012- Present)	\$126,121,167	\$12,286,000	\$ 386,169	\$138,793,336
Scholars Enrolled 2022-23	3,027	1,257	26	4,284

*Rural Jobs Initiative (RJI)
 **Graduate Scholarship (GRD)

Our partnership with financial aid offices is crucial to WSOS successfully distributing funds to Scholars. The Awards team has prioritized building stronger relationships with financial aid offices throughout the state. In December 2022, the Awards team had an opportunity to meet with financial aid leaders to discuss how we can improve our work together. That engaging conversation led to improving scholarship processing time, increased communication and developed a WSOS financial aid information session, all of which contribute to a more positive experience for Scholars with the college and WSOS.

You may recall that in 2022, one of our Board-approved legislative priorities was to align WSOS statutory program duration language with the Washington College Grant. The Awards team has been busy implementing this change. This is a positive shift that will allow Scholars an opportunity to maximize their scholarship. Specifically, these changes benefit Scholars who are on the cusp of graduating but are over the previously allowed credit allotment, those enrolled part-time, individuals with Running Start credits and individuals who needed additional pre-requisite courses to get into their majors.

SCHOLAR PROGRAMS

We have been analyzing the impact of Scholar programming midway through the academic year. Each subsequent section includes scholarship-specific highlights. A goal that we are working toward together is closing opportunity gaps for our Scholars based on race/ethnicity, income and geography (Scholars who live in rural areas). By year-end, we want at least 60% of Scholars in each of these groups to have engaged in our programming. Midyear, looking at our

flagship programming, we have already engaged 63% of Scholars whose races/ethnicities have been historically excluded and 60% of Scholars who are furthest from socioeconomic opportunity. We have room for growth in engaging rural Scholars as 50% have participated in our programming; we are deploying new tactics to support more rural Scholars.

BACCALAUREATE SUPPORT SERVICES

Among first- and second-year Scholars, 78% have reported being engaged with their Scholar Lead (e.g., emailing, texting, meeting in-person) which is higher than our midyear goal of 70%. One Scholar had this to say about their Lead: *"I can't thank you enough for all the help you've provided. Really -- it means a lot."* Of those who have engaged, 70% reported that their Lead has connected them to relevant academic, campus and/or community resources. This is lower than our midyear goal of 85%. As a result, we have revised our Leads' next scripted call so that they can learn about and then act on additional ways to help their Scholars.

We have focused this year on strategic support for our Scholars who might be most vulnerable. During fall quarter, we contacted 23 first- and second-year Scholars who returned from a leave of absence and matched them with Scholar Leads. To date, 48% of them have engaged with their Lead. Since we know the Scholar Lead program is correlated with higher persistence rates, it is now more likely that these Scholars will be connected to what they need to stay in school.

For Skills that Shine (StS), 96% of Scholars have reported meeting with their mentor at least once, which is higher than our midyear goal of 90%. This is a strong indicator of meeting our end-of-year goal that 85% of mentees meet with their mentor at least four times. Additionally, 144 Scholars have participated in career panels with our corporate partners, such as events with Benaroya Research Institute, Seattle Children's Hospital and Institute for Systems Biology.

CAREER AND TECHNICAL SUPPORT SERVICES

Like BaS, more CTS Scholars have engaged with their Scholar Leads than we anticipated. Among Scholars who have opted into the program, 75% reported engaging with their Lead which is higher than our goal of 70%. One Scholar wrote: *"Thank you so much for all the work you have put into helping me answer any questions I had. I appreciate your help so much!"* Of those who have engaged, 86% reported that their Lead has connected them to relevant academic, campus and/or community resources, which is higher than our goal of 75%. These are great leading indicators, particularly since we have had higher Scholar Lead attrition than we expected; we selected 12 new Scholar Leads who began in January to mitigate attrition from fall term.

For career development, 85 Scholars have participated in our programming (e.g., fall StS, resume review, career panels). We are launching our second StS cycle during spring quarter, with a goal for at least 75 Scholars to match with a mentor. Also happening during spring quarter is a partner event with Bristol Myers Squibb (BMS), inviting Scholars to learn about research and science at BMS.

GRADUATE SCHOLAR SUPPORT SERVICES

This is our first year of offering support programming for Scholars in addition to the travel and clinic stipends we have coordinated since the beginning of Cohort 1. One of these programs is connection groups: an opportunity for Scholars to connect with their peers once per term based on their discipline of primary health or behavioral health. They function like focus groups in that

Scholars not only share information with each other, we also get to hear about ways WSOS can support their needs. Our goal is for at least 60% of Scholars to engage with these groups by year-end. We have room for growth as 46% of Scholars have engaged so far; we are increasing our communication with Scholars about this resource to motivate more Scholars to opt in.

Cohort 1 decreased by one Scholar in December 2022. The Scholar was belatedly found by their university not to be a Washington state resident because they did not live in Washington for a full year before starting their program. As a result, the school has updated the parameters used to check for residency, and WSOS has added clarifying residency language and questions on our website as well as applications for each scholarship program. We worked with the Attorney General's Office to resolve this issue. Both WSOS and the Scholar were pleased with the resolution, and the Scholar is still looking forward to working in a rural area of Washington state.

DEVELOPMENT UPDATE

REVENUE TARGETS

As of March 14, we have raised \$44,678,086 of our \$75M campaign goal. This includes \$11,894,424 for CY22. Originally, we had targeted raising \$16M in CY22 and \$12M in CY23 toward the campaign; given our staffing challenges, we weren't surprised to miss our CY22 target. We are proud to still manage to raise \$12M despite the difficulties, especially closing a \$750,000 pledge from a new-to-WSOS donor in December. We have adjusted our CY23 and CY24 targets to reflect actual revenue from CY22 and stay on track for campaign success.

CAMPAIGN MILESTONES

Milli, the marketing and communications agency we retained to support in campaign branding, completed preliminary campaign concepts for our the WSOS Tomorrow, Today campaign. We will be showcasing this work during the Board meeting.

This quarter, Miller Adams hosted a successful Hot Topic Dinner at the Rainier Club. Thank you, Miller! We will continue to host several of these each year to engage new supporters for WSOS. Our next calendared Hot Topic Dinner is with Jeff Peacock, campaign co-chair, in May 2023.

Don't forget OpportunityTalks is scheduled for **April 28, 2023**, at the Sheraton Grand Seattle. This will be our homecoming with our first in-person event since 2019. It promises to be a morning of inspiration and impact! We appreciate each of you considering being a table host and making a contribution to the Challenge Fund. We have heard from other non-profit partners that attendance at large-scale events such as this one has been down across the board. While we have historically attracted 800 folks to the ballroom, we are aiming our sights on 600-650 attendees for event success in this new landscape.

HIRING FOR THE DEVELOPMENT TEAM

The development team welcomed three new members to the team in January – please see the Operations section for their bios. We have been incredibly impressed by the quality of candidates in our hiring pools, likely due to changing market conditions. It will take some time for these new teammates to onboard and come up to speed, but we've been incredibly impressed by their skills and experience thus far. We continue to seek our new development director but are narrowing in on finalists.

EXTERNAL AFFAIRS UPDATE

Our bill (HB 1289) passed unanimously from the House and policy committees, and we believe it is on track for smooth passage. We worked with fiscal staff to add an amendment to clarify the state match process. We will continue to collaborate with legislators as needed until we reach the governor’s signature. Within the next several weeks, the House and Senate versions of the budget will be released with our included state match requirement.

The External Affairs team recently closed BaS and CTS spring promotion efforts. Dale Baker, the new promotion specialist for WSOS, logged hundreds of miles to travel to each of our target regions for tabling, events, career fairs and partner meetings. Early results indicate that we increased the diversity of our applicant pool, attracted candidates from every county in Washington state and increased the total applicant pool considerably over last year.

DIGITAL MARKETING AND MEDIA COVERAGE

Strategic Plan Targets	July 2022	February 2023	Target by June 2023	Progress to goal
Earned media	-	22 earned media pieces	30 earned media pieces	73% of goal
ED/Directors appearances in articles/panels/speaking	-	8 (ED) 3 (Directors)	15 (ED) 7 (Directors)	53% (ED) and 43% (Directors) of goal
Facebook audience growth	4,339	4,448	4,573	47% of goal
Twitter audience growth	1,943	1,961	2,109	11% of goal
LinkedIn audience growth	1,585	1,847	2,261	39% of goal
Instagram audience growth	1,010	1,094	1,316	27% of goal

Content shares increased by 70% compared to this time last year. Despite lagging in some audience growth targets, our followers are becoming more loyal to our brand and sharing our content with their communities. Our content was shared by high-level leadership from the Washington State Board of Education, legislators like Representative Drew Hansen, partner organizations like Benaroya Research Institute, WA Immigrant Solidarity Network, Washington State Achievement Council, and State Board for Community and Technical Colleges. By June 2023, we aimed to increase user-generated content by 150%. We have already exceeded that goal by 20%.

Top Performing Posts

Facebook: [Scholar Photoshoot](#)

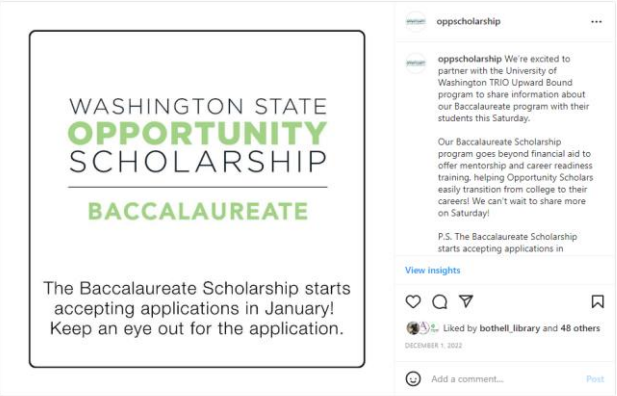
LinkedIn: [Hiring](#)

WASHINGTON STATE
OPPORTUNITY
SCHOLARSHIP



Instagram: [BaS Promotion](#)

Twitter: [SBCTC Ranking](#)



OPERATIONS UPDATE

COST OF LIVING ADJUSTMENT (COLA)

In accordance with the WSOS Cost of Living Adjustment policy and the Board-approved budget, WSOS team members received a 5% salary adjustment effective January 1, 2023. WSOS team members remain appreciative of the Board's acknowledgment of and ability to address the impact of external factors, like inflation, on employee well-being.

At the beginning of the quarter, WSOS people leaders began the second module of the WSOS Management and Leadership Academy focused on accountability. The goal of the module is to reinforce our ability to create a high-performing workplace culture across all levels of the organization with people managers leading the way. Our inaugural module focused on delivering and receiving feedback, which was scaled and used to deliver an organization-wide training at our February 2023 All Hands meeting. To date, the content has been well-received, and team members gained skills to improve their work and positively impact Scholar outcomes. We are excited to continue our learning journey together, focused on day-to-day management responsibilities and additional skill building, like strategic project planning, decision-making and meeting facilitation.

NEW HIRES GALORE!

We've been hiring new team members at a rapid pace this past quarter. We're thrilled to introduce:

Camille Reynaud (she/her), Jess Tholmer (she/her) and Francsica Mejia Campos (she/her) all joined the development team in January. Camille will serve as the newly created associate director of corporate and foundation giving. Camille has over 10 years international experience building and retaining relationships through corporate and event partnerships within social and non-profit sectors. She is passionate about social justice and equity, specifically in youth development, community service, and leadership. Most recently, she served as Executive Director at Teens In Public Service, a nonprofit that empowers teen leaders through paid internships at non-profit organizations. She lives in Mukilteo with her husband Olly and two kids Emerson (6) and Devon (3). She loves hiking, reading, listening to podcasts, and spending time outdoors with her family. She's excited to join WSOS and help empower students furthest away from educational justice.

For the past five years, Jess has been working for the Northwest Adoption Exchange, advocating for and working with youth in foster care, potential adoptive families, and Washington State caseworkers. Through this role, and her work on the Board of Directors for the Northwest Abortion Access Fund, Jess has proven her dedication to supporting and advocating for people who don't often have the means or resources to do so themselves. Jess was raised all up and down the coast of Washington State and though born in California, considers herself a Washingtonian through and through. For fun, you can almost always find her reading a book, writing about a book she read, watching a show, or writing about a show she watched. Jess is so excited to start a new year with this very exciting new chapter at WSOS.

Francisca was born in Mexico and was brought up in North Bend, WA from the age of 7. She attended Western Washington University where she received a B.A. in Human Services. After college, Francisca worked for a public school district under the newly formed Equity department where she worked on implementing equitable practices at the school level. Most recently, she worked at Amazon as a recruiting coordinator where she focused on process improvement. As a strong believer of the importance of higher education and closing the opportunity divide, she is excited to be back working for an organization whose mission and values align with hers! Francisca currently lives in North Bend with her husband Solomon, doggie Frida, and kitty Lolita.

Courtney Chen (she/her) joined WSOS on January 17 as our Career & Technical Scholarship Advisor. She brings strong experience in supporting students, managing pilot programs and building partnerships at the YWCA, Seattle Foundation, The Bush School and Ada Developers Academy. After spending most of her childhood in a small town outside of Toronto, Courtney's family moved to the Greater Seattle area. She enjoys exploring local parks with her family and hosting game nights with friends.

Lisa Magennis (she/her) joined WSOS on January 3 as our Data and Systems Director. Lisa has spent over a decade working with non-profit organizations to help improve their data systems and gain insights through data into how to better serve their participants. Most recently Lisa worked with a diversity, equity, inclusion, and belonging organization that aims to remove barriers and promote allyship for women in the workplace. She was raised in Southern California but moved to Washington with her husband and young daughter 20 years ago and is proud to call it her home. She is deeply tied to the WSOS mission and is excited to begin working with the team.

Veronica Craker (she/her) joined WSOS on January 3 as our Marketing and Communications Manager. She has a strong background in journalism and communications, most recently at Pacific Lutheran University, where she worked closely with advancement and admissions to build the university brand and develop content. Veronica lives in Tacoma with her husband, daughter and dog. She enjoys exploring the beautiful Pacific Northwest, turning every inch of her lawn into a garden, and curling up with a good book.

Dale Baker (he/him) started with WSOS on January 3 as our Promotion Specialist. He brings UX and communications experience as a recent University of Washington Tacoma graduate. Dale is Seattle born and raised. He recently picked up photography as a hobby and is an avid anime connoisseur. He's passionate about increasing access to higher education and has enjoyed traveling around Washington state to share WSOS with prospective applicants.

Three additional new hires have been offered positions with WSOS but have not yet joined the team. We will introduce these individuals in the June Board meeting packet.

**WASHINGTON STATE OPPORTUNITY SCHOLARSHIP BOARD MEETING
DECEMBER 12, 2022, 1-3 PM, AT MICROSOFT, OR MICROSOFT TEAMS
MEETING MINUTES**

The Board of Directors of the Washington State Opportunity Scholarship (WSOS) convened on December 12, 2022 in person and via Microsoft Teams. The meeting was publicized as available to the public on the WSOS website.

Board members in person: Brad Smith (Chair), Diane Cecchettini, Jane Park, and Mike Wilson
Board members virtual: Patrick Smith, Latisha Hill, Miller Adams, Gary Rubens

Additional Attendees: Gina Breukelman, Jane Broom, Jolenta Coleman-Bush, Aileen Miller, Eileen Moran, Nancy Long, Kimber Connors, Johnathan Luster, Jessica Monger, Javana Cross Polenska, Lyanne O'Connell, Dena Parmer, Aileen Tubo, Camara Harris-Weaver, Cesar Seguil, Debora Johnson Miranda, Genevieve Geiger, Joanna Moznette, Juan Carlos Gomez, Kendyl Puhan, Lauren Pack, Lindzey Lien, Mesa Herman, Nick Goodwin, Nick Khamphilom, Rachel Wyers, Sam Svilar, Tara Warming, Tori Campbell, Samira (Sahara) Adan

Meeting Called to Order

Brad Smith, Chair, called the Board meeting to order at 1:06 pm.

Approval of Minutes

Jane Park moved that the minutes of the June 8, 2022, Board meeting be approved. Mike Wilson seconded, and it carried unanimously.

Mission Moment: Scholar Opportunity Story

Kimber Connors, WSOS executive director, introduced Genevieve Geiger, Graduate Scholarship program manager. Geiger introduced Samira (Sahara) Adan. Adan is a cohort one Graduate Scholar (GRD), studying to be a Family Nurse Practitioner (FNP) at Seattle University (SU). She is studying immigrant populations' access to health care and health screening. Adan shared that she is the first generation in her family to go to college. She is in her last year as a Doctor of Nursing Practitioner (DNP) and recently finished a rotation at Shelton Primary Care. She is interested in working at NeighborCare or International Community Health Services (ICHS) as an FNP. While volunteering at Somali Health Board, she saw the impacts linguistic barriers can have on the quality of patient care. When she applied to SU's DNP program, she faced financial challenges particularly because loan-taking is frowned upon in her Islamic background. Receiving WSOS helped give her more time to study rather than work. It made becoming an FNP more attainable because she feels less of the burden of taking on loans and working full-time.

Diane Cecchettini asked what preceptorships have worked well for her. Adan said this quarter she had 250 hours in primary care which was very interesting because she saw newborn to geriatric patients. Brad Smith asked if she was able to use WSOS to meet others in the health care community. Adan confirmed she was able to connect with other students. Connors asked what was the most surprising during her education and preceptor work. Adan said it is hard to find preceptor sites nearby and that some students travel over 200 miles. Cecchettini commented that this underscores the importance of WSOS supporting finding preceptors. Connors added that because WSOS can pay those preceptors to take on an Opportunity Scholar, some of the more reluctant preceptor sites are more willing to take this on. Brad Smith thanked Adan and said it is clear she has been a great recipient of the scholarship and wished her luck as she finishes school.

ED Corner

Connors introduced Nancy Long, executive director for 501 Commons, who greeted the Board. Connors reviewed the strategic priorities and reminded the Board that teams have goals that they are working toward

under each. She overviewed the high-level categories of work each team was responsible for in the strategic plan then turned to spotlighting our current status.

The Awards team has been working hard this quarter to handle several very complex issues. Connors acknowledged Lyanne O'Connell, our new awards director, who has taken on a lot in her first eight months. O'Connell met with the College of Presidents about how we can better collaborate with different public institutions of higher education to streamline processes in collaboration with other financial aid programs. Another long-term project for the Awards team is thinking about the impact of WSOS from a financial aid perspective on the overall unmet needs that students are facing. The Board will hear more about this likely in 2024. Connors emphasized that the focus of Awards is to make sure our scholarship is accessible to applicants.

Patrick Smith asked why someone would put in the time to apply for the scholarship if they are not eligible. Connors said that one of the main reasons a student would have been ineligible in the past is that we haven't received an official copy of their transcript by the deadline. Sometimes schools would send them after the due date or not at all. We removed that barrier by allowing students to upload an unofficial copy of their transcript. Connors said the other place we lose students is that they do not realize they need to complete a FAFSA or WASFA to be eligible for WSOS which is a statutory requirement. We work hard to remind applicants at multiple stages they must complete this additional step. Connors emphasized we are working hard to reduce administrative barriers that make students ineligible.

Julie Sandler asked if we have seen any correlation between the drop in FAFSA completion and the number of ineligible students for WSOS. O'Connell said fortunately there has not been a correlation. We work hard to promote the FAFSA/WASFA deadlines to applicants.

Connors noted the Programs team focuses on improving persistence. The Career and Technical Scholarship (CTS) piloted a very small ambassador program last year, and it grew significantly this year. Half of CTS recipients who are eligible opted into that peer leadership model, which wasn't something we were sure would be of interest given the non-traditional age of CTS recipients. Programs team is also intentional about ensuring Scholars have access to career resources; despite some challenges in recruiting mentors, we were able to successfully pair every interested Scholar with an industry mentor this year.

The External Affairs team has seen strong earned media coverage. For the first time, *The Seattle Times* reached out to us for an article rather than us reaching out to them. We are starting to see some traction around brand awareness. Connors thanked Jane Broom and Microsoft for their help in making inroads. Additionally, we have seen growth in our user generated content on social media. We are watching what is going on with Twitter and the changing social media landscape. Brad Smith asked if we are going to short form video and joining TikTok. Connors said it is one of the things we are looking at especially for promotion purposes. The team is taking stock of what shifts we may need to make in the new year.

Connors said it has been a challenging year for the Development team with the director role vacant. We are hopeful that we will see some progress in the next year as our latest round of hiring has shown stronger candidates in the pool. Despite being so short staffed, the small but mighty team has been able to make progress, raising nearly \$12M in 2022. Development launched a successful first-ever annual fund. Connors and Miller Adams will host a Hot Topic Dinner later this month, like the one Jane Park hosted a couple of months ago. Connors thanked Adams for engaging such strong attendance with 17 confirmed RSVPs.

In Operations, our head count is still lower than we want. The Program Administrator transition is now complete but with some challenges in coming up to speed. Javania Cross Polenska has been leading our Management and Leadership Academy aimed at growing the skills of all people managers at WSOS. We had our first couple of sessions around delivering feedback, what it looks like and then practicing it in our leadership space.

Connors reviewed our key wins of the quarter. Our hiring woes are starting to level off, fundraising continues despite staffing challenges, Skills that Shine paired up every interested student with a mentor and the compensation policy revisit is complete. Our challenges of the moment are building processes with 501 Commons (particularly the leave policy) and the strain unfilled roles puts on the team.

Connors introduced Jessica Monger, WSOS external affairs director, to provide an update on our promotion work. Monger reminded the Board that last year we saw a drop in scholarship applications. We know the higher education sector at large is facing an enrollment drop. We were down by about 14% across the whole year compared to a 24% drop in system-wide enrollment. During the 2021-22 academic year, we focused on a regional approach targeting specific areas of the state. Early indications show these strategies were successful: we saw a 167% increase in Baccalaureate (BaS) applications from the region where we focused (southwest Washington). We also targeted Black, Indigenous and People of Color (BIPOC) applicants, and that rate went up by 11%. We wanted to lean into those strategies harder for 2022-23. Thanks to a Boeing grant, we've been able to post and recruit for a new-to-WSOS position of promotion specialist and use a traditional paid advertising campaign in target areas. Despite not yet having this full-time role on the team, our renewed focus on promotion saw winter applications increase 30% year-over-year. Our regional approach worked: three of the top five colleges and two of the top four counties represented were in regions where we had a targeted focus. Our regional approach was to use radio and social media ads and to work directly with the community colleges in those areas. Monger emailed every single faculty and staff member to make sure they knew their program was eligible. In the new year with our added staff capacity, we will add on to existing partner events and already have ten scheduled for the beginning of the year. Additionally, we will work with our partners to make smart collateral that will work for their students.

Brad Smith asked about the broader trends post-pandemic in Washington state. Monger said that she had the opportunity to sit down with both chairs of the Higher Education committee and discuss this issue. We are still seeing enrollment numbers down, and there is still not a return to campus as hoped. We're hearing from the state and the Legislature that the money is there but students aren't opting in.

Brad Smith asked how we compare to the rest of the country. Monger said Washington is 49th in the nation with one of the lowest FAFSA completion rates despite having one of the strongest financial aid offerings nationwide. We also have one of the lowest rates of students who go directly from high school to pursue advanced education. There has been a lot of work done to try to close the gaps but not a lot of movement. The state is doing a lot of research to try to understand people's impressions of higher education so they can understand how messaging needs to change. Brad Smith said that it is ironic that we are one of the more generous states in the country, but we are really struggling compared to most of the country. Patrick Smith added that we are one of the states with the highest rates of education. Jane Broom added that for younger people, the cost of college was less of an issue. They are more concerned about the return on their time with less of a perceived benefit of a college education. Older students who are going back to school cited cost as the biggest concern; Broom said this is an opportunity for us to target people who are over 25 to get them back into college and credentialed. Brad Smith said it is concerning and there may be a need to have a more public conversation about the problem. Connors said that she recently presented with Mike Meotti, the executive director of the Washington Student Achievement Council (WSAC) and one of the things that they are really counting on is the launch of regional challenge grants. They are trying to infuse money into regional programs that are focused on higher education awareness FAFSA and WASFA completion and post-secondary access. Brad Smith said this is a good thing but does not address the root cause. He asked if there is anybody who's doing a good data analysis of the state of post-secondary credential pursuit in Washington state compared to the rest of the country. Broom said the Washington Roundtable is doing some work around this but is not sure if they will compare to other states. Brad Smith asked Broom to consider connecting the Washington Roundtable team with Microsoft's data science folks to help explore the issue.

Julie Sandler said that WSOS may want to engage with the National Association for College Admissions Counseling (NACAC) as well as the Washington Association for College Admissions Counseling to help promote WSOS and learn about the data. This is the consortium of both guidance counselors and post-secondary guidance counselors who work with high school-age students across the country and in the state.

They do everything from post-secondary preparedness all the way through the application process. They have done some recent studies state by state comparing how these trends have evolved since the pandemic. A friend of Sandler's through another Board is involved with the organization, and she can make an introduction.

Eligible Programs Evergreen Model

Lyanne O'Connell, WSOS awards administration director, introduced herself. For the last four years, we've been successful in identifying and creating a list of majors and programs that lead to in-demand careers in Washington state. The BaS eligible majors principles are that: 1) the occupation must be considered STEM or healthcare; 2) must be a high-demand field of work in Washington state; 3) must earn a living wage; 4) must need a bachelor's degree for entry; and 5) majors that lead to that occupation must be offered as a bachelor's degree from at least one Washington institution. CTS eligible program principles are very similar but (1) can also be an occupation that is considered STEM, health care or **trades** and (4 and 5) eligible programs must lead to an occupation that is offered from at least one Washington community or technical college or is an approved apprenticeship site. This list of majors is determined on an annual basis and available on our website for students to verify as they apply for scholarships. O'Connell shared the BaS and CTS eligible program principles have been the same for the past two years. She proposed the Board adopt this model as an evergreen approach to selecting future cohorts of BaS with a commitment that staff will update them if there are any changes to the operating principles though the measured used may change year to year depending on available data.

O'Connell then overviewed the BaS selection model (see the slide in pre-read titled "Board Vote: BaS Evergreen Selection Principles") that has been used for the past two years. As we have learned how our selection principles show up in action, we have landed on a model we are comfortable with and don't foresee making a lot of changes to year-over-year. O'Connell asked the Board to consider approving the selection principles for BaS on an evergreen basis. Connors said that in calling for an evergreen model vote, we are asking that we can use these principles for BaS until we decide to change it without bringing it back to the Board every year. Brad Smith said it makes good sense given that our model has stabilized in recent years.

Patrick Smith asked what the note on the slide that says "all points deducted above will be evenly distributed between GPA and the essays" means in practice. Connors explained that it has to do with the caps that you see on the limitation factors. For example, if we hit that five times as likely cap on the intended major, it would mean that students in the least competitive major would lose their ability to get selected for the scholarship altogether. Instead, by imposing the limitation factor, we would reduce the total points assigned to intended major to come below the five times threshold. If we removed three points from intended major, for example, those three points would then be distributed between GPA and essays.

Brad Smith asked if we have been hitting the caps recently. Cross Polenska said that we hit one of them last year for BaS. It is usually just a little bit of movement in one category which is typically "intended major". We've had a lot of conversations around computer science versus nursing, for example. It has resulted in just minor tweaks within five points of movement across the board. Patrick Smith asked if the redistribution applies to all of the candidates in that year. Cross Polenska affirmed that it does apply to all of the candidates.

Board Action: Cecchetti made a motion to adopt the recommended evergreen models for determining eligible programs for BaS and CTS as well as the proposed BaS evergreen selection principles. Park seconded the motion, and it carried unanimously.

Finance and Program Administrative Update

Patrick Smith, Finance and Investment Committee Chair, reported on the most recent meeting. We received the Q3 quarterly performance report from Washington State Investment Board (WSIB). Our previous WSIB manager Chris Phillips retired, and this was the first meeting with our new manager, James Aber. The challenging investment environment continued in Q3 with our BaS and CTS accounts down 3.6 and 3.7%, respectively, for the quarter. In our October Board meeting, the Board approved some small changes to the asset allocation and that rebalancing has now been completed for the major accounts. We then received the program administrator update from Eileen Moran at 501 Commons. Due to shifting meeting schedules and the

change of the program administrator, the dates of the financial reports are a little abnormal. We have an August and October update because Washington STEM did their final report as of August 31, 2022, and then the report from 501 Commons was on October 31. As of October 31, we have total assets of \$121M, down slightly from August, but up slightly over the same month from the previous year. Investment losses for the quarter totaled \$3.16M and scholarship disbursements for the period were \$5.85M. Total liabilities were \$26.3M, down slightly from August 31 and up 4% from the same period in 2021. WSOS employees were paid their final payroll from Washington STEM as of August 31 in September, along with any accrued vacation. That was the one major difference in the payroll related liabilities. Net assets totaled \$94.7M, down slightly from August 31 and from the same period last year. Private revenue year-to-date totals \$3.8 M versus a budget of \$16M which looks quite shocking. We talked about this in the committee meeting. A big reason for that difference is the accounting treatment of Donor Advised Funds (DAF). The Ballmer pledge of \$10M is from the DAF so we cannot recognize that as revenue like we do with other pledges. We can only recognize it as revenue when we receive the cash. Fundraising has been lower due to the gaps in staffing but not to the extent this budget versus actual suggests at first glance. Investment losses for year-to-date total about \$13M. Personnel expenses remain under budget, now by \$388K mainly due to departures and hiring gaps. The program administration fee is a little over budget, but professional fees, conferences, other operating expenses remain under budget. On an operating expense standpoint, we have a favorable variance for the year-to-date.

The committee performed its annual self-evaluation. Overall, the feedback was positive, though we may make some changes to the flow of meetings to leave more time for strategic discussion and less on the reporting out of what was in the pre-read. They would like to receive more input and feedback from the Board. As the Chair of the committee, Patrick Smith committed to working with Connors on ways that we can get more of the information of what happens in Board meetings to that committee to help them feel engaged.

Patrick Smith said that the committee discussed the proposed 2023 budget. 2021 – 22 budget revenues were at historical highs. 2023 budgeted revenue remains high but not quite as high as the first two years of the campaign. Connors shared that the budget differs from campaign revenue targets mostly due to the differences in how revenue is recognized. Connors stated that we are measuring our campaign success based on when pledges are received. For example, when we received the Ballmer gift of \$10M, we're including that in our campaign total this year, although only \$2.5M of it is showing in our budget for this year (as Patrick Smith explained because of the DAF). Connors also called out is of the \$17.4M in budgeted revenue, about \$9.2M will be in state matching funds. Those are now considered a maintenance level item for the Legislature and therefore nearly certain. Even though we're in a difficult revenue year for the Legislature, WSOS isn't one of the things that they are likely to talk about. It gets written into the budget as a maintenance level rather than being a policy level ask that needs to get made by a legislator, which makes it more challenging. Brad Smith stated that for our purposes and maybe for the F&I Committee, that maybe we need another sheet that shows where we are on the campaign based on more of an accrual methodology. Patrick Smith agreed that this would be useful.

Patrick Smith said that in the budget, the scholarship expenses are down a little bit because of a shift in the modeling. Connors said it's mostly timing. When we were budgeting for this coming year, we were looking at spending at this meeting last year. We were trying to do our best guess on the scholarship liability for these increased cohort sizes. We worked with the finance team, but we were not through with the WSIB process, which refines the model. The budget for last year basically looked too big because we were using a simplified model and not the corrected model that has now gone through the WSIB process with the asset allocation. This is the right-sized liability related to those larger cohorts that are coming through the program.

Patrick Smith reviewed non-scholarship expenses. Salary COLA adjustments and the filling of open positions are driving the largest expense increase. We expect to see a meaningful decrease in program administration fees without a transition anticipated in 2023. The committee voted to recommend the proposed budget to this Board for approval.

Board Action: Patrick Smith made a motion to approve the recommended 2023 budget. Cecchettini seconded the motion, and it carried unanimously.

Executive Session

The meeting went into Executive Session at 2:30 p.m. to evaluate the performance of a public employee and to obtain advice from legal counsel.

The open meeting reconvened at 3:03 p.m.

Park adjourned the meeting at 3:05 p.m.

Respectfully submitted,

Dena Parmer

DRAFT

~~Washington STEM~~501 Commons
Washington State Opportunity Scholarship

INVESTMENT POLICY

Short Term Investments Held In
WSOS Operating Checking Account Or Related Investment Account

WSOS Board Adoption: ~~March 2023~~TBC
~~Washington STEM Board Adoption: TBC~~

Effective Date: ~~TBC~~Immediately upon WSOS Board Adoption

Commented [KC1]: 501 Commons would like to monitor this policy internally and does not require their Board to adopt it.

Statement of Purpose:

The purpose of this Investment Policy is to set guidelines for the investment of the general cash funds of Washington State Opportunity Scholarship (WSOS) maintained in a checking account or related investment account used for meeting the annual operating needs of WSOS. ~~Washington STEM501 Commons~~ has been designated as Program Administrator for WSOS and has responsibility for the administration of such policies on behalf of the program. Specifically, this Investment Policy shall:

1. Identify investment goals and objectives
2. Specify investment policy responsibility and authority
3. Establish acceptable investment guidelines

Goals and Objectives:

The primary investment objectives, in priority order, are as follows:

1. Protection of principal
2. Maintenance of adequate liquidity
3. Maximization of return on investment at a prudent level of risk

The goal of this policy is to ensure that investments selected meet the objectives for principal protection, liquidity maintenance, and yield maximization through portfolio returns over time.

Investment Policy Responsibilities:

- A. WSOS Board of Directors – Approves and monitors adherence to the formal investment policies.
- B. ~~Washington STEM501 Commons Board of Directors~~ in program administrator capacity – Approves and monitors adherence to the formal investment policies.
- C. WSOS Finance & Investment Committee – Formulates and approves investment policy. The WSOS Finance & Investment Committee is responsible for managing the investment process in accordance with the guidance provided by the ~~S~~state for ~~s~~State funds and for funds having the character of ~~s~~State funds and in a prudent manner with regard to preserving principal while providing reasonable returns. Responsibilities of the Finance & Investment Committee include:
 1. Retain~~ing~~ a qualified investment provider to assist in the development and implementation of the investment policy (goals, objectives, and guidelines).
 2. Establish~~ing~~ the investment policy of the fund. This includes, but is not limited to, allocation between investment types, selection of acceptable asset classes and investment performance expectations.
 3. Regularly review~~ing~~ investment performance of the fund including the performance of the investment provider to assure the policy is being followed and progress is being made toward achieving objectives.

4. Communicating to the WSOS Board of Directors the results of the Finance & Investment Committee's reviews.

D. Investment Provider – The responsibilities of the investment provider include:

1. Assisting the Finance & Investment Committee in complying with this investment policy.
2. Proposing an investment strategy and coordinating the asset allocation process.
3. Monitoring asset allocation among all asset classes and verifying on a monthly basis that allocations are within targets defined by this investment policy statement and the Finance & Investment Committee.
4. Monitoring the investment performance of the fund and preparing quarterly performance advisory reports for the Finance & Investment Committee.
5. Reporting in a timely manner substantive developments that may affect the management of the investment assets.

Investment Authorization:

The following individuals have the authority to approve investment transactions (purchase, sell, exchange) which conform to the parameters of this Investment Policy:

- ~~Washington STEM Chief Financial Officer~~
- ~~Washington STEM Chief Operating Officer~~
- ~~Washington STEM Director of Finance~~
- ~~Washington STEM Controller~~ 501 Commons Controller or Finance Director
- 501 Commons Executive Director

The funds management process shall comply with all applicable laws and regulations and shall be reviewed and modified as necessary to comply with such changes in the laws and regulations.

Acceptable Investments, Concentration Limits and Credit Quality:

This Investment Policy is guided by and in compliance with ~~WSIB policy 2.35.500 various state policies which govern the investment of State funds, copies of which have been attached below~~ as well as the opinion of the Attorney General which prohibits investments in stocks of private companies. ~~A copy of the formal opinion is here: <http://www.atg.wa.gov/ago-opinions/investment-certain-scholarship-funds-stocks-private-companies>. A copy of the most current WSIB policy is available here: <https://sib.wa.gov/policies.html>.~~

~~<http://www.atg.wa.gov/ago-opinions/investment-certain-scholarship-funds-stocks-private-companies>~~

This policy allows funds to be invested only in the investment types and within the parameters set forth below.

Formatted: Font color: Auto

Commented [KC2]: Replacing attachments with a link to the website where these live and are updated regularly.

Permissible investments include the following in accordance with the ~~attached-mentioned~~ policy of the Washington State Investment Board, Policy Number: 2.35.500, ~~dated September 18, 2014:~~

1. Government agencies and U.S. Treasuries
2. STIF that invest strictly in U.S. government or government agency instruments including repurchase agreements for U.S. government and agency instruments.

~~Additional permissible investments include Commercial paper and corporate notes in accordance with the attached policy of the Washington State Investment Board Policy Number: 2.05.500 dated September 15, 2016.~~

Commented [KC3]: Per WSIB, this is not relevant to the management of the WSIB portfolio and can be struck.

Asset Allocation and Liquidity:

~~Investments will be allocated to permissible investments in accordance with the three attachments to this policy. The asset allocation set forth in the Washington State Investment Board Policy Number 2.35.500 revised 11/15/18 should be maintained until any future revisions are made with the aforementioned WSIB policy and formal opinion as well as within the currently approved asset allocation for the Opportunity Scholarship program.~~

Commented [KC4]: Clarifying meaning with copyediting.

Additionally, the liquidity of the portfolio will be maintained in a manner that meets the cash flow requirements of WSOS per a schedule of projected cash flow to be provided by WSOS on a quarterly basis.

Performance Objective:

Performance of the investment portfolio shall be measured against the benchmark of ~~the Dreyfus Government Fund (Ticker: DVGXX) for the money market account and US Treasury Bills (3-month for short-term duration and 12-month for longer duration) for the Fixed Income Securities as the benchmark and will apply that moving forward.....(to be established by Key Bank and approved by WASTEM)~~

Commented [KC5]: KeyBank's recommendation was approved by the Committee following the adoption of this policy, so it's codifying what is already reflected in our minutes within the policy itself.

Policy Review:

The Boards of WSOS and ~~Washington STEM~~the program administrator shall review this policy at least once every three years to ensure that it remains relevant and appropriate.

Attachments:



PROGRAM UPDATE

WASHINGTON STATE
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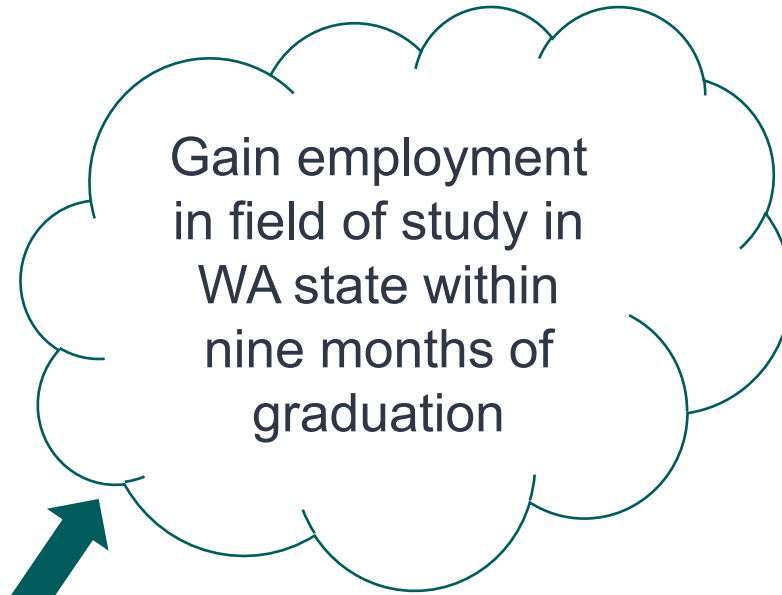
SHORT-TERM INVESTMENT POLICY

- **Periodic review is required**
- **Proposed updates shared via Track Changes in pre-read**
- **High-level overview of changes:**
 - Changing references from WA STEM to 501 Commons
 - Light copyediting for clarity
 - Replacing attachments with links for ongoing live updating
 - Codifying KeyBank benchmarks previously shared with Committee

REQUESTED COMMITTEE ACTION

- Vote to recommend the WSOS Board adopt the updated short-term investment policy.

**INTENDED
IMPACT #1**



**INTENDED
IMPACT #2**

THEORY OF CHANGE | Scholarships + Continuum of Support Services

STRATEGIC PRIORITIES

Design scalable, statewide programs.

Build the brand.

Fund to 2030.

Be a preferred workplace.



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SCHOLARSHIP

STRATEGIC PRIORITIES: AY2025-26 metrics

Ensuring scalable, statewide scholarship accessibility and financial aid impact	Ensuring scalable, statewide support services	Build awareness of the WSOS brand	Fund to 2030 and beyond	Be a preferred workplace																
AWARDS	PROGRAMS	EXTERNAL AFFAIRS	DEVELOPMENT	OPERATIONS																
80% of applicants are eligible	65%, 45%, 95% graduate in eligible program for BaS, CTS, GRD	At least 33 earned media pieces per year	\$75M raised January 1, 2021, through December 31, 2025, with 30-35 \$25K to \$1M gifts secured in CY25	Volunteer separation rate below 15%; average staff tenure of 44 months																
90% of Scholars complete renewal	Opportunity gaps are less than 10%, 5% by income, race	23 speaking engagements for WSOS leadership per year	25% of donors loyal (5+ years) by end of CY25 with 50% donor retention rate CY24 to CY25	90% of staff agree: “I believe the work I do advances our mission”																
90% work fewer hours because of WSOS	95%, 85% of graduates employed full-time within 9 months in any field, in high-demand field	Social media audience size of 4,800 (FB), 2,200 (Twitter), 2,900 (LI) and 2,700 (IG)	425 new donors acquired in CY25 with 100 total from WA outside of Puget Sound	90% of staff agree: “I would recommend WSOS as a great place to work”																
90% attend full-time because of WSOS	95% of employed in-high demand graduates work in WA	Applicant targets: <table border="1" data-bbox="1067 1265 1508 1376"> <tbody> <tr> <td></td> <td>BaS</td> <td>CTS</td> <td>GRD</td> </tr> <tr> <td>BIPOC</td> <td>85%</td> <td>60%</td> <td>55%</td> </tr> <tr> <td>First-gen</td> <td>64%</td> <td>68%</td> <td>70%</td> </tr> <tr> <td>From rural counties</td> <td>34%</td> <td>40%</td> <td>TBD</td> </tr> </tbody> </table>		BaS	CTS	GRD	BIPOC	85%	60%	55%	First-gen	64%	68%	70%	From rural counties	34%	40%	TBD	At least 15% (by #) of donors in CY25 from health care, (S)TEM	90% of staff agree: “I would recommend my supervisor to future employees”
	BaS	CTS	GRD																	
BIPOC	85%	60%	55%																	
First-gen	64%	68%	70%																	
From rural counties	34%	40%	TBD																	

STRATEGIC PRIORITIES: AY2022-23 metrics

Ensuring scalable, statewide scholarship accessibility and financial aid impact	Ensuring scalable, statewide support services	Build awareness of the WSOS brand	Fund to 2030 and beyond	Be a preferred workplace																
AWARDS	PROGRAMS	EXTERNAL AFFAIRS	DEVELOPMENT	OPERATIONS																
75%, 85% and 75% of BaS, CTS and GRD applicants, respectively, are eligible	-BaS : 90%, 85%, 65% Y1-Y2-Y3-Y4 with 44% increasing -CTS : 80%, 80% 75% Q1-Q2-Q3-Y2 -GRD : 100% Y1 to Y2	At least 30 earned media pieces	\$16M, \$12M in CY22, CY23, with 15 12 \$25K to \$1M gifts secured in CY22, CY23	Volunteer separation rate below 30%; average staff tenure of 28 months																
90% (85%) of BaS (CTS) Scholars complete renewal	At least 60% of historically excluded races/ethnicities, low-income & rural students participate in programming	15 (7) engagements for ED (Directors)	8%, 12% of donors loyal (5+ years) in CY22, CY23 with 41% CY22 to CY23	83% of staff agree: "I believe the work I do advances our mission"																
90% work fewer hours because of WSOS	50%, 20%, 70% of BaS, CTS and GRD participate in career resources	Social media audience size of 4,428 (FB), 2,109 (Twitter), 1,861 (LI) and 1,861 (IG)	60, 305 new donors acquired with 44, 55 from WA outside of Puget Sound in CY22, CY23	83% of staff agree: "I would recommend WSOS as a great place to work"																
90% attend full-time because of WSOS	90%, 85%, 89% of BaS, CTS and GRD career support participants report being more prepared	Applicant targets: <table border="1"> <thead> <tr> <th></th> <th>BaS</th> <th>CTS</th> <th>GRD</th> </tr> </thead> <tbody> <tr> <td>BIPOC</td> <td>85%</td> <td>58%</td> <td>40%</td> </tr> <tr> <td>First-gen</td> <td>61%</td> <td>61%</td> <td>55%</td> </tr> <tr> <td>From rural counties</td> <td>31%</td> <td>32%</td> <td>7%</td> </tr> </tbody> </table>		BaS	CTS	GRD	BIPOC	85%	58%	40%	First-gen	61%	61%	55%	From rural counties	31%	32%	7%	At least 8%, 9% (by #) of donors in CY22, CY23 from health care, (S)TEM	83% of staff agree: "I would recommend my supervisor to future employees"
	BaS	CTS	GRD																	
BIPOC	85%	58%	40%																	
First-gen	61%	61%	55%																	
From rural counties	31%	32%	7%																	

TODAY'S SNAPSHOT

<p>Ensuring scalable, statewide scholarship accessibility and financial aid impact</p> <p>AWARDS</p>	<p>Ensuring scalable, statewide support services</p> <p>PROGRAMS</p>	<p>Build awareness of the WSOS brand</p> <p>EXTERNAL AFFAIRS</p>	<p>Fund to 2030 and beyond</p> <p>DEVELOPMENT</p>	<p>Be a preferred workplace</p> <p>OPERATIONS</p>
<p>Improving eligibility of applicants:</p> <ul style="list-style-type: none"> TBD, 85% and 72% of BaS, CTS and GRD applicants, respectively, were eligible <p style="text-align: right;">★★★★</p>	<p>Improving persistence:</p> <ul style="list-style-type: none"> 78%, 75% of BaS, CTS participants engaging with SL (mid-year goal for both was 70%) <p style="text-align: right;">★★★★</p>	<p>Media coverage/speaking engagements:</p> <ul style="list-style-type: none"> 22/30 earned media About halfway to goal for speaking engagements; focus for year-end <p style="text-align: right;">★★★☆☆</p>	<p>Campaign revenue:</p> <ul style="list-style-type: none"> Team hired! <p style="text-align: right;">★★★☆☆</p>	<p>Staffing:</p> <ul style="list-style-type: none"> Headcount: 30 FTE Open: 1 FTE New hires last Q: 10 FTE <p style="text-align: right;">★★★☆☆</p>
<p>Successfully completing processes (increase, renewal):</p> <ul style="list-style-type: none"> Deadline adjusted based on higher ed and WSAC feedback <p style="text-align: right;">★★★★</p>	<p>Closing opportunity gaps:</p> <ul style="list-style-type: none"> Individual reach-outs to leave of absence students Targeted emails and phone calls for participation <p style="text-align: right;">★★★★</p>	<p>Social media growth:</p> <ul style="list-style-type: none"> Follower growth lagging, but strong engagement continues Website revamp with positive outcomes <p style="text-align: right;">★★★☆☆</p>	<p>Donor loyalty:</p> <ul style="list-style-type: none"> 22% donor loyalty in CY22 up from 11% loyalty in CY23 (EOY stewardship cards, impact report, first annual fund) <p style="text-align: right;">★★★☆☆</p>	<p>Culture enhancements:</p> <ul style="list-style-type: none"> Org-wide focus on feedback & accountability Program administrator transition <p style="text-align: right;">★★☆☆☆</p>
<p>Attend school full-time and work less:</p> <ul style="list-style-type: none"> Assessing the impact of financial aid on overall experience <p style="text-align: right;">★★★★</p>	<p>Improving career outcomes:</p> <ul style="list-style-type: none"> 96% of BaS StS participants engaged with mentor at least once (mid-year goal was 90%) 160 CTS participants in career resources <p style="text-align: right;">★★★☆☆</p>	<p>Scholarship promotion:</p> <ul style="list-style-type: none"> New promo specialist = 11%, 9.5% increase in submitted apps for BaS, CTS spring! <p style="text-align: right;">★★★★</p>	<p>Donor acquisition:</p> <ul style="list-style-type: none"> Hot Topic Dinners Insider Preview Party to ignite table hosts Not yet targeting by industry, region <p style="text-align: right;">★★★☆☆</p>	<p>Leadership:</p> <ul style="list-style-type: none"> Leadership & management academy Values guiding hiring with strong applicant pools <p style="text-align: right;">★★★☆☆</p>

KEY WINS OF THE QUARTER



- Have hired some incredible new team members
- Management & Leadership Academy is running in earnest
- Bill advancing through the Legislature and on track to becoming law
- Application numbers are up year-over-year

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CHALLENGES OF THE MOMENT



- Program administration challenges continue as we build processes and systems with 501 Commons
- Onboarding our incredible new team members
- Leave planning

DISCUSSION

- How did having draft minutes from the past meeting included in the pre-read support your understanding of what's happening at the Board level?
- How did receiving this org report card support your understanding of what's happening at the Board level?

EXECUTIVE SESSION

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NEXT COMMITTEE MEETING
Tuesday, June 13, 2023