

WASHINGTON STATE
OPPORTUNITY
SCHOLARSHIP

01.31.2024

AGENDA

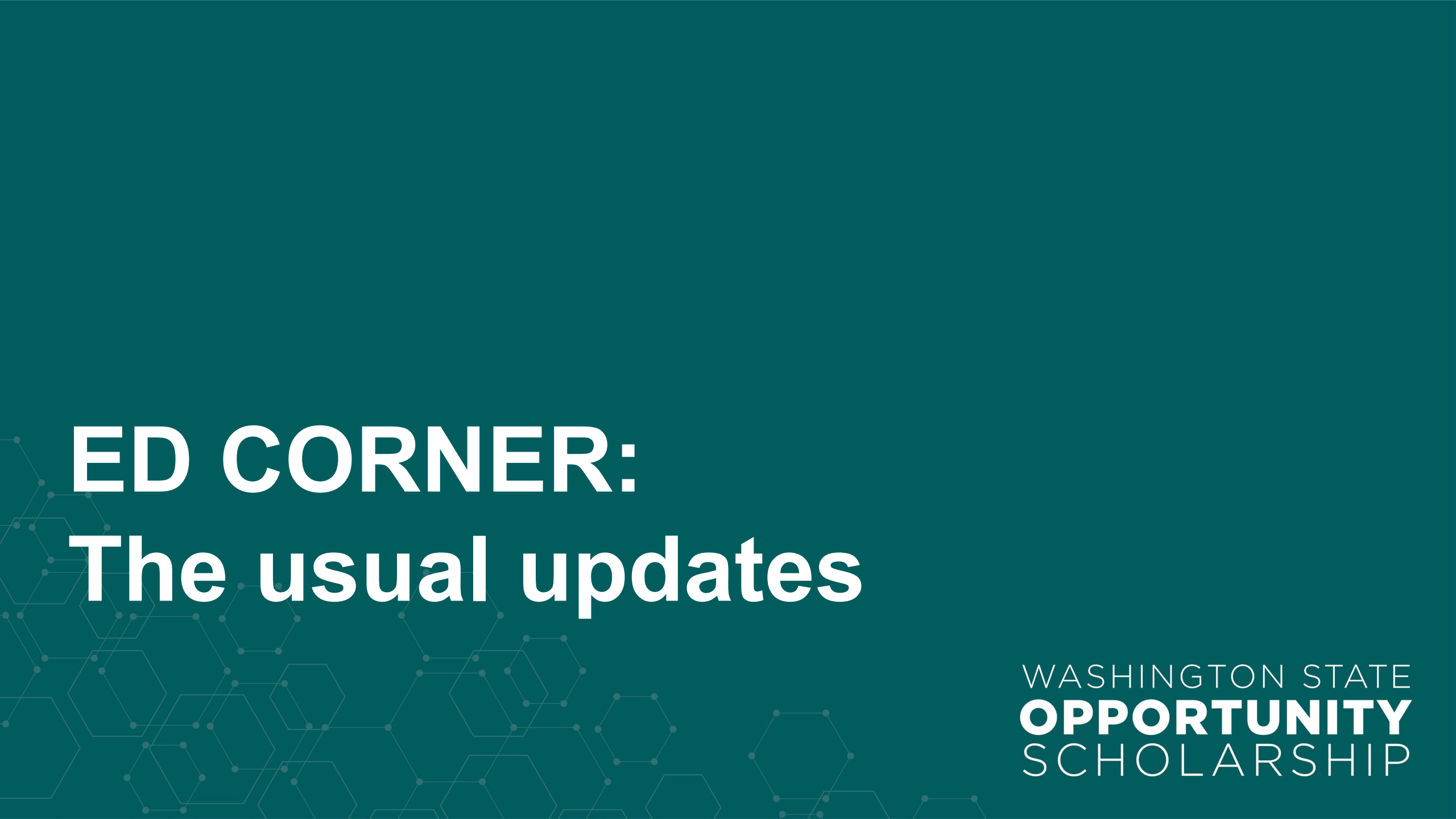
1. Welcome
2. Approval of Minutes from 10.03.2023 Board Meeting
3. Public Comment
4. ED Corner: The WSOS Foundation
5. Finance & Program Administrator Update
6. Executive Session: ED Performance Review
7. Closing

REQUESTED BOARD ACTION

- Vote to approve the October 3 meeting minutes.

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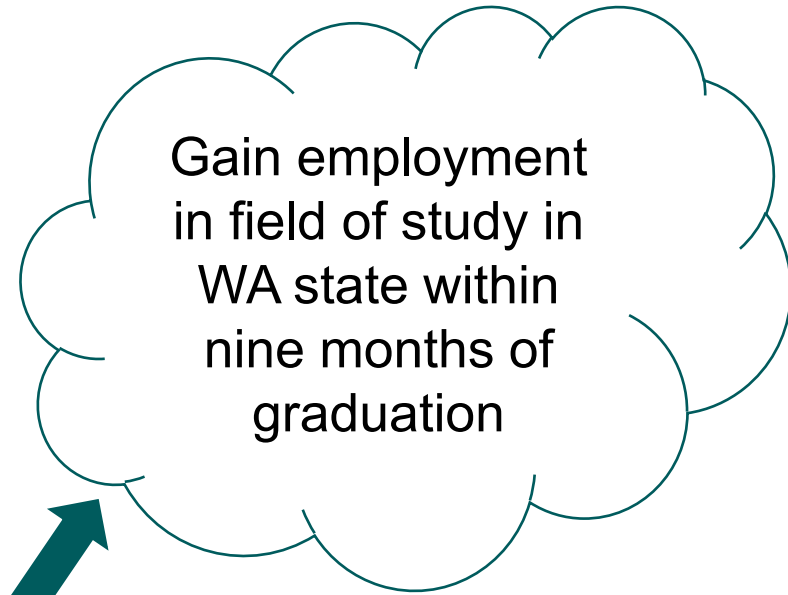
PUBLIC COMMENT



ED CORNER: The usual updates

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**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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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%																	
First-gen	64%	68%	70%																	
From rural counties	34%	40%	TBD																	

Org Strategic Priorities: AY2023-24 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/DATA & SYSTEMS																
75%, 85% and 80% of BaS, CTS and GRD applicants, respectively, are eligible	BaS : 90%, 85%, 65% Y1-Y2-Y3-Y4 with 55% increasing CTS : 80%, 80% 75% Q1-Q2-Q3-Y2 GRD : 95% Y1 to Y2	At least 31 earned media pieces per year	\$8M, \$8M in CY23, CY24, with 30 50 \$25K to \$1M gifts secured in CY23, CY24	Volunteer separation rate below 30%; average staff tenure of 28 months 83% of staff agree: "I would recommend WSOS as a great place to work"																
90% (80%) of BaS (CTS) Scholars complete renewal 55% of BaS Scholars who complete the increase process on time	At least 60% of historically excluded races/ethnicities, low-income & rural students participate in programming	Elevate WSOS thought-partnership: 15 (7) engagements for ED (Directors)	Increase donor retention and loyalty. 50 100 (CY23 CY 24) donors will be loyal (5+ years); 37% 42% (CY 23 CY24) donor retention rate	83% of staff agree: "I believe the work I do advances our mission" 83% of staff agree: "I would recommend my supervisor to future employees"																
90% work fewer hours because of WSOS	50%, 30%, 70% of BaS, CTS and GRD participate in career resources	Social media audience size of 4,428 (FB), 2,068 (X), 2,153(LI) and 1,225 (IG)	350 425 (CY23 CY24) new donors acquired; 44 55 (CY23 CY24) of new donors will be from outside of the Puget Sound	80% of internal stakeholder regard data repository to support story-telling and messaging for external audiences as valuable																
90% attend full-time because of WSOS	90%, 90%, 85% of BaS, CTS and GRD career support participants report being more prepared	Applicant targets: <table border="1" data-bbox="1029 1139 1442 1389"> <thead> <tr> <th></th> <th>BaS</th> <th>CTS</th> <th>GRD</th> </tr> </thead> <tbody> <tr> <td>BIPOC</td> <td>70%</td> <td>55%</td> <td>45%</td> </tr> <tr> <td>First-gen</td> <td>52%</td> <td>66%</td> <td>60%</td> </tr> <tr> <td>From rural countries</td> <td>30%</td> <td>36%</td> <td>7%</td> </tr> </tbody> </table>		BaS	CTS	GRD	BIPOC	70%	55%	45%	First-gen	52%	66%	60%	From rural countries	30%	36%	7%	20% 25% in health care, 15% 20% in technology, computer science, information management, or IT, 10% 13% in biosciences, biomedical sciences, or research, 8% 10% in engineering (not civil) companies, 4% 6% in environmental or physical sciences, in CY23, CY24	80% of internal stakeholders have data and systems to support ongoing efforts to track and measure the impact
	BaS	CTS	GRD																	
BIPOC	70%	55%	45%																	
First-gen	52%	66%	60%																	
From rural countries	30%	36%	7%																	

Today's Snapshot

Ensuring scalable, statewide scholarship accessibility and financial aid impact AWARDS	Ensuring scalable, statewide support services PROGRAMS	Build awareness of the WSOS brand EXTERNAL AFFAIRS	Fund to 2030 and beyond DEVELOPMENT	Be a preferred workplace OPERATIONS/DATA & SYSTEMS
Improving eligibility of applicants: <ul style="list-style-type: none"> Bringing back the “transcript second chance” to improve eligibility Tracking the impact of FAFSA changes on applications <p style="text-align: right;">★★★☆☆</p>	Improving persistence: <ul style="list-style-type: none"> 62% of BaS mentees have engaged with Lead (tracking to 85% goal) 48% of new CTS recipients have opted in to Lead programming <p style="text-align: right;">★★★★</p>	Media coverage/speaking engagements: <ul style="list-style-type: none"> Guest speaker at WFPA Plan for an active “road show” in the new year <p style="text-align: right;">★★★☆☆</p>	Campaign revenue: <ul style="list-style-type: none"> \$3.9M of \$8M raised year to date Aim to close an additional \$1.3M and \$750K by year-end (final stages) Assoc director hired! Annual fund ongoing (~\$35k) <p style="text-align: right;">★★★☆☆</p>	Staffing: <ul style="list-style-type: none"> Headcount: 28 Open: 3 positions (2 backfilling from internal promotions) plus finance role (WSOSF) New hires last Q: 2 FTE <p style="text-align: right;">★★★★</p>
Successfully completing processes (increase, renewal): <ul style="list-style-type: none"> Targeted BaS increase campaign Developing "Awards Corner" in partnership w/Programs to educate Leads on programmatic milestones <p style="text-align: right;">★★★★</p>	Closing opportunity gaps: <ul style="list-style-type: none"> Mid-year assessment happening now (more data to come next quarter) Early indicators on progress include engagement with Leads <p style="text-align: right;">★★★★</p>	Social/owned media growth: <ul style="list-style-type: none"> Deprioritizing Twitter (X) usage as audience isn't very active Launched a new website last Q – conversion rate (clicks, downloads, signups, donations) are up <p style="text-align: right;">★★★★</p>	Donor loyalty: <ul style="list-style-type: none"> Opportunity Talks led to strong retention CY22-23 of 47% (goal was 37%) Luncheon for 2023; Costco renewed as title sponsor at \$100k <p style="text-align: right;">★★★★</p>	Culture enhancements: <ul style="list-style-type: none"> Focusing on culture of celebration and appreciation (EOY celebration, “everyday actions” of direct supervisors) <p style="text-align: right;">★★★★</p>
Attend school full-time and work less: <ul style="list-style-type: none"> Monitoring changes to federal aid program to project potential impact Assessing if goal is right for CTS <p style="text-align: right;">★★★☆☆</p>	Improving career outcomes: <ul style="list-style-type: none"> Exceeded our mentor-mentee matching goals for the year In person tours and workshops have reached 140 Scholars 100% of GRD graduates are working in MUAs in WA! <p style="text-align: right;">★★★★</p>	Scholarship promotion: <ul style="list-style-type: none"> Highest number of applicants ever for CTS winter! Many thousands of miles traveled <p style="text-align: right;">★★★★</p>	Donor acquisition: <ul style="list-style-type: none"> Hosted four campaign events with ~100 new-to-WSOS constituents in CY23 Behind on securing donors outside of the Puget Sound; leaning into hosting smaller events in CY24 <p style="text-align: right;">★★★☆☆</p>	Data & Systems: <ul style="list-style-type: none"> Legislative report completed on time! Building systems to reduce human error and improve tracking for eligibility, selection, legislative work <p style="text-align: right;">★★★★</p>

Key wins of the quarter



- Secured largest health care investment to date (\$1.3M)
- Greatest number of applicants ever for CTS winter cycle
- Programs targets are showing strong engagement with Leads
- Nearly \$150M disbursed all-time!

PLEASE WELCOME IHSSANE!

IHSSANE MOUNIR

Boeing

SVP, Global Supply Chain



PLEASE WELCOME PV!

Pallavur (PV) Sivakumar, PhD

Bristol-Myers Squibb

*VP and Head of Discovery, Immuno-
Oncology and Cell Therapy Thematic
Research Center*



Challenges of the moment



- Building out the WSOS Foundation (WSOSF) while continuing forward on the daily work
- Continued challenges / delays specifically with finance tasks
- Hiring environment
- Identified error in awarding RJI students

Rural Jobs Program

- **What happened:**
 - Discovered 8 enrolled Scholars selected for RJI Fall 2023 who do not meet statutory eligibility requirements
 - Due to a formula error in the selection workbook
- **What we propose:**
 - Release funds from CTS to cover already-incurred expenses (\$16k)
 - Allow use of CTS funds through completion for these 8 recipients (\$22.5k)
- **How we'll prevent it in the future:**
 - Moving selection into our student database
 - Stronger QA

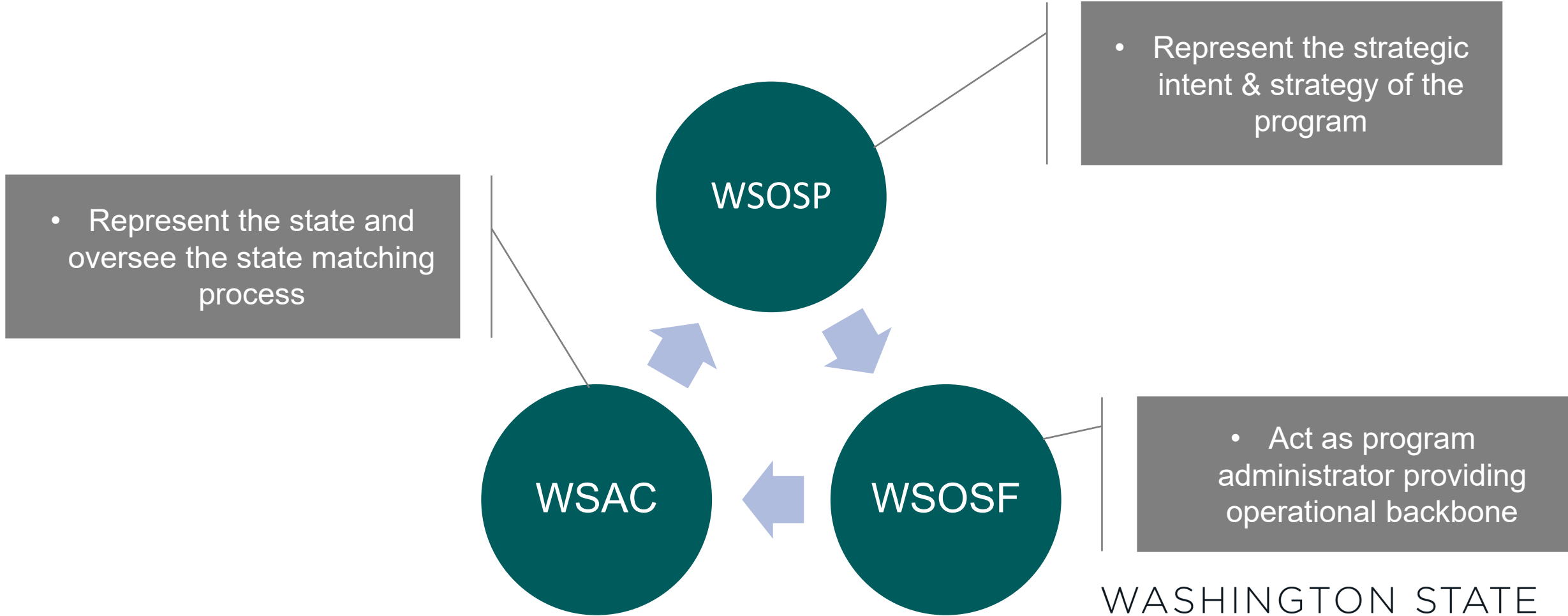
REQUESTED BOARD ACTION

- Vote to allow up to \$60k in CTS funds to cover these 8 erroneously selected RJI recipients.

ED CORNER: The WSOS Foundation

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THREE-PARTY AGREEMENT



WSOSP vs. WSOSF ACCOUNTABILITIES



WSOSP

- Program Design & Strategy
- Selecting & Awarding Scholars
- Govt Relations & External Affairs
- Fundraising



WSOSF

- Human Resources & Talent Development
- Data & Systems, including IT
- Finances
- Other ops

WSOSP vs. WSOSF GOVERNANCE



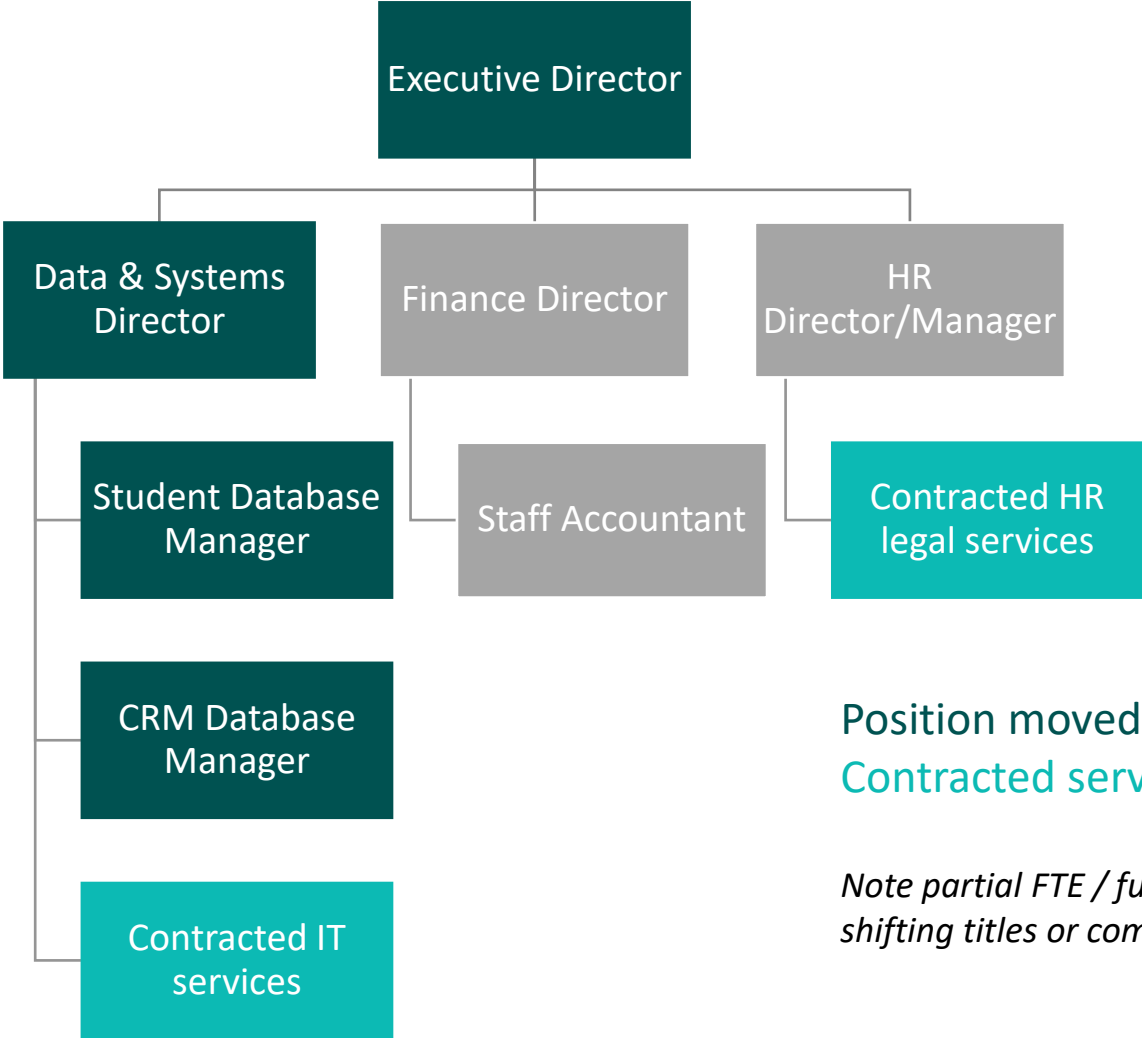
WSOSF Board:

- Jess Peet (President)
- Jolenta Coleman-Bush (Secretary)
- Gina Breukelman

WSOSP & WSOSF RELATIONSHIP



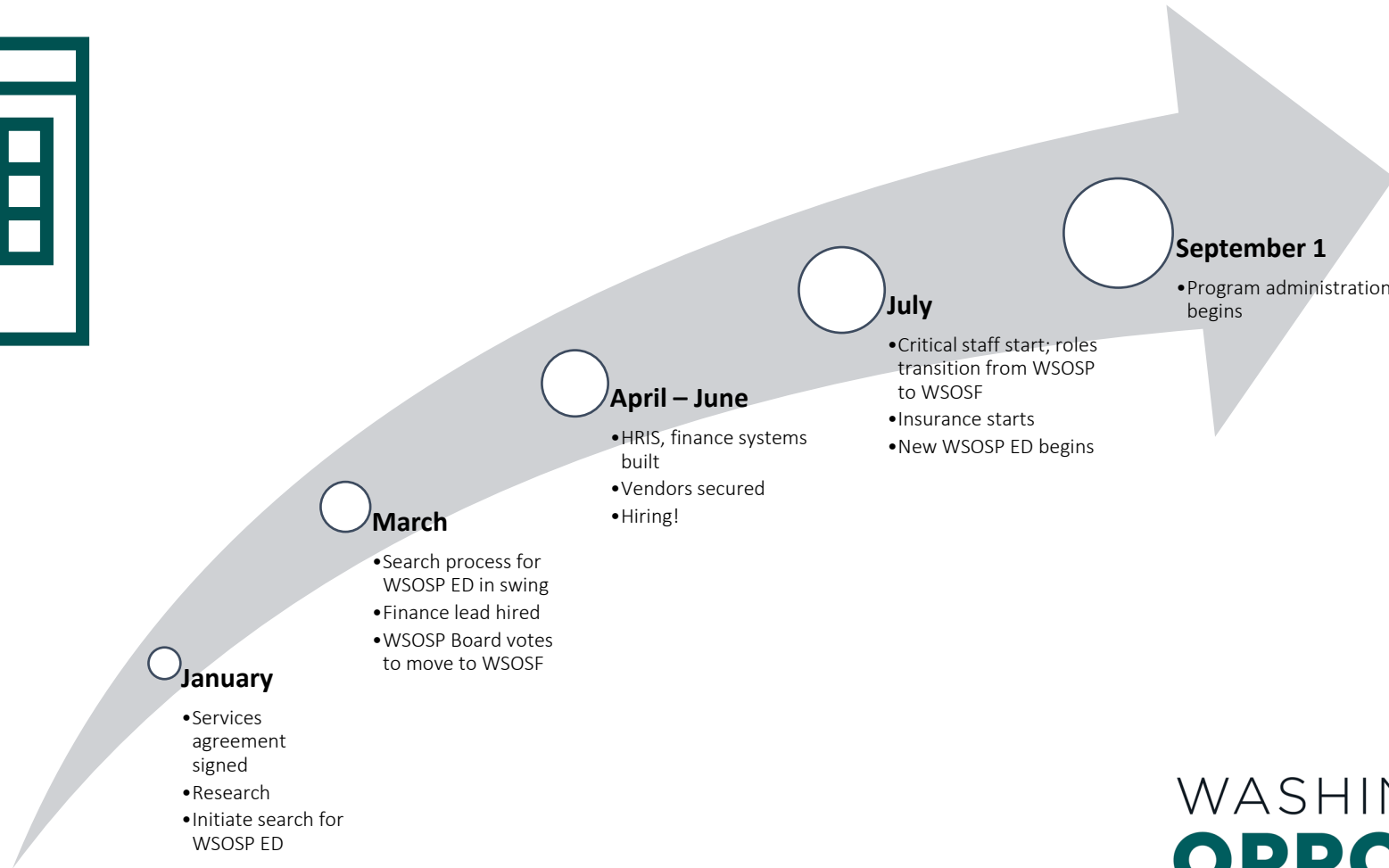
WSOSF PERSONNEL



Position moved from WSOSP to WSOSF
Contracted services, not FTE

Note partial FTE / full-time lever may result in shifting titles or combinations

TIMELINE



January

- Services agreement signed
- Research
- Initiate search for WSOSP ED

March

- Search process for WSOSP ED in swing
- Finance lead hired
- WSOSP Board votes to move to WSOSF

April – June

- HRIS, finance systems built
- Vendors secured
- Hiring!

July

- Critical staff start; roles transition from WSOSP to WSOSF
- Insurance starts
- New WSOSP ED begins

September 1

- Program administration begins

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REQUESTED BOARD ACTION

- Vote to approve services contract with WSOSF up to eight months, adopt the executive director delegated authority resolution, and initiate a search for the next executive director of the WSOS program.

FINANCE & PROGRAM ADMINISTRATOR UPDATE

September 30, 2023

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WSOS Balance Sheet

**Washington State Opportunity Scholarship
Comparative Balance Sheets
September 30, 2023**

	Comparison to Last Reported Period			Notes	Comparison to Same Period LFY		
	6/30/23	% Change	9/30/23		9/30/22	% Change	9/30/23
Assets							
Cash	2,930,080	28%	3,739,196	1	2,912,472	28%	3,739,196
Investments	94,440,806	-7%	87,885,392	2	92,337,536	-5%	87,885,392
Accounts Receivable	2,055	-100%	-	3	24,728	0%	-
Pledges and Grants Receivable, net	19,204,690	0%	19,215,440	3	21,927,440	-12%	19,215,440
State match receivable, net	-	0%	-	4	-	0%	-
Unbilled State match revenue	8,057,994	35%	10,870,248	4	2,687,604	304%	10,870,248
Unbilled State match receivable, offset	(8,057,994)	35%	(10,870,248)	4	(2,687,604)	304%	(10,870,248)
Prepaid Expenses	92,399	-7%	85,863		62,793	37%	85,863
Property and equipment, net	17,224	-9%	15,659		17,424	-10%	15,659
Total Assets	116,687,254	-5%	110,941,550		117,282,393	-5%	110,941,550
Liabilities and Net Assets							
Accounts Payable	270,848	14%	309,580		223,997	38%	309,580
Payroll Related Liabilities	81,592	29%	105,455	5	7,673	1274%	105,455
Scholarship Commitments Bacc., net	25,724,908	29%	33,245,337	6	67,328,836	-51%	33,245,337
Scholarship Commitments CTS, net	1,793,664	28%	2,294,093	6	31,349,137	-93%	2,294,093
Scholarship Commitments RJL, net	771,806	0%	771,806	6	58,694	1215%	771,806
Scholarship Commitments GRD, net	659,441	29%	850,502	6	982,661	-13%	850,502
Total Liabilities	29,302,259	28%	37,576,773		99,950,998	-62%	37,576,773
Net Assets							
Temporarily Restricted Net Assets	87,384,995	-16%	73,364,777		17,331,395	76%	73,364,777
Permanently Restricted Net Assets	-	0%	-		-	0%	-
Total Net Assets	87,384,995	-16%	73,364,777		17,331,395	323%	73,364,777
Total Liabilities and Net Assets	116,687,254	-5%	110,941,550		117,282,393	-5%	110,941,550

WSOS Income Statement

Washington State Opportunity Scholarship

Income Statements

Actual vs. Budget

Nine Months Ending September 30, 2023

	Nine Months Ending September 30, 2023			December 31, 2023	
	Actual	Budget	Variance Fav (Unfav)	Notes	Annual Budget
Revenue					
Private	1,479,602	3,995,000	(2,515,398)	1	8,565,000
Public	-	9,200,000	(9,200,000)	2	9,200,000
Investment Dividends & Interest	202,322	27,000 *	175,322	3	36,000
Investment Unrealized/Realized Gains	(1,271,843)	1,192,500 *	(2,464,343)	3	1,590,000
Investment Fees	(18,151)	(39,672) *	21,521	3	(52,896)
Total Revenue	391,930	14,374,828	(13,982,898)		19,338,104
Program Expense					
Salaries and Benefits	2,478,664	2,574,199	95,535	4	3,749,993
Professional Fees - Program Admin fees	394,227	394,227	-	5	851,470
Professional Fees - Contractors & Lobbying	482,763	608,492	125,729	6	444,150
Conferences, Conventions & Meetings	111,772	110,927	(845)	7	145,765
Operating Expenses	181,689	292,318	110,629	8	435,973
	3,649,115	3,980,163	331,048		5,627,351
Income (Loss) before Scholarship Exp	(3,257,185)	10,394,665	(13,651,850)		13,710,753
Scholarship Expense	14,057,870	15,213,463	1,155,593	9	16,970,412
Net Income (Loss)	(17,315,055)	(4,818,798)	(12,496,257)		(3,259,659)

*Approved Budget did not include investment returns or fees, we have included them based upon a conservative estimate in the above. See Note 3 for more information.

WSOS Cash Flow

Cash Flow Summary

Inception-To-Date

September 30, 2023

	Inception - September 30, 2023			Comparison to June 30, 2023			
	Scholarship	Endowment	Notes	Total	Scholarship Variance	Endowment Variance	Total Variance
<u>CASH FLOW</u>							
Cash Inflow:							
Boeing	30,210,000	-	-	30,210,000	-	-	-
Ballmer	5,000,000	-	-	5,000,000	2,500,000	-	2,500,000
Microsoft	40,000,000	-	1	40,000,000	-	-	-
Rubens	2,020,235	-	1	2,020,235	-	-	-
Connell (stock donation)	700,000	-	1	700,000	2,222	-	2,222
Other Private	46,266,438	-	1	46,266,438	310,031	-	310,031
State Match	109,846,365	-	2	109,846,365	-	-	-
State Implementation Funds	500,000	-	-	500,000	-	-	-
Investment Income*	22,192,653	6,818,679	3	29,011,332	(6,379,382)	(176,031)	(6,555,413)
Total Cash Inflows	256,735,691	6,818,679		263,554,370	(3,567,129)	(176,031)	(3,743,160)
Cash Outflow:							
Scholarships	(137,249,456)	-	4	(137,249,456)	(5,855,031)	-	(5,855,031)
Program Expenses	(34,674,514)	(5,812)	-	(34,680,326)	(3,137,005)	-	(3,137,005)
Total Cash Outflows	(171,923,970)	(5,812)		(171,929,782)	(8,992,036)	-	(8,992,036)
Net Cash Flow Inception-To-Date	84,811,721	6,812,867		91,624,588	(12,559,165)	(176,031)	(12,735,196)
<u>Composition of Net Cash Flow</u>							
Beneficial Checking Account	3,739,196	-	5	3,739,196	809,116	-	809,116
Investment Accounts at WSIB	81,072,525	6,812,867	5	87,885,392	(6,379,382)	(176,031)	(6,555,413)
Total	84,811,721	6,812,867		91,624,588	(5,570,266)	(176,031)	(5,746,297)

* Includes unrealized gains and losses.

WSOS 12-Month Cash Flow

Cash Flow Summary
Twelve Month Period Ending
September 30, 2023

	Twelve Months Ending September 30, 2023			
	Scholarship	Endowment	Notes	Total
<u>CASH FLOW</u>				
Cash Inflow:				
Boeing	2,560,000	-		2,560,000
Ballmer	2,500,000			2,500,000
Rubens	1,020,235			1,020,235
Connell (stock donation)	700,000			700,000
Other Private	1,017,497	-	1	1,017,497
City of Seattle	385,000			385,000
State Match		-	2	-
Investment Income*	(2,727,317)	(2,433,898)	3	(5,161,215)
Total Cash Inflows	5,455,415	(2,433,898)		3,021,517
Cash Outflow:				
Scholarships	(17,582,454)	-	4	(17,582,454)
Program Expenses	(4,799,706)	-		(4,799,706)
Total Cash Outflows	(22,382,160)	-		(22,382,160)
Net Cash Flow Oct 1, 2022 - Sep 30, 2023	(16,926,745)	(2,433,898)		(19,360,643)

PROPOSED MEMBER RENEWAL

BRAD FAULHABER

Microsoft

Senior Director, Global Treasury &
Financial Services

Brad Faulhaber has been serving on the WSOS Finance & Investment Committee since 2019 and was joining as a support to Beau Damon for several years prior.



PROPOSED AMENDMENT TO CHARTER

The Committee and its Chair will be appointed by the Board. It will be composed of no less than seven (7) members, including at least ~~two~~ one (12) members of the [WSOS Program Board](#) and one (1) member of the WSOS Foundation Board. Remaining committee members shall be selected from individuals in the regional business and governmental communities that evidence some combination of investment, finance, legal, accounting, banking, non-profit governance, and higher education experience. The Executive Director and Director of Finance/Controller of the Program Administrator shall be exofficio nonvoting members of the Committee and are not included in the count of seven (7) Committee members.

REQUESTED BOARD ACTION

- Vote to reappoint Brad Faulhaber to the F&I Committee and adopt the proposed amendment to the F&I Charter.

PROPOSED 2024 BUDGET

	2023 Approved	2024 Proposed	Variance
REVENUES	17,414,999	18,146,030	731,031
SCHOLARSHIP EXPENSES	16,970,412	18,991,228	2,020,816
TOTAL NON-SCHOLARSHIP EXPENSES	5,642,428	6,052,976	410,548
SCHOLAR LEAD STIPENDS	289,400	338,630	49,230
SALARIES, TAXES, BENEFITS	3,800,393	3,944,071	143,678
CONSULTING, PROFESSIONAL SERVICES & LOBBYING	480,184	330,538	-149,646
PROGRAM ADMIN FEE	525,636	787,936	262,300
ALL OTHER OPERATING COSTS	546,815	651,801	104,986

Represents 89% programs; 11% operational spending.

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CAMPAIGN CONTINUES.

- **Slightly delayed but still on track** for campaign success
- **Possible \$3M unfavorable variance** on 2023 budget-to-actuals due to delay in submitting state match receipts; could increase 2024 revenue by \$3M
- **Differs from revenue targets in the campaign** due to timing, DAFs, cash versus accrual basis
- **Includes new anticipated major gifts of ~\$4.1M** by year-end
- **Includes state match of \$7.4M** in July

Reminder: major giving & investment strategy means revenues don't equal expenses in most years at WSOS.

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PERSONNEL SPENDING LOOKS DIFFERENT BUT GENERALLY GROWS WITH INFLATION.

- **Salaries, taxes & benefits up by \$144K (3.8%).**
 - Anticipating 5% COLA (max of current policy), will align with CPI
 - Four FTE move from WSOSP to WSOSF in July; managing director role vacant until then
 - No additional FTE in CY2024 *except* the finance support previously approved
 - Expect possible PTO accrual impacts in late 2024 depending on WSOSF accounting approach

WSOS FOUNDATION WILL BE SUBSTANTIALLY THE SAME COST AS 501 COMMONS.

- **Program administration fee up by \$262K (50%).**
 - Shift of four FTE from WSOSP to WSOSF in July accounts for all of this increase (WSOSP would have realized \$268K in salaries, benefits and taxes during the period)
 - ~\$1M per year will ultimately move from WSOSP salaries, taxes and benefits to annual PA fee line but true increase in costs will be immaterial.

NON-SCHOLARSHIP SPENDING WILL GROW BY ~\$411K (7.3%).

- **Salaries, taxes & benefits and program administration fees are up.**
- **Scholar Lead stipends will grow (\$49K).**
 - Larger cohort sizes
 - Growing the CTS program
- **All other operating costs will go up (\$105K).**
 - Includes \$50k of previously approved \$200k for internal audit
 - Enhancements in data and systems
 - Inflation leading to increased costs from existing vendors
- **Consulting, professional services & lobbying (-\$150K) are down.**
 - Concluding work with campaign counsel (~\$130K savings)
 - Completed much of the work on campaign collateral (~\$25K savings)

REQUESTED BOARD ACTION

- Vote to adopt the 2024 budget as recommended by the F&I Committee.

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EXECUTIVE SESSION:

Executive Director Performance Review

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UPCOMING BOARD MEETINGS

Q1 – Tuesday, March 26, 2024

Q2 – Tuesday, June 18, 2024

Q3 – Wednesday, September 11, 2024

Q4 – Wednesday, November 20, 2024