



BOARD MEETING

September 16, 2015



BOARD MEETING AGENDA
WEDNESDAY, SEPTEMBER 16, 2015 | 4:00-5:00 P.M.
SKYPE OR MICROSOFT CAMPUS
CALL IN - 425-706-3500 | CONFERENCE ID: 308371918

I.	Meeting Called to Order		Brad Smith, Chair	4:00p
II.	Approval of June 29, 2015 Board Meeting Minutes and Introduction of Gary Rubens	[Tab A]	Brad Smith	4:00-4:05p
III.	WSOS Reports			4:05-4:25p
	A. Program Update	[Tab B]	Naria K. Santa Lucia, WSOS Executive Director	
	B. OpportunityTalks	[Tab C]	Erin Ashley, WSOS Director of Corporate Relations	
	C. Finance & Investment (F&I) Committee	[Tab D]	Mack Hogans, F&I Committee Chair	
IV.	Program Discussion (Action Needed)			4:25-4:50p
	A. Eligible Majors	[Tab E]	Caroline Maillard, Boeing	
	B. Internship Stipends	[Tab F]	Naria K. Santa Lucia	
V.	Executive Session	[Tab G]	WSOS Board Members	4:50-5:00p
VI.	Closing		Brad Smith	5:00p
	Appendix	[Tab H]		

2015 Upcoming Meeting Dates:
Tuesday, December 15, 2015

Tab A

Minutes from the June 29, 2015 Board Meeting

Gary Rubens Bio



WASHINGTON STATE OPPORTUNITY SCHOLARSHIP BOARD MEETING JUNE 29, 2015, 1:00-3:00 P.M., MICROSOFT CAMPUS MINUTES

The Board of Directors of the Washington State Opportunity Scholarship (WSOS) met on June 29, 2015 at the Microsoft headquarters in Redmond, Washington.

Board members present: Brad Smith (Board Chair), Miller Adams, Diane Cecchetti, Stan Deal, Mack Hogans, Jane Park, Jim Sinegal, and Mike Wilson; Jerry Grinstein by phone

Additional attendees: Naria Santa Lucia, Jane Broom, Caroline Maillard, Yolanda Watson Spiva, Joe Gaffney, Dave Stoller, Keith Swenson, Erin Ashley, Theresa Britschgi, Karyl Gregory, Juliette Schindler Kelly, Jeff Knudsen, Megan Nelson, Vickie Rekow, John Sparks, Larry Wright, and Riley Germanis.

Meeting Called to Order

Having a quorum of the Board, Brad Smith, Board Chair of WSOS, welcomed everyone to the board meeting at 1:01 pm.

Miller Adams moved that the minutes of the March 17, 2015 meeting be approved. Mack Hogans seconded the motion. The motion carried unanimously.

Scholar Spotlight

Naria Santa Lucia introduced Riley Germanis as one of our WSOS Scholar graduates. Riley shared the value of his being a recipient of the L1000 scholarship and the WSOS scholarship as well as all the support services he received from WSOS. He is excited about his student teaching experience and his upcoming graduate degree in teaching. He has been selected as a Knowles Science Teaching Fellow and he has joined the WSOS Alumni Board.

2015 Post-Graduation Employment Survey

Jeff Knudsen reported on survey results reflecting the progress of WSOS Scholar graduates gaining employment. During mid-March through early April 2015, 567 WSOS Scholars who earned their bachelor's degree in calendar year 2014 were surveyed. A total of 264 Scholars responded to the survey which represents a 47 percent response rate. Knudsen's analysis indicates this sample is accurately representative of gender, ethnicity and area of study. Results for 2014 WSOS graduates were compared to results for 2013 WSOS graduates.

Development/Advocacy Update

Naria Santa Lucia reported that the number of students who will receive a WSOS scholarship will expand to almost 14,000 Scholars by 2021. Since our March 17th board meeting, \$41M has been raised which includes \$20M from the Rubens Family Foundation, a \$10M increase from Microsoft, and \$11M from the Ballmer Group. An additional \$41M has been

appropriated for the WA State match in the 2015-17 biennium. Only \$5M remains to fully fund our current scholarship obligation. Options for a Phase II potential program expansion is a blank canvas and could include such options as raising the scholarship to \$25,000 per student from \$22,500 (additional \$10M needed in private investment), providing a \$5K internship stipend for 50% of sophomore Scholars (additional \$7M needed), or increasing our wrap-around services (additional \$10M needed) among other ideas.

Activities Update

Terrie Ashby-Scott, WSOS Senior Program Officer in Eastern Washington, reported on program activities. Ashby-Scott reported that 1057 students were awarded scholarships in May and she highlighted various STEM support events, presentations, and sponsorships which were conducted since the last board meeting as well as upcoming STEM support programs through the fall. Ashby-Scott also reported on the promotion strategy for Cohort 5 which includes 1500 Scholars.

Erin Ashley, WSOS Director of Corporate Relations, provided a fundraising update including the Microsoft Give and Geeks Give Back campaigns. Ashley reported on the upcoming fundraising OpportunityTalks breakfast event on November 17th as well as the “friend-raising” Eat, Drink, & Talk dinner on July 21st featuring engineering and aerospace innovators in our region.

Megan Nelson, Communications & Marketing Manager, provided an update on our media outreach. The announcement of the \$20M Rubens Family Foundation grant has received a lot of press in various media outlets. Nelson spotlighted one of our WSOS graduates who had the unique opportunity to meet the Rev. Jesse at a special event in June sponsored by the Washington Technology Industry Association. Nelson also reported on our WSOS social media efforts and our e-newsletter which is sent to all our Scholars on a bi-weekly basis.

Finance Update

Paul Kruglik, CSF Interim CFO, was unable to attend the board meeting so Smith and John Sparks reported on the WSOS balance sheet, income statement, cash flow, and distribution of funds through May 31, 2015. Hogans reported that the WSOS Finance & Investment Committee met last week and scrubbed the numbers well. Hogans further reported that the Attorney General's Office has not yet issued a decision on allowing public funds to be invested in equities. Dave Stolier, Assistant Attorney General, indicated there is no timeline for that decision.

Hogans noted that a portfolio review from the Washington State Investment Board is included in the board book.

FY16 Work Plan, Budget & CSF Scope of Work

Santa Lucia provided an overview of the inter-relationship between WSOS, the CSF-WSOS Board Compensation Agreement, and the 3-party Agreement with the Washington Student Achievement Council, the WSOS Board, and CSF. Santa Lucia identified four overall goals for the FY16 Work Plan. Highlights for the FY16 proposed budget include \$13.5M in scholarships and \$1.8M in non-scholarship program expenses. Because of the Rubens Family Foundation grant, students receiving scholarships will increase to 1450 students next year.



After discussion, Stan Deal made a motion to approve the budget as presented. Hogans seconded the motion and it carried unanimously.

Next, Jim Sinegal made a motion to authorize Brad Smith, WSOS Board Chair, and Mack Hogans, WSOS Board Member, to negotiate and execute the WSAC-WSOS Board-Program Administrator Tri-Party Agreement, the WSOS Board-Program Administrator Compensation Agreement, and any other document necessary to finalize the 2015-16 contract with the Program Administrator at a fee not to exceed the amount authorized by the 2015-16 WSOS Program Budget. Miller Adams seconded the motioned and the motion carried unanimously.

Smith reported that the Board would go into Executive Session to evaluate the performance of its staff and the WSOS Program Administrator, the College Success Foundation. Smith further reported that the Executive Session would conclude at 3:00 pm. Additionally, Smith indicated that no further action would be taken after the Executive Session and the meeting would adjourn immediately following the Executive Session.

The Board went into Executive Session at 2:24 pm.

Respectfully submitted,
Karyl Gregory

DRAFT



Supporting the next generation of STEM & health care leaders

GARY RUBENS BIO



GARY RUBENS
Founder, Start It Labs

Rubens founded Start It Labs, LLC in January 2013. Start It Labs invests in new technology startups and assists in growing the entrepreneurial eco system. Targeted markets include consumer internet, e-commerce, mobile, advertising, digital media, SaaS, robotics, video conferencing, and user experience design.

Rubens is a longtime Seattleite, first starting a manufacturing company in the hospitality industry and later launching a home furnishing and fixtures e-commerce site which was acquired by Lowe's in December 2011. Rubens stayed on with Lowe's for two years after the acquisition and left in January 2014. In early 2012, he started his own private family foundation and has since dabbled in real estate investing.

Rubens has become one of the region's most active angel investors, with a majority of his money going toward Seattle-based startups which are just getting off the ground like Fanzo, Reveal, IdealSeat, and Farmstr. He has invested in more than 50 local startups and is Chairman of his foundation which has given more than \$26 million to non-profits since 2013. The Rubens Family Foundation, founded by Rubens and his wife in January 2012, focuses on providing underprivileged kids with college scholarships and supporting no cost adoptions for foster kids through various organizations. The Rubens also founded the Northwest Education Fund.

In April 2015, Rubens announced a five-year, \$20 million donation from his foundation to the Washington State Opportunity Scholarship (WSOS). It is the largest gift from a single individual to the program since WSOS was founded in 2011, and the \$20 million has been matched by the State of Washington.

Rubens is the Owner/Advisor of i1 Biometrics which creates wearable-sensored products for the sporting goods industry. He serves as the President of GJR REIH, LLC which is a real estate investment holding company which focuses on commercial real estate investments in Seattle, New York City, and the San Francisco bay area.

Rubens also serves as Vice President and Co-Owner of Pipe Dreams, LLC which invests in the future of Maui and the development of commercial and technology projects in Hawaii that create jobs which continuously support and enhance the culture of the Hawaiian Islands.

1605 NW SAMMAMISH ROAD, SUITE 200, ISSAQUAH, WA 98027-5388

1.877.899.5002 | WWW.WAOPPORTUNITYSCHOLARSHIP.ORG

The College Success Foundation (CSF) is the program administrator for the Washington State Opportunity Scholarship.



Supporting the next generation of STEM & health care leaders

Prior to his current positions, Rubens served as Vice President of Lowe's Home Improvement and CEO of ATGStores.com for two years. Previously, Rubens held concurrent positions as the President/CEO of ATGStores.com for almost 13 years, the CEO of LightingUniverse.com for 11 years, and almost 18 years as the President/CEO-Owner of Architectural Details, Inc.

1605 NW SAMMAMISH ROAD, SUITE 200, ISSAQUAH, WA 98027-5388

1.877.899.5002 | WWW.WAOPPORTUNITYSCHOLARSHIP.ORG

The College Success Foundation (CSF) is the program administrator for the Washington State Opportunity Scholarship.

Tab B

Program Update



Supporting the next generation of STEM & health care leaders

PROGRAM AND ACTIVITIES REPORT | SEPTEMBER 2015

As of September 10, 2015

After a long, hot summer of planning and preparation, the entire WSOS Team is excited to hit the road to reach every corner of Washington State to support our students, partner with industry and donor prospects, and promote the 2016-17 WSOS Scholarship Application!

I. STUDENT SUPPORT SERVICES

This fall, nearly 2600 Washington State Opportunity Scholars (WSOS) will be heading to colleges and universities across Washington to take the active step toward launching a high-demand, STEM or healthcare career in our state. To support these students, the entire WSOS Team has spent the summer planning and preparing the following student-centered activities and opportunities throughout the academic year.

FALL WELCOME EVENTS

Building upon the success of last year's Fall Welcome events, in fall 2015, the WSOS Team will host approximately 15 welcome/orientation events for WSOS Scholars. The goals of these events are to: enhance Scholar cohesion and identification with the WSOS program, introduce WSOS Scholars to the WSOS Team, introduce WSOS Scholars to community leaders and augment campus strategies to improve student outcomes for WSOS Scholars.

To date, the following welcome events have been scheduled, and we invite Board participation at any time:

Institution	Date	Time
Gonzaga	15-Sep	6:00-7:30
Pacific Lutheran University	16-Sep	5:00-6:00
Whitworth	16-Sep	5:00-6:30
Eastern Washington University	18-Sep	1:00-2:30
Central Washington University	24-Sep	3:00-4:30
Washington State University	24-Sep	4:00-6:00
Western Washington University	1-Oct	3:00-5:00
Seattle Pacific University	2-Oct	12:30-1:30
University of Washington Seattle	7-Oct	12:00-1:45
Spokane Community Colleges	8-Oct	11:30-1:00
University of Washington Tacoma	9-Oct	11:30-1:00
Seattle University	19-Oct	10:00-11:00
University of Washington Bothell	TBD	TBD
Saint Martins	TBD	TBD
Seattle College	TBD	TBD
Bellevue College	TBD	TBD

Highline Community College	TBD	TBD
Tacoma Community College	TBD	TBD

OFFICE HOURS

Throughout the academic year, we will continue to offer Scholars WSOS Office Hours at campus partners across the state. Office Hours are targeted to meet retention, placement and development goals through direct dialogue with Scholars. We invite board members to explore the current Office Hour schedule and let us know if you want to attend to meet and mentor Scholars statewide - <https://www.waopportunitiescholarship.org/office-hours>.

SKILLS THAT SHINE: NETWORKING FOR SUCCESS

We continue to work with the Boston Consulting Group (BCG) to develop our Scholars' "soft-skills." This fall on November 13, we will add to our previous programs on *Interviewing* and *Resume Writing*, with a session developed by BCG on *Networking*. In addition to a mini-presentation by BCG, the event concludes with a networking session where WSOS Scholars will have the opportunity to practice new skills and make connections with professionals from a variety of STEM and health care fields.

INDUSTRY EXPLORATION EVENTS

This summer, we rolled out Industry Exploration events by teaming up with local businesses to offer WSOS Scholars authentic industry exposure, connection to professionals in their field, and information about hiring practices.

For the first event, WSOS Scholars toured CoMotion, the UW's hub of commercialization activities, intellectual property management and entrepreneurial development in partnership with the Foster School of Business where they learned about what resources are available through the incubator and which companies are currently thriving there.

Within CoMotion, Scholars also visited MakerSpace, a lab where students can collaborate, build and bring ideas to life with tools like a 3D printer, sewing machines and CO₂ laser cutters/engravers.



In July, a group of students visited Seattle-based Adaptive Biotechnologies where the group took a tour and spent time learning about the career opportunities and fascinating work taking place at the firm with Dr. Marissa Vignali, Senior Project Manager.

Finally, in late August, students attended the Annual Summer Social of the Washington Biotechnology and Biomedical Association (WBBA) where students had the opportunity to make valuable connections with a variety of professionals from the industry before starting the school year.

WSOS plans to hold two Industry Exploration events per month in the coming year. Future Industry Exploration events are slated to take place at companies including Moz, WISErg, DocuSign, the Woodland Park Zoo, HealthPoint CHC, Microsoft, Boeing, Virginia Mason, TUNE, Galvanize and Clarisonic.

SCHEDULE OF ACTIVITIES

In addition to the above activities, WSOS continued to conduct extensive outreach to partners across the state and provide quality support services to students via the following activities:

Date	Event	Audience
23-Jun	Make it Happen	CSF Foster students
24-Jun	ACE, at WSU	CSF Achievers students
2-Jul	Univ of Puget Sound Summer Science Program	Diverse HS students
6-Jul	WSU faculty retreat	WSU-TC college faculty
7-Jul	Mid-Columbia STEM Network meeting	Deb Bowen
8-Jul	Whitman College	Financial Aid office, first year programs and CS Dept
16-Jul	NSPE Conference	Scholars attended the student portion of the National Society of Professional Engineers
17-Jul	Presentation to Rainier Scholars	Rainier Scholars Staff
14-Jul	Presentation to Expedia Girls Who Code	Girls partaking in CS camp at Expedia
16-Jul	Industry Exploration to CoMotion	Scholars attended a IE to CoMotion
17-Jul	STEM Resource Reception at UW	Incoming diverse UW students
21-Jul	Engineering Opportunity Talks Dinner	Scholars, professionals
25-Jul	Ruben's Ellensburg Picnic	Scholars and families
28-Jul	Presentation to UWB	5 UWB faculty hosted us to talk about promotion and programming at their school
28-Jul	Presentation to Pacific Science Center	Pacific Science Center program director
30-Jul	Industry Exploration to Adaptive Biotechnologies	Scholars
31-Jul	WSU Summer Research Symposium	Met with 3 WSU Scholars presenting summer research
31-Jul	UW Summer Math Academy	Presented the Scholarship to diverse high school students taking a math immersion program at the UW
5-Aug	Presentation to STEAM program of Columbia City	Presented the Scholarship to high school students taking a science and tech immersion program in Rainier Valley
5-Aug	Seattle University Research Showcase	Met with 8 Seattle University Scholars presenting summer research
6-Aug	Present Scholarship to GEAR UP students	Presented Scholarship to diverse students, largely from Yakima Valley attending programming at the UW
9-Aug	Ruben's Seattle Picnic	Scholars and families
10-Aug	Exhibit at the Washington State Career and Technical Ed annual conference (Engineering and CS)	Scholars and WSOS staff manned a booth at the conference to present the Scholarship to attending teachers
12-Aug	Presented the Scholarship to attendees at the summer GEAR UP Conference	Presented the Scholarship to 80 counselors and mentors who work for GEAR UP programming statewide
14-Aug	Presented the Scholarship to attendees at the Washington STEM Conference	Presented the Scholarship to 50 adults who manage STEM networks across the state
21-Aug	Presented the Scholarship to all faculty at WSU-TC	Promoting the opportunity to a school that wants to become a polytechnical school
24-Aug	STEM Night for Common Ground	Presented the Scholarship to families living in transitional housing
8-Sep	Presentation to WSU Engineering courses	Promoted the Scholarship to strong applicants
10-Sep	Presentation to WSU Engineering courses	Promote the Scholarship to strong applicants
14-Sep	Present the Scholarship to Washington FIRST Robotics	Launch a partnership with this statewide HS engineering program
16-Sep	South King County STEM network retreat	Promote the scholarship with staff and partners within this network that work with 8 schools in South King County

II. SCHOLARSHIP ADMINISTRATION

ELIGIBLE MAJORS REVIEW

This summer, the WSOS Team engaged in a comprehensive process to review the eligible majors for the WSOS program. In addition to reviewing a number of underlying data sources, the WSOS Team developed an eligible majors "formula" and will be recommending a list of majors to add and remove from the current existing WSOS list to the Eligible Majors Working Committee on September 14, 2105 (the full report is attached to this memo). The Committee will provide a report to the full Board at the September 16 Board meeting.

DACA STUDENTS

On July 31, 2015, the Washington Attorney General's Office (AGO) issued a memo considering whether students who have applied for and secured the federal Deferred Action for Childhood Arrivals (DACA) status are "residents" for purposes of financial aid and scholarship programs under the relevant resident statute (including WSOS' resident statute). In the attached memo, the AGO states, "As a consequence, some Washington financial aid programs may be available to more students....The effect of the USCIS clarification leads us to conclude that individuals with DACA status now have the ability to establish domicile and qualify for residency under RCW 28B. 15.012(2)[...]."

Upon advice and counsel from WSOS' assigned Asst. AG, beginning with the 2016-17 WSOS application period, applicants who have secured DACA status will not be disqualified based upon a lack of residency. Students applying with DACA status will still need to meet all of the other eligibility criteria.

The WSOS Team is currently working with the AGO and the Washington Student Achievement Council to work through all of the implications for the application and enrollment process.

III. SCHOLARSHIP PROMOTION

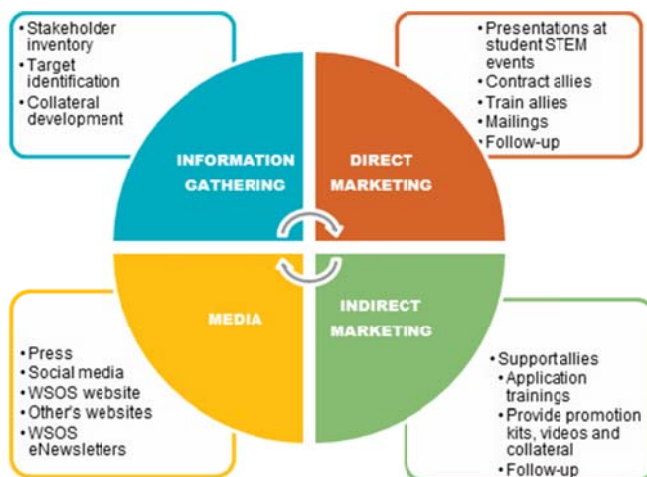
A variety of direct and brokered activities in 2014-15 yielded a strong response over prior promotion efforts. Briefly, 4,864 students started the WSOS application. 2,255 submitted applications – of which 1013 were deemed ineligible for a variety of reasons. 1,056 students were awarded the Scholarship in 2015, including 802 awards to rising freshmen. The four components of the WSOS 2015-16 recruitment strategy have been designed to ensure that 5,000-5,500 students start the application in 2016 in order to award 1450 scholarships in May 2016 (1200 rising freshmen, 150 college sophomores and 100 juniors). Briefly these components include:

Information Gathering – With support from the College Success Foundation (Scholarship Services and R&E teams), WSOS has identified 180 high schools most likely to respond to the Scholarship (e.g., income, college bound culture and history of partnership with STEM programming). WSOS or our contracted partners will deliver promotion materials and extraordinary supports to these target communities (coalition of the willing!) through direct and indirect marketing efforts.

Direct Marketing – WSOS will directly raise the visibility of the Scholarship with students and allies (partner organizations/individuals/entities) through mailed/posted materials and/or presentations (in their schools or at STEM events statewide). *Allies* such as career/academic/financial aid advisors statewide will receive the annual promotion packet starting in December 2015 by mail or for free from the WSOS website (e.g., sample applications, a how-to video and posters in multiple languages).

Indirect Marketing – WSOS will indirectly raise the visibility of the Scholarship with students by providing trainings to *Allies* (see above) or contracted partners who, in turn, present the WSOS Scholarship to students (including CSF, Washington STEM, Washington MESA, Puget Sound College and Career Network and Washington FIRST Robotics). A pilot, *Champion Strategy*, will feature the collaborative promotion efforts of the Washington STEM Networks and raise awareness of the Opportunity Scholarship in these STEM-rich schools. During open enrollment, WSOS will provide partners with an accounting of applications to ensure day-to-day engagement. WSOS is also promoting the Scholarship through aligned youth programs such as libraries, 4H, TEALS, faith groups, etc.

Media – Raising statewide awareness of the Scholarship continues to be an important tenet of all WSOS strategies, and especially in attracting ally, parent and student attention to the application. The WSOS communications plan includes developing informative 2016 application collateral (print and online), strategic advertisement placement, securing earned media (articles, editorials or stories in an online or print media publication), and elevating social media presence during open enrollment.



The complete 2016-17 WSOS Promotion Strategy can be found in the Appendix section of this Board Book.

IV. DEVELOPMENT AND FUNDRAISING

DONOR CULTIVATION AND FUNDRAISING EVENTS

On July 21st, 86 people attended the second corporate cultivation event this year: **Eat, Drink & Talk Opportunity**. The industry focus was engineering and aerospace and the response was even better than the first Talk Tech event on April 7. There were a significant number of elected officials in attendance, including the surprise arrival of Speaker of the House, Frank Chopp. Both cultivation events have provided contact information which forms the basis for our fundraising breakfast guest list which is scheduled in November

This summer, WSOS produced two **Rubens Scholar Picnics**: July 25th (Seattle) and August 9th (Ellensburg) where over 200 students met and talked with WSOS and College Success Foundation donor, Gary Rubens. Gary spoke to the Scholars about his investment in them and offered his personal contact information for future conversations. Two-thirds of Rubens Scholars are WSOS recipients with CSF Leadership 1000 students making up the rest of the group.

MICROSOFT GIVE CAMPAIGN

In October, WSOS will participate in Microsoft's Give Campaign. In past years, this company-wide employee giving program has raised over \$250,000 annually. In August, we attended the Give Campaign Loaned Executives training with Thrive Washington and Washington STEM to provide Campaign members with information about our programs and efforts across the STEM continuum.

New this year, the WSOS has a goal of procuring 100 items for the online auction. We have also "loaned" one of our team members to the Give Campaign team to input online auction items and match winning bids with items. We also hope to feature WSOS and our Scholars in a number of VPAL (Vice President Assisted Leads who are responsible for Give Campaign activities) small fundraising events.

GEEKS GIVE BACK/NEW TECH SEATTLE

Two new partnerships have been secured that will each drive donations in the tech community.

First, GeekWire, the technology news website, has made WSOS the sole beneficiary of their 2015 **Geeks Give Back** campaign, sponsored by Bank of America. The goal is to engage corporate donations and individual gifts between October 1 and December 31 of this year. GeekWire and Bank of America organizers have set as their goal to raise \$250,000. Naria Santa Lucia and Opportunity Scholars Mahdi Ramadan and Rutha Nuguse will be speaking at the GeekWire Summit where the Geeks Give Back campaign will officially launch.

Second, **New Tech Seattle** and New Tech Eastside is a monthly meet-up of tech professionals in our area including new corporate ventures, entrepreneurs launching tech products, and those seeking work in the industry. Attendees register online for each event and 12% of the value of every ticket purchased is being donated to WSOS. New Tech founders have committed to raising a minimum of \$2,500 before the OpportunityTalks Breakfast on November 17.

OPPORTUNITY TALKS BREAKFAST



Over 1,500 save-the-date postcards and emails have been sent in the first round of outreach for our **OpportunityTalks Breakfast**. The invitation will be distributed by mail and email on September 18th.

Taking place on Tuesday, November 17th at the Four Seasons Hotel, the event will feature two Scholar speakers whose stories are full of inspiration, tenacity and gratitude for the Opportunity Scholarship. Further, a 19-member Executive Leadership Committee (ELC), representing a broad spectrum of STEM and health care industries, will host or co-host a table (9-10 guests) and will provide a corporate sponsorship. We expect a full house!

The sponsorship goal for our 2015 inaugural event, was modest: \$100,000. To date, we have raised \$120,000 in cash support as well as significant support through in-kind supports. Costco Wholesale has generously committed to the \$50,000 Title Sponsorship, with additional major support provided by the Sinegal Family Foundation, Fenwick & West, The Boeing Company, Puget Sound Energy, Wells Fargo and Multicare, to name a few. We look forward to continue working with each of the WSOS Board members to secure guests and assist with sponsorships.

III. MEDIA

In September, WSOS publicly announced the \$21 million in investments by Ballmer Family Giving and Microsoft as well as the \$41 million appropriation in the State Legislature. We are so pleased to report that between June and September 2015, WSOS was featured in several print and broadcast outlets highlighting the program, awardees, and the Microsoft and Ballmer Family grant (articles are attached).

Coverage Summary:

- » Microsoft makes additional investment in Washington state STEM students
Microsoft Blog | Sept. 2
- » Steve and Connie Ballmer, Microsoft donate \$21 million to educate Washington STEM students
Puget Sound Business Journal | Sept. 2
- » STEM-student scholarship fund gets \$21M, plus state match
Seattle Times | Sept. 2
- » Steve Ballmer, Microsoft donate combined \$21M to fund STEM scholarships in Washington State
GeekWire | Sept. 2
- » Can Microsoft and Steve Ballmer help more young people launch tech careers?
CNN Money | Sept. 2
- » Microsoft Commits \$10M to Washington State Opportunity Scholarship
Philanthropy NW | Sept. 2
- » Microsoft, Ballmers want to help young people launch tech careers
Q13 FOX | Sept. 2
- » Microsoft, Ballmers Enable More STEM Students, But Shortages Remain
xconomy | Sept. 2
- » Interview with WSOS Brad Smith on new boost to WSOS by Microsoft and Ballmer Family Giving
KOMO Radio | Sept. 2

SPECIAL FEATURE

“How many languages can I say thank you in?”

Featured in a September blog post by Microsoft, Yarely Gomez, a computer science student and WSOS Scholar at the University of Washington Bothell, discusses her journey from helping her parents work in the fields in her hometown of Sunnyside, Washington, to achieving her dreams of a college education and bright future. With significant support through WSOS as well as her involvement on her campus and with SACNAS (Advancing Chicanos/Hispanics & Native Americans in Science), Yarely is well on her way.

“This scholarship program is the reason I’m in school right now – that it’s even a possibility to be in school,” she said in the interview. Now entering her junior year, Yarely is focused on what lies ahead. She spent this summer working at her dream company, Microsoft, where she hopes to join the company full time after earning her degree. “I have been so lucky to have great mentors and cheerleaders here. I hope I can be the same for future young professionals,” Yarely told WSOS.

Read more about Yarely’s story in the Microsoft blog post in the Appendix section of the Board Book.



SOCIAL MEDIA

Social engagement continues to grow rapidly and remains a key channel through which we communicate with students, community partners and the public.

Key social media growth and impressions Jul. 1-Sept. 8, 2015:

Facebook

- » 1,549 followers Jul. 1, 2015
- » 1,626 followers Sep. 6, 2015 **(+5%)**
- » Total impressions (paid & organic): **69,000**

Twitter

- » 975 followers Jul. 1, 2015
- » 1,020 followers Sep. 8, 2015 **(+5%)**
- » Total impressions (paid & organic): **14,000**

IV. STAFFING & OFFICE UPDATES

We are pleased to welcome three new members to our WSOS Team!

Kimber Connors joins the team as the College Success Foundation (CSF) Research & Evaluation Officer. Kimber is committed to educational equity and is excited to collaborate with CSF and WSOS staff to promote increased program efficacy for our students. Kimber’s quantitative background in accounting fuels her passion for education data and finance work. Her recent projects include benefit-cost analysis on early college access scholarships and a review of state ROI systems. Prior to entering education research and evaluation work, Kimber was an elementary school teacher on the Navajo Nation and also worked as a public school math specialist in her hometown in Vermont. She holds a bachelor’s degree from Bryant University in Business Administration and English and a Master’s in Education Policy from the University of Washington.

Alicia Craven joins WSOS as a Program Officer who will focus on providing support services to our students. Alicia brings eight years of experience in multicultural instruction, program and curriculum design and implementation, volunteer management and youth development. Most recently, Alicia served as the Program Director of the *Greater Seattle Bureau of Fearless Ideas* (formerly *826 Seattle*) where she was able to focus her love of writing, her enthusiasm for youth development and her numerous prior experiences in international education towards preparing young people for successful futures.

Also joining our team as Communications Assistant is Brandon Yu. Originally from Los Angeles, Brandon moved to Seattle to attend the University of Washington where he earned a BA degree in English and we can't blame him for staying in the Northwest since then. Brandon has over four years of experience in public relations, writing and editing, content management planning and event coordination. He has also completed courses in professional writing from the School of Visual Concepts in Seattle and earned his Certificate in Public Relations from the UW. We are excited to welcome Brandon's passion for writing and audience engagement to our team.

In addition to expanding our team, WSOS has also expanded our footprint in the Puget Sound Area by securing co-working space at Start Up Hall on the University of Washington-Seattle Campus (formerly the UW Law School). As well as being the home of Tech Stars and a number of technology and engineering startups, Start Up Hall provides WSOS with a presence at the UW Campus and allows us a central location to easily connect with students from the UW and other students in the Seattle area. We still maintain our home office in Issaquah at CSF, and WSOS Team can be found at both locations on any given day.

Tab C

OpportunityTalks



OPPORTUNITY TALKS

TUESDAY, NOVEMBER 17, 2015

a breakfast benefiting the Washington State Opportunity Scholarship

PARTNERSHIP PROPOSAL

CONTACT

Erin Ashley

Director, Corporate Relations

☎ 425.679.5571 | 📠 425.241.5854

eashley@waopportunitiescholarship.org

OPPORTUNITY TALKS

~~Title Partner | \$50,000~~—SOLD: COSTCO WHOLESALE

- Exclusive, one only
- Top billing & acknowledgement in all media releases, pre-event and post-event communication with WSOS Board of Directors, legislative partners and dignitaries, sponsors and volunteers.
- **Premiere placement** of full color logo in all event promotion including the following:
 - Event save-the-date (deadline for inclusion: July 29)
 - Event invitation (deadline for inclusion: (September 9)
 - Company logo on Washington State Opportunity Scholarship home page
 - OpportunityTalks webpage & registration page with hyperlink
 - Place card at each setting thanking Title Partner (~350)
 - GeekWire ads
 - Event signage
 - Logo projected on the wall
 - PowerPoint
 - Event program
 - Follow up thank you email
 - Puget Sound Business Journal thank you ad
- Opportunity to introduce Keynote Speaker
- Opportunity to provide a branded giveaway for each guest (~350)
- Company named in all event correspondence
- Six (6) mentions in WSOS social media outlets: Facebook, Instagram, Twitter & LinkedIn
- Five (5) verbal mentions from the stage during program
- Complimentary valet parking for six (6) vehicles
- Invitation for twenty (20) to attend a private pre-breakfast VIP reception with Governor Inslee (schedule permitting), Former Governor Gregoire and keynote speaker David Mead
- Two Premiere VIP front row center tables (20 seats) with color logo on table signage
- Former Governor Christine Gregoire and Opportunity Scholar speaker seated with sponsor
- Name in annual Washington State Legislature and Community Reports
- Opportunity to host/feature a WSOS Scholar at a company or community event



Presenting Partner | \$35,000

- Recognized as a “Presenting Partner” with **prominent placement** of color logo appearing in the following:
 - Event save-the-date (deadline for inclusion: July 29)
 - Event invitation (deadline for inclusion: September 9)
 - OpportunityTalks webpage with hyperlink
 - OpportunityTalks registration page with hyperlink
 - GeekWire ads
 - Event signage
 - Logo projected on the wall
 - PowerPoint
 - Event program
 - Follow up thank you email
 - Puget Sound Business Journal thank you ad
- Company named in all event correspondence
- Four (4) mentions in WSOS social media outlets: Facebook, Instagram, Twitter & LinkedIn
- Four (4) verbal mentions from the stage during program
- Complimentary valet parking for four (4) vehicles
- Invitation for ten (10) to attend a private pre-breakfast VIP reception with Governor Inslee (schedule permitting) and Former Governor Gregoire
- One Premium VIP front row table (10 seats) with color logo on table signage
- Opportunity Scholar speaker seated at with Presenting Partner (11th seat of 12)
- Name in annual Washington State Legislature and Community Reports
- Opportunity to host/feature a WSOS Scholar at a company or community event



Leadership Partner | \$22,500

- A Leadership Partner provides **one complete five-year Opportunity Scholarship**, the cost of which is \$22,500.
- As this gift is doubled through the 100% State match, **two Opportunity Scholars** will be supported for up to five years of study in their eligible major.
- This level of giving supports promising low- to mid-income Washington high school graduates in fulltime pursuit of a STEM or health care degree at an WA college or university.
- Recognized as a "Leadership Partner" with color logo appearing in the following:
 - Event save-the-date (deadline for inclusion: July 29)
 - Event invitation (deadline for inclusion: September 9)
 - OpportunityTalks webpage with hyperlink
 - GeekWire ads
 - Event signage
 - Logo projected on the wall
 - PowerPoint
 - Event program
 - Follow up thank you email
 - Puget Sound Business Journal thank you ad
- Company named in all event correspondence
- Four (4) mentions in WSOS social media outlets: Facebook, Instagram, Twitter & LinkedIn
- Three (3) verbal mentions from the stage during program
- Complimentary valet parking for three (3) vehicles
- Invitation for six (6) to attend a private pre-breakfast VIP reception with Governor Inslee (schedule permitting) and Former Governor Gregoire
- One Premium VIP table (10 seats) with color logo on table signage
- Name in annual Washington State Legislature and Community Reports
- Opportunity to host/feature a WSOS Scholar at a company or community event
- Opportunity to congratulate two (2) Opportunity Scholars on the receipt of an award of company's choice



Achievement Partner | \$15,000

- Recognized as an “Achievement Partner” with color logo appearing in the following:
 - Event save-the-date (deadline for inclusion: July 29)
 - Event invitation (deadline for inclusion: September 9)
 - OpportunityTalks webpage
 - GeekWire ads
 - Event signage
 - Logo projected on the wall
 - PowerPoint
 - Event program
 - Follow up thank you email
 - Puget Sound Business Journal thank you ad
- Company named in all event correspondence
- Four (4) mentions in WSOS social media outlets: Facebook, Instagram, Twitter & LinkedIn
- Three (3) verbal mentions from the stage during program
- Complimentary valet parking for two (2) vehicles
- Invitation for four (4) to attend a private pre-breakfast VIP reception with Governor Inslee (schedule permitting) and Former Governor Gregoire
- One prominent VIP table (10 seats) with color logo on table signage
- Name in annual Washington State Legislature and Community Reports
- Opportunity to host/feature a WSOS Scholar at a company or community event



Inspiration Partner | \$10,000

- Recognized as an “Inspiration Partner” with color logo appearing in the following:
 - Event save-the-date (deadline for inclusion: July 29)
 - Event invitation (deadline for inclusion: September 9)
 - OpportunityTalks webpage
 - GeekWire ads
 - Event signage
 - Logo projected on the wall
 - PowerPoint
 - Event program
 - Follow up thank you email
 - Puget Sound Business Journal thank you ad
- Three (3) mentions in WSOS social media outlets: Facebook, Instagram, Twitter & LinkedIn
- Two (2) verbal mentions from the stage during program
- Invitation for two (2) to attend a private pre-breakfast VIP reception with Governor Inslee (schedule permitting) and Former Governor Gregoire
- One prominent table (10 seats) with color logo on table signage
- Name in annual Washington State Legislature and Community Reports
- Opportunity to host/feature a WSOS Scholar at a company or community event



Initiative Partner | \$5,000

- Recognized as an “Initiative Partner” with name appearing in the following:
 - OpportunityTalks webpage
 - Event signage
 - One mention in WSOS social media outlets: Facebook, Instagram, Twitter & LinkedIn
 - Color logo to appear in the following:
 - Event program
 - PowerPoint
 - GeekWire ads
 - Invitation for two to attend private pre-breakfast VIP reception with Governor Inslee (schedule permitting) and Former Governor Gregoire
 - Half table (5 seats) with color logo on table signage
-

Incentive Partner | \$2,500

- Recognized as an “Incentive Partner” with name appearing in the following:
 - OpportunityTalks webpage
 - GeekWire ads
 - Event signage
 - PowerPoint
 - Event program
- Invitation for two (2) to attend private pre-breakfast VIP reception with Governor Inslee (schedule permitting) and Former Governor Gregoire
- Half table (5 seats) with color logo on table signage

OPPORTUNITY TALKS

Non Profit Partner | \$1,500

- Recognized as an “Incentive Partner” with name appearing in the following:
 - OpportunityTalks webpage
 - GeekWire ads
- Recognized as an “Incentive Partner” with **logo** appearing in the following:
 - Event signage
 - PowerPoint
 - Event program
- Invitation for two (2) to attend private pre-breakfast VIP reception with Governor Inslee (schedule permitting) and Former Governor Gregoire
- Half table (5 seats) with color logo on table signage

OPPORTUNITY TALKS

Partnership Response Form

Please fill out with the name appearing exactly as it should in all partnership recognition collateral.

Company Name _____

Contact Name _____
(title)

Mailing Address _____
(suite)

(city) (state) (zip)

Phone _____ Email _____

Partnership Level:

- | | | | |
|--------------------------------------|----------|--------------------------------------|------------|
| <input type="checkbox"/> Title | SOLD | <input type="checkbox"/> Inspiration | \$10,000 |
| <input type="checkbox"/> Presenting | \$35,000 | <input type="checkbox"/> Initiative | \$5,000 |
| <input type="checkbox"/> Leadership | \$22,500 | <input type="checkbox"/> Incentive | \$2,500 |
| <input type="checkbox"/> Achievement | \$15,000 | <input type="checkbox"/> Other | Contact me |

Signature _____ Date _____

Print Name _____
(if other than the contact)

- Please provide logo in .eps or high resolution .jpg format upon signing. Please note deadlines for inclusion in early print collateral.
- Email logo to events@waopportunityscholarship.org in order to promptly activate your benefits.
- Donation invoice and receipt will be mailed to the attention of the contact at the address above.
- All donations will be matched dollar-for-dollar by the State of Washington, doubling the gift and the impact.

Thank you for your investment
in the next generation of STEM & health care leaders in Washington

Tab D

Finance Report



Supporting the next generation of STEM & health care leaders

FINANCE & INVESTMENT COMMITTEE TELEPHONIC MEETING MINUTES | WEDNESDAY, JUNE 24, 2015

Members Present: Mack Hogans, Chair; Carolyn Kelly via telephone
Others Present: Naria Santa Lucia (WSOS staff), Paul Kruglik (CSF Interim CFO), Karyl Gregory (WSOS Staff); Brad Faulhaber and Joseph Walker (Microsoft, on behalf of WSOS F&I Committee Member George Zinn), Dave Stolier (Sr. Assist Attorney General), Allyson Tucker (Washington State Investment Board), via telephone

Mack Hogans, Committee Chair, called the meeting of the Washington State Opportunity Scholarship (WSOS) Finance and Investment Committee to order at 1:32 PM and did a roll call of meeting participants.

Approval of Minutes from 3/10/15 Finance and Investment Committee

Since no quorum was established, the minutes of the 3/10/15 Committee meeting were not approved.

WSIB Presentation

Hogans recommended a meeting be held once a year between the Investment & Finance Committee and Washington State Investment Board (WSIB) to review WSOS investments.

Allyson Tucker, CFA – Senior Investment Officer at the Washington State Investment Board (WSIB), provided an overview of their portfolio services and the growth of our WSOS funds which they manage. One correction was noted by Tucker in the slide deck: the Equity Portfolio is managed by Black Rock, not State Street Global Advisors.

Hogans asked how quickly our funds are invested once they are received by WSIB. Tucker reported that WSIB invests WSOS funds as soon as they are received.

Legislative Update

Naria Santa Lucia, Executive Director of WSOS, reported that the State of WA has not yet approved the new biennial fiscal budget and hopefully this will be accomplished by June 30th.

Dave Stolier, Senior Assistant Attorney General, reported that the formal legal opinion request to the Attorney General's Office (AGO) dated October 28, 2014 regarding the question of whether public funds can be invested in equities has not yet been decided due to a backlog at the AGO.

Financial Update

Paul Kruglik, interim Chief Financial Officer for the College Success Foundation (CSF, the WSOS program administrator), provided an update on WSOS finances and investments through May 31, 2015. Kruglik then reviewed the WSIB Quarterly Report through May 31, 2015.

Kruglik reported that CSF is changing their fiscal year from January 1 – December 31 to July 1 – June 30 effective July 1, 2015. Kruglik will provide a cash flow projection at the WSOS board meeting on June 29th.



Supporting the next generation of STEM & health care leaders

The meeting adjourned and the Committee went into Executive Session at 2:33 pm.

Respectfully submitted,
Mack Hogans



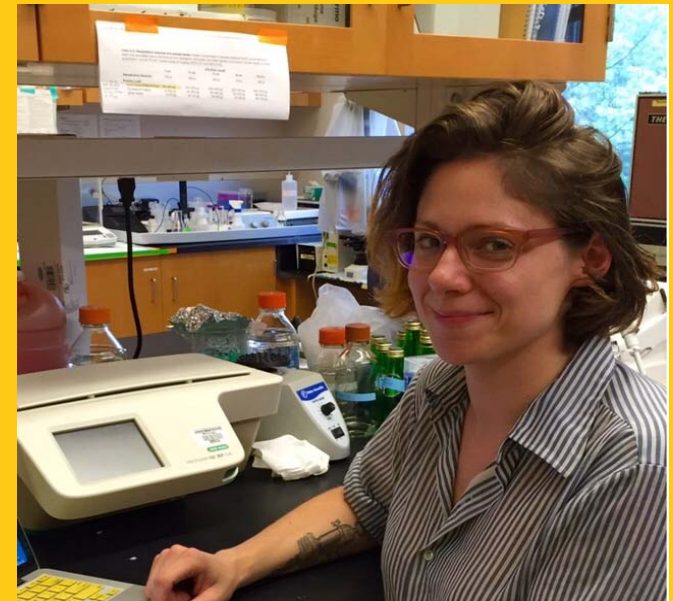
Supporting the next generation of STEM & health care leaders

FINANCE UPDATE



Monday, September 16, 2015 |
Microsoft Campus & Conference Call

FINANCIAL STATEMENTS



Monday, September 16, 2015 |
Microsoft Campus & Conference Call

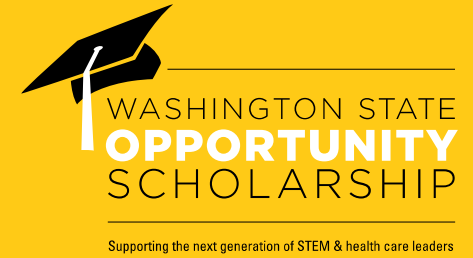
WSOS Balance Sheet



Washington State Opportunity Scholarship
 Comparative Balance Sheets
 Period Ending July 31, 2015

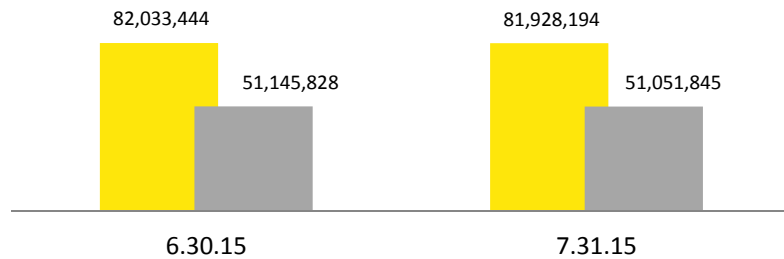
	Comparison to FYE			Comparison to same period LFY		
	6/30/15	% Change	7/31/15	7/31/14	% Change	7/31/15
<u>Assets</u>						
Cash	2,904,702	-3%	2,815,737	1,209,160	133%	2,815,737
Investments	53,189,903	0%	53,190,029	28,182,405	89%	53,190,029
Pledges Receivable	25,931,876	0%	25,915,467	15,989,983	62%	25,915,467
Prepaid Fees	6,962	0%	6,962	-	0%	6,962
Total Assets	82,033,443	0%	81,928,195	45,381,548	81%	81,928,195
<u>Liabilities and Net Assets</u>						
Accounts Payable	138,922	-14%	119,803	296,486	-60%	119,803
Payroll Related Liabilities	104,715	0%	123,396	-	0%	123,396
Scholarship Commitments	30,643,979	0%	30,633,150	29,402,109	4%	30,633,150
Total Liabilities	30,887,616	0%	30,876,349	29,698,595	4%	30,876,349
Total Net Assets	51,145,827	0%	51,051,846	15,682,953	226%	51,051,846
Total Liabilities and Net Assets	82,033,443	0%	81,928,195	45,381,548	81%	81,928,195

WSOS Balance Sheet



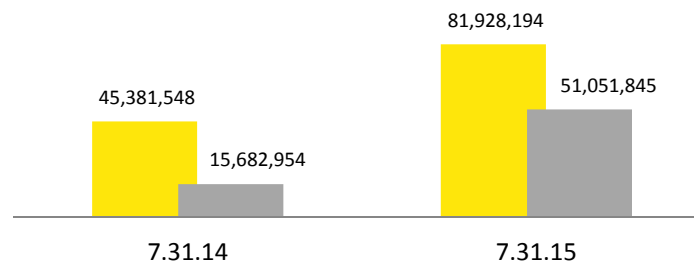
Comparison to FYE
6.30.15 and 7.31.15

■ Assets ■ Net Assets



Comparison to PY
7/31/14 and 7/31/15

■ Assets ■ Net Assets



WSOS Income Statement



Supporting the next generation of STEM & health care leaders

**Washington State Opportunity Scholarship
Income Statement for the One (1) Month Ending July 31, 2015**

Actual vs Budget | Prepared on Accrual Basis

	One month ending July 31, 2015			FYE June 30, 2016
	Actual	Budget	Variance Fav (Unfav)	Annual Budget
<u>Revenue</u>				
Private	\$ 44,587	\$ 833,333	\$ (788,746)	\$ 10,000,000
Public	-	-	-	17,000,000
Investment Income	247	-	247	12,000
Total Revenue	44,834	833,333	(788,499)	27,012,000
<u>Expense</u>				
Scholarship	(10,829)	(35,000)	(24,171)	11,105,800
Salaries and Benefits	54,066	62,226	8,160	746,714
Program Other Direct	53,234	70,130	16,896	841,565
Allocated Indirect Overhead	16,019	14,645	(1,374)	175,737
Professional Fees	36,885	37,663	778	451,950
Total Expense	149,375	149,664	289	13,321,766
Net Income (Loss)	\$ (104,541)	\$ 683,669	\$ (788,210)	\$ 13,690,234

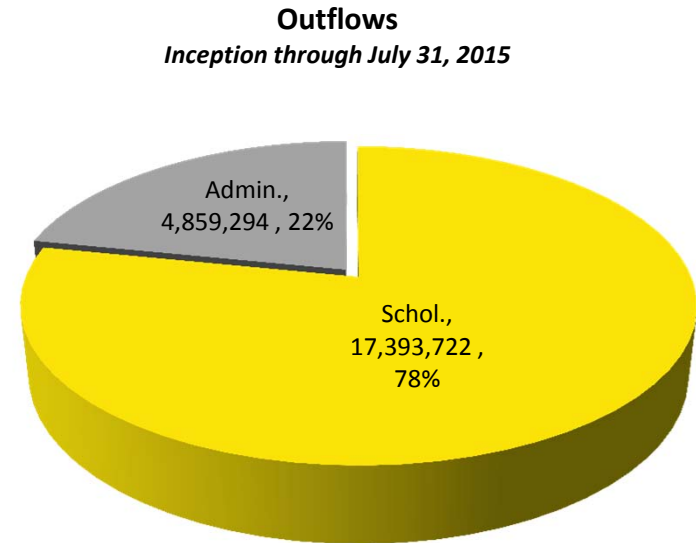
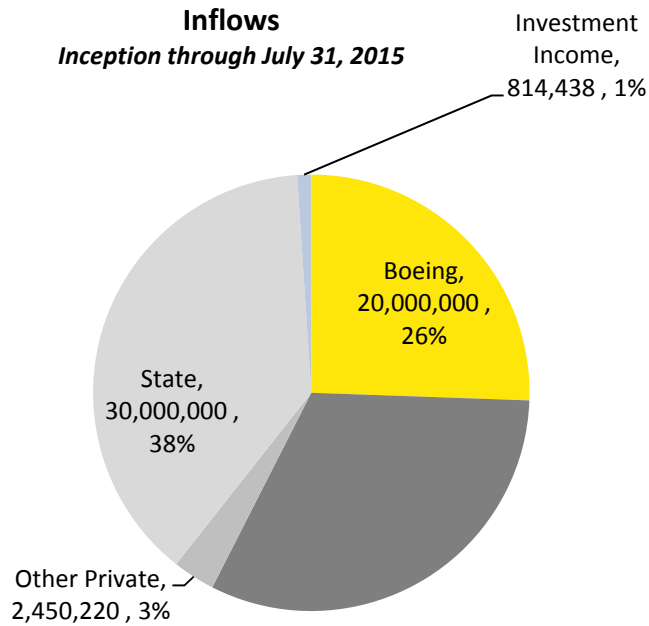
WSOS Cash Flow



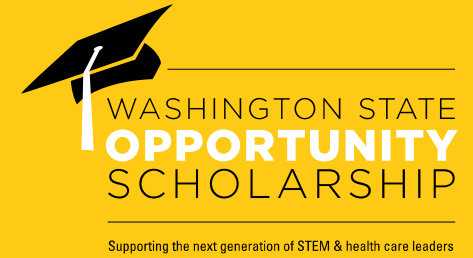
Inception -- July 31, 2015

	<u>Scholarship</u>	<u>Endowment</u>	<u>Total</u>
<u>CASH FLOW</u>			
Cash Inflows:			
Boeing	10,000,000	10,000,000	20,000,000
Microsoft	25,000,000		25,000,000
Other Private	1,979,456	470,764	2,450,220
State	24,000,000	6,000,000	30,000,000
Investment Income	549,652	264,786	814,438
Total Cash Inflows	61,529,108	16,735,550	78,264,658
Cash Outflows:			
Scholarships	(17,393,722)	-	(17,393,722)
Program Administrator and Marketing	(4,859,294)	(5,877)	(4,865,171)
Total Cash Outflows	(22,253,016)	(5,877)	(22,258,893)
Net Cash Flow Inception-To-Date & Balance of Cash & Investments July 31, 2015	<u>39,276,092</u>	<u>16,729,673</u>	<u>56,005,765</u>

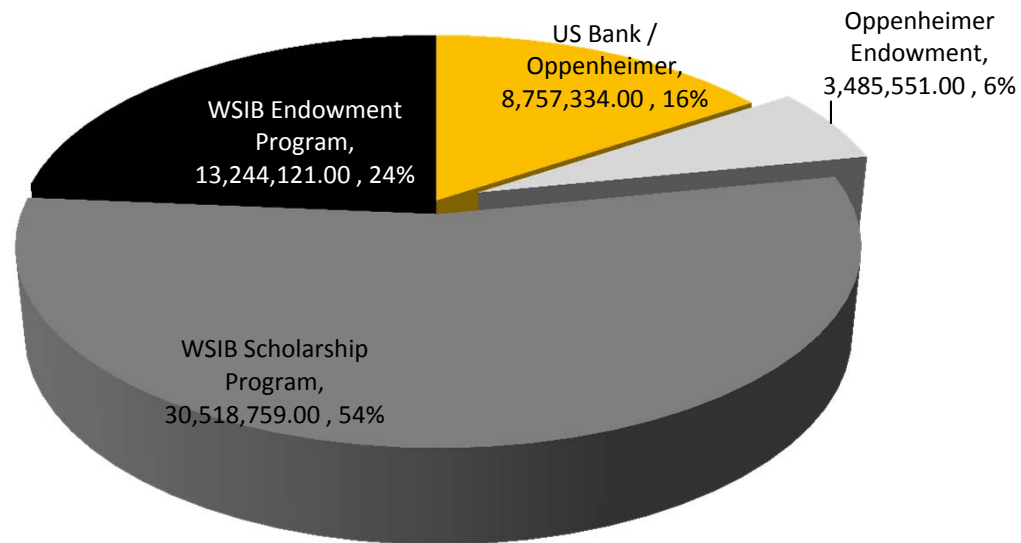
WSOS Cash Flow



Distribution of Funds



Through
7.31.15



- US Bank / Oppenheimer
- Oppenheimer Endowment
- WSIB Scholarship Program
- WSIB Endowment Program



Washington State Opportunities Scholarship

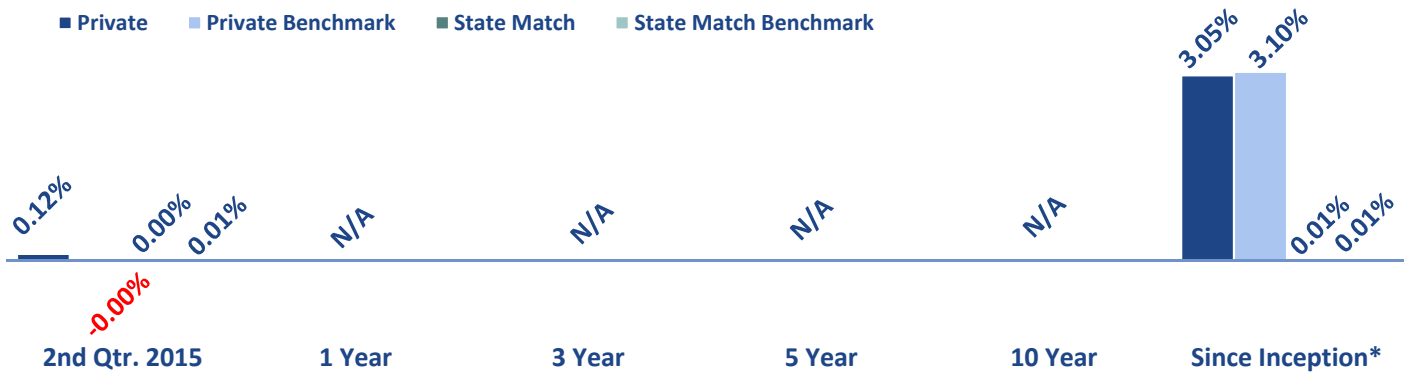
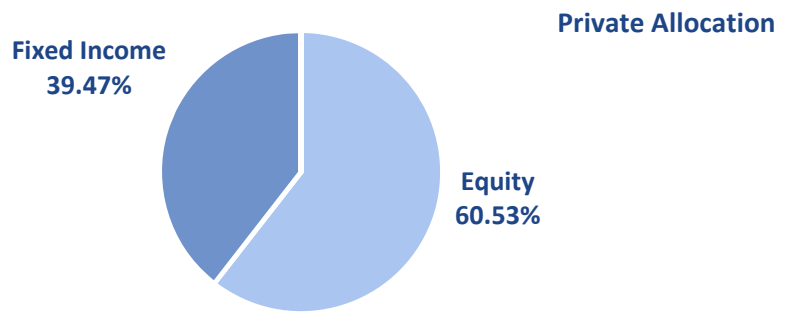
Quarterly Report – June 30, 2015

Portfolio Size, Allocation, and Assets Under Management	1
Performance.....	2

Private and State Match Scholarship

Private	
Total	\$17,519,327
Equity	\$10,605,093
Fixed Income	\$6,914,210
Cash	\$24

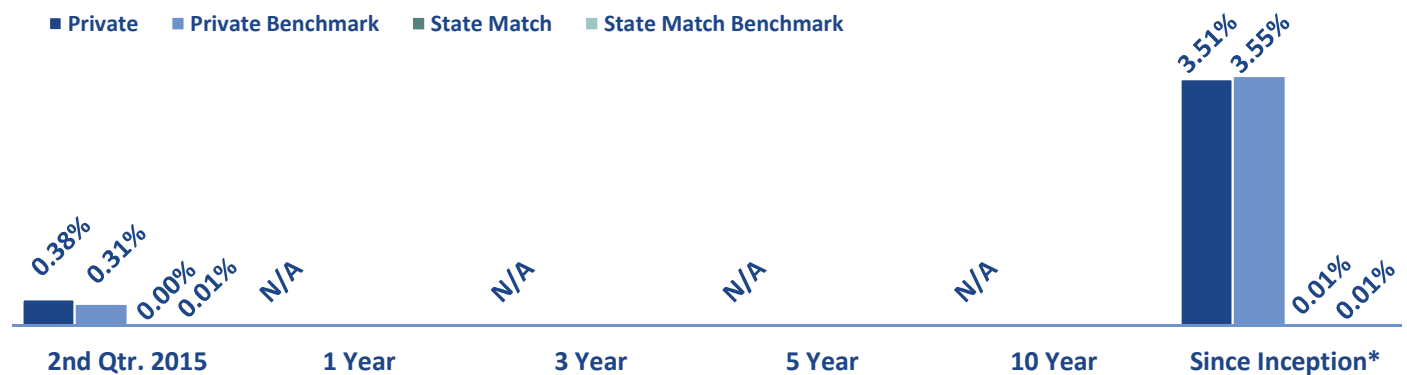
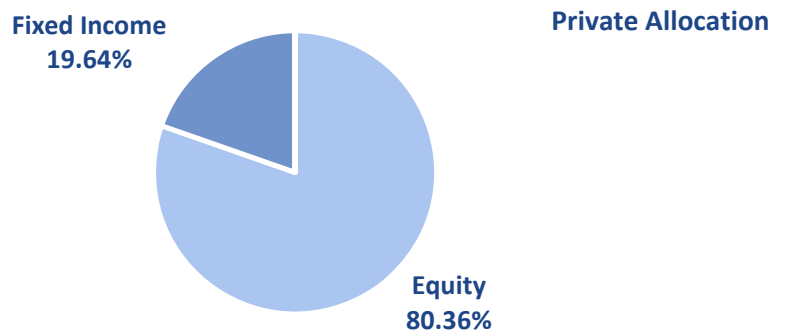
State Match	
Total	\$13,001,675
Cash	\$13,001,675



Private and State Match Endowment

Private	
Total	\$7,244,984
Equity	\$5,822,404
Fixed Income	\$1,422,557
Cash	\$23

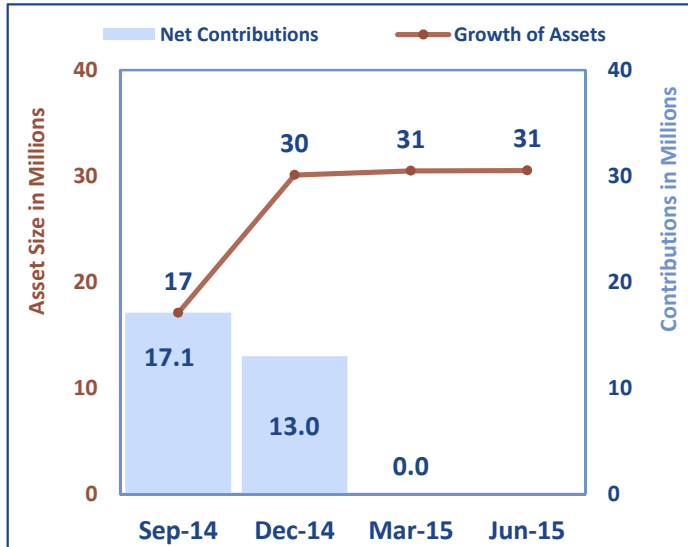
State Match	
Total	\$6,000,773
Cash	\$6,000,773



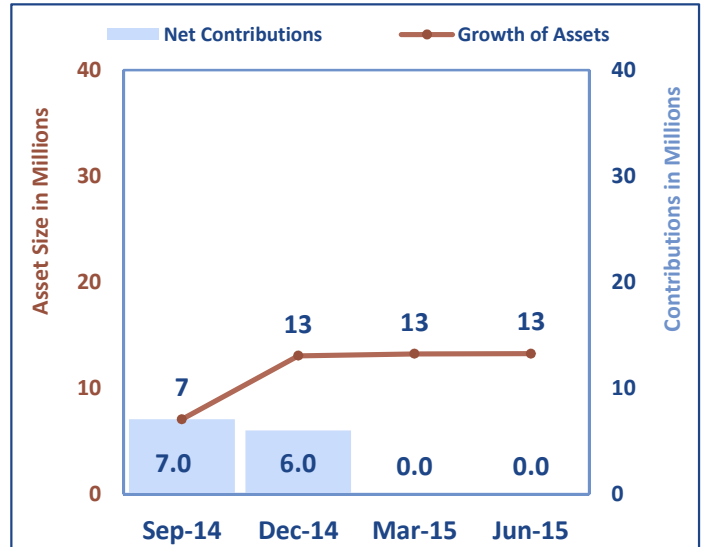
Scholarship Benchmarks: Private 60% MSCI ACWI IMI w/U.S. Gross & 40% Barclays Intermediate Credit, State Match 90 Day Tbill
 Endowment Benchmarks: Private 80% MSCI ACWI IMI w/U.S. Gross & 20% Barclays Intermediate Credit, State Match 90 Day Tbill
 * Since Inception: Private 10/1/14, State Match 11/25/14

Assets Under Management

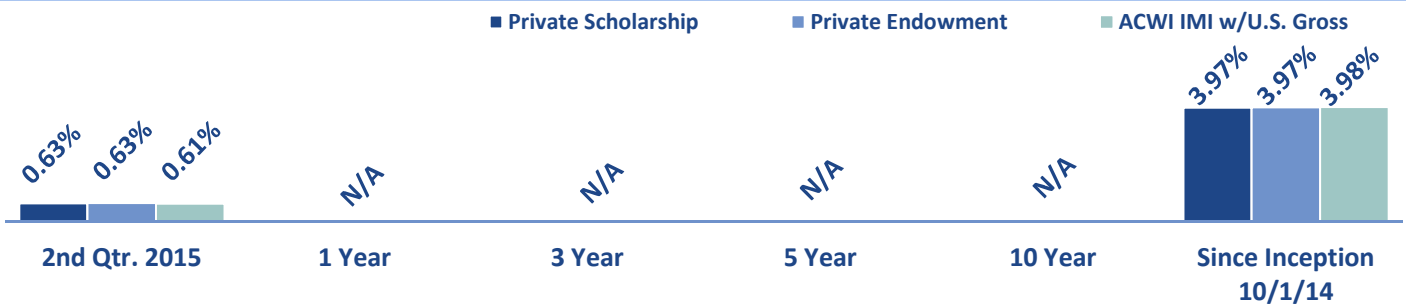
Private and State Match Scholarship



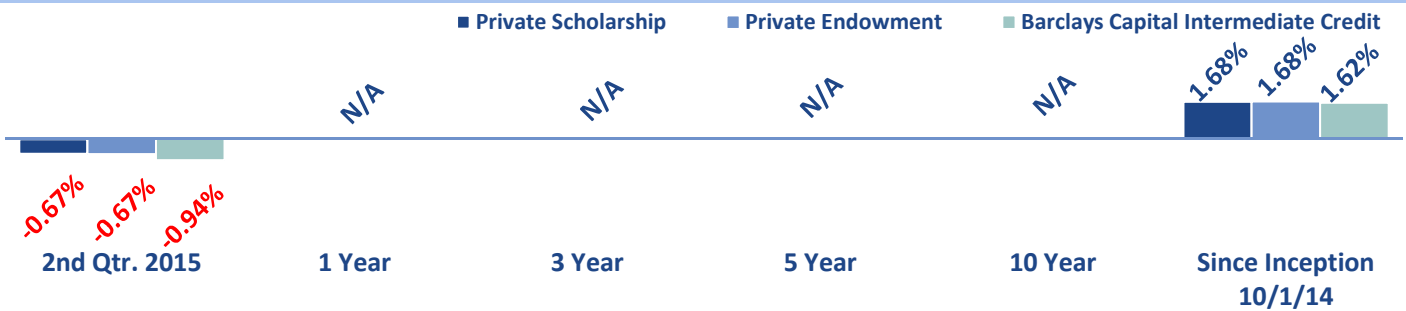
Private and State Match Endowment



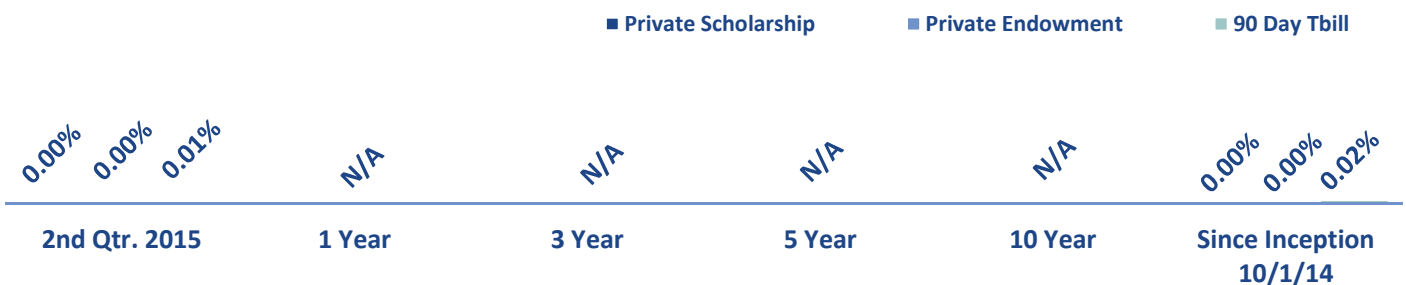
Equity Returns



Fixed Income Returns



Cash Returns



Tab E

Eligible Majors Report

Appendix E. Recommended Eligible Majors by Category

**Appendix F. Recommended Eligible Majors Total in
Each Category**

Contact Karyl Gregory for Appendices A-D



WASHINGTON STATE
OPPORTUNITY
SCHOLARSHIP

Supporting the next generation of STEM & health care leaders

RECOMMENDED ELIGIBLE MAJORS: 2016-2017

Delivered to Naria Santa Lucia
Washington State Opportunity Scholarship
September 16, 2015

Kimber Connors, Research & Evaluation Officer
College Success Foundation Research & Evaluation Department

INTRODUCTION

INTENT

The Washington State Opportunity Scholarship (WSOS) team recognizes the importance of mindfully selecting its eligible majors to satisfy two essential responsibilities. First, the selected majors must comply with the requirements of the law by focusing on STEM & health care fields that are considered high demand. Second, Scholars selected for the Scholarship should feel reasonably assured that their field of study will lead to a career opportunity within the state of Washington.

In order to ensure the selection process honors both commitments, WSOS engaged over the spring and summer of 2015 to define a process for determining which majors should be presented to the Board of Directors (the Board) for approval in September 2015. The process is outlined in the pages that follow.

MAJOR SELECTION CYCLE

As the economy changes, the career pathways that are considered high-demand will also change. In recognition of the dynamic nature of high-demand fields of study, the WSOS team is committed to revisiting the list of eligible majors every two years (in alignment with the scholarship renewal cycle). The next review of eligible majors will occur in the summer of 2017.

PRELIMINARY INVESTIGATION

COLLABORATION

The initial step in determining a process for defining eligible majors for WSOS was to seek input from stakeholders. WSOS staff worked in conjunction with College Success Foundation (CSF) staff to reach out to the Workforce Training and Education Coordination Board (WTECB) and the Washington Student Achievement Council (WSAC) to elicit feedback. The WTECB opted not to provide a list of recommendations but WSAC's Director of Academic Affairs and Policy, Randy Spaulding, compiled a list of recommendations for review by the WSOS team.

WSAC RECOMMENDATIONS

WSAC provided recommendations to the WSOS team to keep, remove, add, or consider adding Classification of Instructional Programs (CIP) codes to the list of eligible majors. Spaulding reported having consulted the Office of Financial Management's (OFM) published list of CIP codes listed as STEM and high-demand in order to determine which CIP codes would be considered eligible majors for WSOS Scholars.ⁱ

OFM staff was contacted and reported a brief description of their research process in creating the aforementioned list of high-demand and STEM CIP codes. The data definitions relied on by OFM in the creation of this list are available online.ⁱⁱ Melissa Beard, the higher education analyst for OFM, described the process for evaluation of STEM classification as including a consultation of three sources: the National SMART grant list of programs (National Science and Mathematics Access to Retain Talent),ⁱⁱⁱ Consortium for Student Retention Data Exchange at the University of Oklahoma (which conducts a survey of member institutions about STEM majors),^{iv} and the National Science Foundation.^v If CIP codes were listed as STEM in any of these locations, Beard reported them as STEM. This STEM determination was used throughout the process of identifying eligible majors as the working definition of what qualified a major as STEM.

In addition to classifying CIP codes as STEM, OFM also reports which CIP codes are considered high-demand in Washington State. According to OFM's data dictionary, "high employer demand programs are identified by the institutions, in consultation with the Workforce Training and Education Coordinating Board and the Washington Student Achievement Council, based on the needs of the state".^{vi} OFM's list of STEM and high demand CIP codes was last refreshed in 2014 and is reviewed by OFM on an annual basis.^{vii}

At the request of the WSOS team, Spaulding reported which CIP codes are offered as bachelor's degrees by colleges and universities in Washington State. He consulted the dataset associated with WSAC's Ready, Set, Grad website in order to determine which CIP codes were available as bachelor's degrees at Washington State institutions.^{viii} In order for a CIP code to be considered as a recommended WSAC major, it needed to be listed as available as a bachelor's degree in Washington.

COMMUNITY RECOMMENDATIONS

The CSF and WSOS team met to discuss community input and questions they had received over the life of the Scholarship related to eligible majors. The intent was to consider outside influences on the process of which majors should be considered for eligibility. Specific majors of contention were discussed at length (e.g., Public Health and Kinesiology). The CSF and WSOS team made an initial recommendation about inclusion or exclusion of specific CIP codes as a result of community input.

INITIAL LIST OF CSF RECOMMENDATIONS

The Research & Evaluation (R&E) team at CSF compared community recommendations with WSAC's recommendations. The collective list was compared with the 2014-2015 list of WSOS eligible majors.^{ix} This produced an initial draft of recommended CIP codes to keep on, remove from, and add to the eligible majors list.

Given that WSAC reported an intended focus on STEM majors but did not explicitly seek to include health care and STEM education CIP codes, the R&E team at CSF conducted a secondary review of all Education (CIP Family 13) and Health Care (CIP Family 51) CIP codes.

Excluding CIP codes not available in Washington State: The list of all CIP codes within CIP Families 13 and 51 were filtered to exclude all items that were indicated by WSAC as not offered as a bachelor's degree in WA State.

Characterizing education CIP codes as related to STEM: All CIP Family 13 (Education) codes were reviewed in relation to previously identified STEM or health care CIP codes. Each CIP code was identified as either related or not related to STEM education.

Including health care: All Health Care (CIP Family 51) CIP codes were considered for inclusion.

Meeting the high demand requirement: The resulting list of health care and education CIPs available in WA State was compared against OFM's high-demand list (as utilized by WSAC). The initial draft of recommended majors to keep on, remove from, and add to the eligible majors list was updated to include R&E input on Health Care (CIP Family 51) and Education (CIP Family 13) CIP codes.

INITIAL REVIEW AND FEEDBACK

REVIEWING THE INITIAL LIST

The initial list of recommendations described above was the basis for a WSOS and CSF team discussion on August 18, 2015. The discussion revealed two recommendations for follow-up.

RECOMMENDATION 1: Revisit CIPs Available in Washington State

Concern at the meeting arose over the reliability of data from WSAC related to the availability of bachelor's degrees in specific CIP codes. Some CIPs listed by WSAC as not available for bachelor's degree were known by CSF and WSOS staff to be currently studied majors by WSOS Scholars (e.g., Informatics – 11.0104). Additionally, some majors recommended for addition were believed by staff to be available only for associate's degree study (e.g., Dental Assisting/Assistant – 51.0601). The team recommended confirming the availability of CIP codes in Washington State through another source in addition to WSAC. The R&E team supported this decision as Spaulding noted that WSAC's Ready, Set, Grad site (from which the data on bachelor's degree availability was drawn) was last updated in 2012.

RECOMMENDATION 2: Rely on a Formula

A discussion led to a group consensus that the most defensible process for determining eligible majors includes a reliance on a formula rather than attempting to include anecdotal input. The decision was made to exclude anecdotal notes from the list of recommended majors to present to the Board.

FINAL LIST: Recommended 2016-2017 Eligible Majors

FORMULA FOR DETERMINING ELIGIBLE MAJORS

After meeting with the team on August 18, 2015, it was determined that the list of eligible majors to be presented to the Board should be determined using a formula (excluding anecdotal input).

All CIP codes recommended for consideration are to be in an appropriate field of study (STEM, STEM Education, or Health Care), high-demand, and available as a bachelor's degree in Washington State. The formula for determining inclusion of the recommended eligible majors list is below.

Recommended Eligible Majors are:

1. In an appropriate field of study
 - a. STEM^x **OR**
 - b. Health care^{xi} **OR**
 - c. Education **and** related to a STEM field^{xii}
- AND**
2. High demand^{xiii}
- AND**
3. Offered in Washington State as a bachelor's degree^{xiv}

Only CIP codes that meet the requirements above are included in the list of recommended majors to be presented to the Board.

IDENTIFYING MAJORS THAT MEET FORMULA REQUIREMENTS

Appropriate Field of Study. The CSF R&E team, in accordance with WSAC's recommendation, relied on the list of CIP codes characterized as STEM and high-demand created by OFM.^{xv} Each CIP code was checked for its adherence to the appropriate field of study component of the formula (STEM, health care, or STEM education). CIP codes were characterized as STEM if they were listed on the OFM list as such.^{xvi} All CIP Family 13 (Education) majors were manually categorized as either STEM-education or non-STEM-education. All CIP Family 51 (Health Care) majors were categorized as Health Care. The resulting list compiled all CIPs considered to have satisfied the field of study component of the formula.

High-Demand. All CIPs meeting the field of study component of the formula were compared against OFM's list of high-demand CIP codes. CIP codes that satisfied the field of study component *and* were considered high-demand are listed as the Backend List of 610 majors (see Appendix A). This list shall be used by the CSF Scholarship Services team when students submit petitions for entry into WSOS. If the major the student indicates appears on the backend list of 610 eligible-field-of-study, high-demand majors, that student's major shall be deemed eligible.

Available in Washington State as a Bachelor's. The Backend List (see Appendix A; described above) was compared with known sources with regard to the availability of such CIPs within Washington State universities. In order for a CIP code to be eligible, it must be listed as offered as a bachelor's degree at one or more institutions within the state. WSAC's list of which programs are offered in Washington State was considered.^{xvii} However, given the concern that arose at the community meeting over the possible inaccuracy of these data, the CSF R&E team added an additional source. The Integrated Postsecondary Education Data System (IPEDS) reports the number of graduates from each higher education institution each year within each CIP code. Data on reported bachelor's degree graduates from 2013 and 2014 was used to confirm the existence of CIP codes within the state.^{xviii} The CSF R&E team acknowledges that the IPEDS lists confirm only that a CIP code had graduates (but fails to account for CIP codes that exist but did not have any graduates within it for the year).^{xix} Given the risk of excluding majors that should be eligible (in an appropriate field of study and high-demand) based on incomplete IPEDS or possibly outdated WSAC data alone, the team determined it was most appropriate to incorporate both data sources in the final recommended list. If a CIP code from the backend list of 610 majors was found to be available in Washington State according to WSAC, IPEDS 2013 data, or IPEDS 2014 data, it appears on the final list of 203 recommended majors.

Maintaining the backend list of 610 eligible majors is an attempt to acknowledge that the data on available bachelor's degree majors may be inaccurate or incomplete. The WSOS team, for simplicity and ease of use by Scholars, felt it most appropriate to limit the advertised majors to those believed to be available at eligible institutions. However, maintaining the backend list of majors will serve as a resource for the Scholarship Services team in determining which majors may be approved when petitioned on an individual basis.

BOARD REVIEW

The list of recommended eligible majors will be presented to the WSOS Board on September 16, 2015, at which time the Board will vote on its approval for use during the 2016-2017 application cycle.

IMPLICATIONS FOR CHANGING LIST OF ELIGIBLE MAJORS

STUDENTS IMPACTED BY ELIGIBLE MAJORS UPDATE

Students Withdrawn Due to Ineligible Major Who Become Eligible with New List. Students who were previously dropped from the Scholarship and whose majors become eligible with the new list will be able to petition for reinstatement for the 2016-2017 school year.^{xx} If the students will graduate in the 2015-2016 school year, they will be ineligible to petition. Students who fall in this category (70 Scholars) will not be actively contacted. Rather, there will be a message on the WSOS website indicating the change in eligible majors and the accompanying guidelines.

New Applicants. New applicants in 2016-2017 and onward must intend to major in one of the approved majors at the time of application.

Renewal Applicants. Those Scholars who renew may use the eligible majors list under which they applied or the eligible major list at the time of renewal. The intent in this decision is to both honor previously suggested financial support for Scholars even if their major has been removed from the list of eligible majors while also offering Scholars access to new majors that may have become high-demand over the course of their college study.

FUTURE UPDATES

The process described in this document for reviewing eligible majors will be repeated every two years to match the renewal cycle for students. The updated list of recommended eligible majors will be provided to the Board in the December board meeting so that the updated eligible majors list is available for students when the renewal process opens March. The next slated review of eligible majors is in the winter 2016-2017 for release in March 2017.

ⁱ Office of Financial Management. (2014). STEM and High Demand CIP Codes. Statewide Public Four-Year Dashboard, Public Centralized Higher Education Enrollment System. Retrieved from http://www.ofm.wa.gov/hied/dashboard/stem_and_high_demand_CIP_codes.xlsx.

ⁱⁱ Office of Financial Management. (2014). Data Definitions. Available at <http://www.ofm.wa.gov/hied/dashboard/glossary.html>.

ⁱⁱⁱ Education Grant. National SMART Grant. Available at <http://www.educationgrant.com/grants/national-smart-grant/>.

^{iv} The Consortium for Student Retention Data Exchange. The National Symposium on Student Retention. Available at <http://csrde.ou.edu/web/index.html>.

^v National Science Foundation. Available at <http://www.nsf.gov/>.

^{vi} Office of Financial Management. (2014). Data Definitions. Retrieved from <http://www.ofm.wa.gov/hied/dashboard/glossary.html>.

^{vii} According to an email from Melissa Beard. August 24, 2015.

^{viii} Washington Student Achievement Council. Looking for Academic Programs in Washington? Available at <https://fortress.wa.gov/wsac/portal/programs/academic%20programs/search/detailed>. Email conversations with Spaulding revealed that the dataset supporting the link above has not been updated since 2012 but is slated for update in the winter of 2015-2016.

^{ix} Washington State Opportunity Scholarship. (2015). Approved Majors, Alphabetically. Retrieved from <http://www.waopportunitiescholarship.org/document.doc?id=675>.

^x Office of Financial Management. (2014). STEM and High Demand CIP Codes. Statewide Public Four-Year Dashboard, Public Centralized Higher Education Enrollment System. Retrieved from http://www.ofm.wa.gov/hied/dashboard/stem_and_high_demand_CIP_codes.xlsx.

^{xi} All CIP Family 51 CIP codes are characterized as “Health care”.

^{xii} All CIP Family 13 CIP codes were reviewed and categorized by whether or not they related to STEM fields.

^{xiii} Office of Financial Management. (2014). STEM and High Demand CIP Codes. Statewide Public Four-Year Dashboard, Public Centralized Higher Education Enrollment System. Retrieved from http://www.ofm.wa.gov/hied/dashboard/stem_and_high_demand_CIP_codes.xlsx.

^{xiv} CIP codes were considered available as a bachelor’s in Washington State if they were listed as such according to WSAC or were listed by IPEDS as an available degree in 2013 or 2014.

^{xv} Office of Financial Management. (2014). STEM and High Demand CIP Codes. Statewide Public Four-Year Dashboard, Public Centralized Higher Education Enrollment System. Retrieved from http://www.ofm.wa.gov/hied/dashboard/stem_and_high_demand_CIP_codes.xlsx.

^{xvi} Office of Financial Management. (2014). STEM and High Demand CIP Codes. Statewide Public Four-Year Dashboard, Public Centralized Higher Education Enrollment System. Retrieved from http://www.ofm.wa.gov/hied/dashboard/stem_and_high_demand_CIP_codes.xlsx.

^{xvii} Washington Student Achievement Council. Looking for Academic Programs in Washington? Available at <https://fortress.wa.gov/wsac/portal/programs/academic%20programs/search/detailed>. Email conversations with Spaulding revealed that the dataset supporting the link above have not been updated since 2012 but are slated for update in the winter of 2015-2016.

^{xviii} National Center of Education Statistics. Integrated Postsecondary Education Data System. Retrieved from <https://nces.ed.gov/ipeds/datacenter/CDSPreview.aspx>. Two separate data downloads used (2013 and 2014). Selected all Washington institutions, bachelor’s degrees only, total certificates awarded (all 6-digit CIPs) by CIP.

^{xix} If a CIP code was listed at a university but had zero graduates listed, it was counted as available (but without graduates) for that year.

^{xx} According to a search done by the CSF Scholarship Services team, 70 students who were made ineligible due to a change in major may become eligible under the new recommended majors list.

Appendix E: Recommended Eligible Majors by Category

Major Category	Recommendation
Agriculture, Agriculture Operations, And Related Sciences	
Agricultural and Horticultural Plant Breeding	Keep
Agriculture, General	Add
Agronomy and Crop Science	Keep
Animal Sciences, General	Keep
Food Science	Add
Horticultural Science	Keep
Plant Protection and Integrated Pest Management	Keep
Plant Sciences, General	Keep
Range Science and Management	Keep
Soil Science and Agronomy, General	Keep
Biological And Biomedical Sciences	
Animal Genetics	Keep
Biochemistry	Keep
Biochemistry and Molecular Biology	Keep
Bioinformatics	Keep
Biological and Biomedical Sciences, Other	Keep
Biology/Biological Sciences, General	Keep
Biomedical Sciences, General	Keep
Biophysics	Keep
Biotechnology	Keep
Botany/Plant Biology	Keep
Cell/Cellular and Molecular Biology	Keep
Cell/Cellular Biology and Histology	Keep
Conservation Biology	Keep
Ecology	Keep
Ecology, Evolution, Systematics and Population Biology,Other	Keep
Entomology	Keep
Environmental Biology	Keep
Exercise Physiology	Keep
Genetics, General	Keep
Marine Biology and Biological Oceanography	Keep
Microbiology, General	Keep
Molecular Genetics	Keep
Neurobiology and Anatomy	Keep
Neuroscience	Keep
Physiology, General	Keep
Zoology/Animal Biology	Keep
Business, Management, Marketing, And Related Support Services	
Management Information Systems, General	Add
Computer And Information Sciences And Support Services	
Computer and Information Sciences and Support Serv	Add
Computer and Information Sciences, Other	Keep
Computer and Information Sciences, General	Keep
Computer and Information Systems Security	Add
Computer Graphics	Add
Computer Programming, Specific Applications	Keep
Computer Programming/Programmer, General	Keep
Computer Science	Keep
Computer Systems Analysis/Analyst	Keep
Computer Systems Networking andTelecommunications	Keep
Computer/Information Technology Services Administr	Add

Informatics	Keep
Information Science/Studies	Add
Information Technology	Keep
Information Technology Project Management	Add
Modeling, Virtual Environments and Simulation	Keep
System, Networking, and LAN/WAN Management/Manager	Add
Web Page, Digital/Multimedia and InformationResources Design	Keep
Education	
Biology Teacher Education	Keep
Chemistry Teacher Education	Keep
Earth Science Teacher Education	Keep
Health Teacher Education	Add
Mathematics Teacher Education	Keep
Physics Teacher Education	Keep
Science Teacher Education/General Science TeacherEducation	Keep
Engineering	
Aerospace, Aeronautical and Astronautical/SpaceEngineering	Keep
Agricultural Engineering	Keep
Bioengineering and Biomedical Engineering	Keep
Ceramic Sciences and Engineering	Keep
Chemical and Biomolecular Engineering	Keep
Chemical Engineering	Keep
Civil Engineering, General	Keep
Computer Engineering, General	Keep
Computer Software Engineering	Keep
Electrical and Electronics Engineering	Keep
Engineering Science	Add
Engineering, General	Keep
Engineering, Other	Keep
Forest Engineering	Keep
Industrial Engineering	Keep
Manufacturing Engineering	Keep
Materials Engineering	Keep
Mechanical Engineering	Keep
Mechatronics, Robotics, and Automation Engineering	Keep
Metallurgical Engineering	Keep
Mining and Mineral Engineering	Keep
Operations Research	Keep
Engineering Technologies And Engineering-Related Fields	
Automotive Engineering Technology/Technician	Add
Biomedical Technology/Technician	Keep
Computer Engineering Technology/Technician	Keep
Construction Engineering Technology/Technician	Keep
Electrical and Electronic EngineeringTechnologies/Technicians, Other	Keep
Electrical, Electronic and Communications Engineer	Add
Engineering Technologies and Engineering-RelatedFields, Other	Keep
Industrial Production Technologies/Technicians, Other	Keep
Industrial Technology/Technician	Keep
Manufacturing Engineering Technology/Technician	Keep
Mechanical Engineering/MechanicalTechnology/Technician	Keep
Occupational Safety and Health Technology/Technician	Keep
Plastics and Polymer EngineeringTechnology/Technician	Keep
Health Professions And Related Programs	
Acupuncture	Add

Allied Health Diagnostic, Intervention, and Treatm	Add
Athletic Training/Trainer	Add
Audiology/Audiologist and Hearing Sciences	Add
Audiology/Audiologist and Speech-Language Patholog	Add
Clinical Laboratory Science/Medical Technology/Tec	Add
Clinical Nutrition/Nutritionist	Add
Communication Disorders, General	Add
Community Health and Preventive Medicine	Add
Community Health Services/Liaison/Counseling	Add
Dental Hygiene/Hygienist	Keep
Diagnostic Medical Sonography/Sonographer and Ultr	Add
Dietetics and Clinical Nutrition Services, Other	Add
Dietetics/ Dietitian (RD)	Add
Direct Entry Midwifery (LM, CPM)	Add
Emergency Medical Technology/Technician (EMT Param	Add
Environmental Health	Add
Health and Wellness, General	Keep
Health Information/Medical Records Administration/	Add
Health Information/Medical Records Technology/Tech	Add
Health Services Administration	Add
Health Services/Allied Health/Health Sciences, Gen	Add
Health/Health Care Administration/Management	Add
Health/Medical Preparatory Programs, Other	Add
Herbalism/Herbalist	Add
Hospital and Health Care Facilities Administration	Add
International Public Health/International Health	Add
Mental and Social Health Services and Allied Profe	Add
Music Therapy/Therapist	Add
Occupational Therapy/Therapist	Add
Orthotist/Prosthetist	Keep
Pharmacy	Keep
Physical Therapy/Therapist	Keep
Physician Assistant	Add
Pre-Nursing Studies	Add
Pre-Pharmacy Studies	Add
Pre-Physical Therapy Studies	Add
Public Health Education and Promotion	Add
Public Health, General (MPH, DPH)	Add
Registered Nursing, Nursing Administration, NursingResearch and Clinical Nursing, Other	Keep
Registered Nursing/Registered Nurse	Keep
Speech-Language Pathology/Pathologist	Add
Therapeutic Recreation/ Recreational Therapy	Add
Veterinary Sciences/Veterinary Clinical Sciences,General	Keep

Mathematics And Statistics

Applied Mathematics, General	Keep
Applied Mathematics, Other	Keep
Computational Mathematics	Keep
Financial Mathematics	Keep
Mathematics and Statistics, Other	Keep
Mathematics, General	Keep
Mathematics, Other	Keep
Statistics, General	Keep

Multi/Interdisciplinary Studies

Accounting and Computer Science	Add
---------------------------------	-----

Biological and Physical Sciences	Keep
Human Computer Interaction	Keep
Mathematics and Computer Science	Keep
Natural Sciences	Keep

Natural Resources And Conservation

Environmental Science	Keep
Environmental Studies	Keep
Fishing and Fisheries Sciences and Management	Add
Forest Management/ Forest Resources Management	Add
Forest Sciences and Biology	Keep
Forestry, General	Add
Forestry, Other	Add
Natural Resources and Conservation, Other	Add
Natural Resources Management and Policy	Add
Natural Resources/Conservation, General	Keep
Urban Forestry	Keep
Wildlife, Fish and Wildlands Science and Management	Keep
Wood Science and Wood Products/Pulp and PaperTechnology	Keep

Physical Sciences

Astronomy	Keep
Astrophysics	Keep
Atmospheric Chemistry and Climatology	Keep
Atmospheric Sciences and Meteorology, General	Keep
Chemistry, General	Keep
Chemistry, Other	Keep
Geochemistry	Keep
Geological and Earth Sciences/Geosciences, Other	Keep
Geology/Earth Science, General	Keep
Geophysics and Seismology	Keep
Oceanography, Chemical and Physical	Keep
Physical Sciences	Keep
Physics, General	Keep
Physics, Other	Keep

Grand Total

Appendix F: Total Recommended Eligible Majors in Each Category

Major Category	# of Majors in Category
Agriculture, Agriculture Operations, And Related Sciences	10
Biological And Biomedical Sciences	26
Business, Management, Marketing, And Related Support Services	1
Computer And Information Sciences And Support Services	18
Education	7
Engineering	22
Engineering Technologies And Engineering-Related Fields	13
Health Professions And Related Programs	44
Mathematics And Statistics	8
Multi/Interdisciplinary Studies	5
Natural Resources And Conservation	13
Physical Sciences	14
Grand Total	181

Tab F

Internship Stipends



Supporting the next generation of STEM & health care leaders

NEXT STEPS:
Pilot Internship Stipend Program

Delivered to Naria Santa Lucia
Washington State Opportunity Scholarship
September 10, 2015

Kimber Connors, Research & Evaluation Officer
Kelly Bay-Meyer, Senior Research & Evaluation Officer
College Success Foundation Research & Evaluation Department

EXECUTIVE SUMMARY

INTENT

By September 2nd, the Washington State Opportunity Scholarship (WSOS) had raised \$82 million in public and private funds for 2015.ⁱ Given the amount of money raised, the WSOS team created ambitious recruitment goals to attract additional Scholars to the program. Furthermore, conversations with the Board in spring 2015 ignited interest in assessing new programmatic opportunities that might result in better outcomes for Scholars.

The Board and WSOS team discussed the ways in which additional funding could be allocated in order to best support Scholars. The discussion resulted in three options for consideration:

1. Offer a stipend for Scholars who engage in unpaid internship opportunities
2. Increase support services received by Scholars from WSOS staff
3. Increase the dollar amount of scholarships received by Scholars

In order to most responsibly spend funds, the Board and WSOS staff engaged the College Success Foundation's (CSF) Research & Evaluation (R&E) department. CSF's R&E team was tasked with evaluating each of these options in spending and provide a recommendation of where the influx of money could create the best likely outcome for students. The result of this research is the report provided on the following pages. The three main recommendations are summarized in the remainder of the Executive Summary below:

RECOMMENDATIONS

1. Pilot an internship stipend program for unpaid internships.

Given Scholars' interest, the financial realities associated with seeking unpaid internship opportunities, and the importance of internship participation for employee candidate marketability, CSF's R&E team recommends piloting an internship pilot program for Scholars. The potential positive effects for improved local employer relationships and Scholar post-graduation job placement make this option attractive. This recommendation is grounded in the following data points:

- **Internships have led to job opportunities for WSOS graduates.** Among graduates employed in their field of study, 34 percent previously interned or worked for their current employer in another role.ⁱⁱ Research has demonstrated that seventy-six percent of employers cite relevant work experience as the primary factor in hiring decisions.ⁱⁱⁱ
- **Scholars report that internships have a significant impact on their outcomes.** Internships received the highest average impact rating from Scholars (a 3.39 mean score, indicating a mean impact between moderate and great impact).^{iv}
- **Approximately one third of WSOS graduates do not participate in an internship before graduation.** Of 2014 WSOS graduates surveyed in the summer of 2015, 67 percent indicated they had participated in an internship or related activity.^v
- **Scholars report interest in learning more about internship opportunities.** The student support service that the greatest proportion of Renewals reported wanting to learn more about was researching internships, jobs, or graduate schools (79 percent reporting a desire to learn more).^{vi}

- **Scholars rate themselves relatively lower in technical-job specific skills which could be honed through internship experiences.** The category of career readiness in which respondents ranked themselves the lowest was in technical, job-specific skills wherein 36 percent of respondents ranked themselves as “excellent”.^{vii}

Creating an internship stipend program could have several possible positive effects. Local employers may be more likely to offer internship opportunities to Scholars than they have previously if they are aware that a stipend outside of their own budget will be used to cover the cost of the intern. If local employers hire more Scholars as interns, it is possible that more Scholars will be able to find post-graduation employment.

Scholars themselves may be more likely to seek and accept internship experiences (even if unpaid) if they are offered a stipend to help offset the opportunity costs of not obtaining other employment. Additionally, if the WSOS team is supporting a pilot internship program, Scholars may have more opportunities to become aware of experiences available to them.

- 2. Continue to provide current level of student support services. Refer students to specialized service providers on a case-by-case basis.**

Scholars generally report satisfaction with currently offered WSOS supports but do not report intent to utilize support services to a great degree. In consideration of the high cost and staffing requirements associated with increasing support services, this use of funding may not result in the most advantageous outcomes. CSF’s R&E team recommends that WSOS continue to provide the current level of student support services and allocate additional funds elsewhere. This reality, coupled with the financial and staffing realities of providing quality support services, underpin the recommendation that WSOS allocated limited resources elsewhere.

- **Scholars report generally high satisfaction with currently offered WSOS supports.** For all satisfaction items, at least 70 percent of Scholars reported that they “agreed” or “strongly agreed”.^{viii} Since Scholars report generally high satisfaction with currently offered WSOS supports and indicate relative low intent to engage with further supports, expanding currently offered WSOS support services may not be advisable.
- **The low expectations of participation with WSOS staff suggest that Scholars do not expect WSOS to serve as a significant support services organization.** Approximately two-thirds of Renewals report that they expect no face-to-face support from WSOS or CSF and about half do not expect to speak with staff even via phone or email.

While support services are important, executing plans for effective support services require concerted, well-funded, and strongly staffed efforts. Rather than focusing limited staff and financial resources in this area, the WSOS team may consider providing Scholars with referrals to other targeted support service providers who specialize in a Scholar’s individual area of need.

- 3. Consider allocating a portion of additional funds to an increased scholarship award.**

Given the stated needs of Scholars and the supporting research around the prevalence of unmet financial need, CSF’s R&E team recommends considering an increase in the dollar amount of scholarships offered in conjunction with piloting the internship stipend program. However, given the importance of internships outlined earlier in this document, piloting an internship stipend program should take precedence over financial aid increases if only one of the two options can be pursued.

- **Scholars express concern about their financial ability to cover school-related expenses.** Scholars were asked to reflect on the year ahead and rate themselves in terms of their academic

preparedness, health and wellbeing, social comfort, and financial ability to pay for school. The lowest rated category for Renewals in summer 2015 was the Financial Ability to Cover School-Related Expenses with a mean score of 2.25 and only 35 percent of Renewals rating this category as “good” or “excellent”.^{ix}

- **The hours worked by Scholars suggests a need for additional income.** The majority of WSOS Renewals (60%) reported working either on- or off-campus an average of 27 hours per week during the school year.^x Research suggests that grants can decrease students’ working hours; if WSOS were to increase its scholarship funding, it is possible that students may work fewer hours during the school year.^{xi}
- **Increased scholarship dollars may not produce a meaningful increase in the incentive students receive to remain enrolled in their area of study.** Ninety-four percent of Scholars report that the current level of WSOS funding provides adequate incentive to remain in a high-demand field of study.^{xii}

PILOT INTERNSHIP STIPEND PROGRAM

PROPOSED USE OF FUNDS

Acknowledging the anecdotal importance of internship experiences, the WSOS team has advocated piloting an internship stipend program. In the pilot, Scholars would receive a stipend to support their personal expenses while completing an unpaid internship in their field of study. The intent would be to encourage students to seek and participate in internship opportunities even when such opportunities are unpaid experiences. The WSOS team asked that CSF’s R&E team provide an overview of Scholar interest in and potential benefit from such a pilot.

SCHOLAR-REPORTED HIGH INTEREST, LOWER SATISFACTION WITH CURRENT CAREER PREPARATION SUPPORT

On the 2015 Renewal Survey, students who indicated an intent to renew their scholarship were asked a series of questions pertaining to their participation and interest in a variety of student support services. The student support service that the greatest proportion of Renewals reported wanting to learn more about was researching internships, jobs, or graduate schools (79 percent reporting a desire to learn more). This suggests that a WSOS-sponsored internship program would be well-received and of high interest to currently enrolled Scholars.^{xiii}

On the same survey, students were also asked to rank their satisfaction with current WSOS services and supports. Out of seven satisfaction question items, the two questions tied for which students reported the lowest level of satisfaction included: “being a WSOS Scholar provided me with networking opportunities with peers, potential employers, and campus resources”.^{xiv} Only 19 percent of Scholars “strongly agreed” with this statement.^{xv} While it is not possible to parse out the differences between networking opportunities with peers versus potential employers versus campus resources, there is an argument that students’ relative satisfaction with WSOS could be improved through improved engagement opportunities with potential employers. Providing a stipend for internship opportunities could serve as a venue through which WSOS could improve in Scholar program satisfaction in this area.

FINANCIAL BARRIERS TO PARTICIPATING IN UNPAID INTERNSHIPS

Students who declared their intent to renew their scholarship on the 2015 Renewal Survey were asked a series of questions to assess time spent working and studying. The majority of WSOS Renewals (60%) reported working either on- or off-campus an average of 27 hours per week during the school year.^{xvi} Scholars are not alone among their fellow college-going peers. Forty-five percent of students attending four-year institutions work more than 20 hours per week.^{xvii} The fact that a majority of Scholars work

during the school year and commit a significant number of hours each week to working suggests Scholars have a need for additional income while in school.

Scholars' need for additional income (evidenced by their hours worked) may serve as a deterrent to them seeking internship opportunities as an opportunity cost consideration. This point is underscored and expanded upon by Yogoda (2008):

Everyone knows that internships are important for college students' eventual success in the job market... That's all well and good, except that it reinforces the divide between "haves" and "have-nots" among undergraduates. The rich kids take the internships and improve their prospects. Their less-well-off peers, who simply can't afford to, end up busying tables for the summer and graduate with significantly skimpier résumés...It gets worse. In the past half-dozen years or so, more and more employers have insisted that students receive academic credit for unpaid internships. At this point, it's almost universally required. So the intern not only has to give up a paycheck, but also pay tuition for a three-credit summer-session class.^{xviii}

Yagoda's point underpins the importance of providing paid internship opportunities for the low- and middle-income students served by WSOS. As he states, the problem for this student population in accessing internships is twofold: low- and middle-income students may not be able afford the opportunity cost associated with not taking a traditional, paying summer job and may be required to pay for college credits associated with an unpaid internship opportunities. These two compounding factors may act in conjunction to considerably dissuade low- and middle-income students from taking internship opportunities available to them. By providing a paid internship stipend, WSOS has the opportunity to help make internships a more attractive and realistic option for Scholars.

The importance of participating in an internship for Scholars is underscored by the relative prevalence of internship participation by the general college student population. Eight-four percent of college students at four-year institutions complete at least one internship before graduation.^{xix}

Given that many of their peers are taking advantage of these opportunities, the difficulties in accessing internship opportunities for low- and middle-income student are particularly problematic. Edwards & Vertel-Fernandez (2010) concur that the low-income students are faced with a dilemma: "they can either take a paying job during the summer to earn money and not go further into debt, or they can take out additional loans to finance a summer internship. Both options hurt them in the long-run, either by limiting their experience and therefore marketability as a job candidate, or by accruing more debt".^{xx} If providing an internship stipend can alleviate some concern related to this dilemma, it may persuade Scholars to take on internship opportunities and therefore improve their future marketability.

IMPROVED HIRABILITY AND COMPETIVENESS

Findings from the 2015 Post-Graduation Employment Survey Report administered to 2014 WSOS Graduates in the late spring of 2015 are helpful in illuminating the relationship between internship experience and employment outcomes for Scholars. According to the report, "among graduates employed in their field of study, 34 percent previously interned or worked for their current employer in another role".^{xxi} The report also notes that this proportion was statistically similar to the trend for the 2013 WSOS Graduates in which 32 percent reported the same.^{xxii} The analyst who prepared the report, Bay-Meyer, noted that these similar findings across two years suggest "the beginning of a trend whereby we may expect that one-third of WSOS graduates who are employed within their field of study had previously interned or worked for their employer."^{xxiii} Since such a large proportion of employed WSOS graduates working in their field of study had internship opportunities with their employer prior to graduation, one possible avenue to increasing the proportion of students who find work in their field after graduation is to improve participation rates in internship opportunities.

Respondents to the 2015 Post-Graduation Employment Survey were asked to reflect on career readiness activities. The career readiness activities (11 items in total) were ranked by Scholars on a scale of 1 (“No Impact”) to 4 (“Great Impact”) in terms of the impact of that activity on their career readiness. In this reflection, 67 percent of respondents indicated they had participated in an internship or related activity. Internships received the highest average impact rating from Scholars (a 3.39 mean score, indicating a mean impact between moderate and great impact). Considering the high reported impact of internships and considerable number of employed Scholars who report previous work experience with that employer, the conclusion of Bay-Meyer was that “these findings suggest that internships... should be a high priority for programming”.^{xxiv}

These findings were echoed in the 2015 Renewal Survey wherein Scholars were asked to reflect on their career readiness as compared with their peers. Respondents ranked their current career readiness as compared with their peers on a four-point scale from “poor” (1) to “excellent” (4). Respondents ranked themselves most highly in terms of their employability skills (e.g., critical thinking, responsibility) with 55 percent ranking themselves as “excellent”. The category where respondents ranked themselves the lowest was in technical, job-specific skills wherein 36 percent of respondents ranked themselves as “excellent”. The relative lack of confidence reported by Scholars related to their technical, job-specific skills may be improved by providing job-specific internship and training opportunities. This suggests that improved access to opportunities for industry experience is advisable.

In addition to Scholar-reported importance, research also supports that internships improve candidates’ marketability and competitiveness. Seventy-six percent of employers cite relevant work experience as the primary factor in hiring decisions.^{xxv} Given that more than three quarters of employers value work experience (such as that provided by an internship), providing incentives for Scholars to participate in internships may improve Scholars’ hire-ability post-graduation.

RECOMMENDATION: Pilot an internship stipend program for unpaid internships.

Given Scholars’ interest, the financial realities associated with seeking unpaid internship opportunities, and the importance of internship participation for employee candidate marketability, CSF’s R&E team recommends piloting an internship pilot program for Scholars. The potential positive effects for improved local employer relationships and Scholar post-graduation job placement make this option attractive.

Creating an internship stipend program could have several possible positive effects. Local employers may be more likely to offer internship opportunities to Scholars than they have previously if they are aware that a stipend outside of their own budget will be used to cover the cost of the intern. If local employers hire more Scholars as interns, it is possible that more Scholars will be able to find post-graduation employment.

Scholars themselves may be more likely to seek and accept internship experiences (even if unpaid) if they are offered a stipend to help offset the opportunity costs of not obtaining other employment. Additionally, if the WSOS team is supporting a pilot internship program, Scholars may have more opportunities to become aware of experiences available to them.

INCREASE SUPPORT SERVICES

PROPOSED USE OF FUNDS

WSOS team members and the Board discussed Scholars’ need for support services beyond those currently offered. In an effort to improve Scholar support programs, WSOS could allocate funding to improving support services offered. The intent would be to acknowledge that in addition to the financial difficulties faced by many low- and middle-income students, Scholars also face a variety of other issues that could benefit from improved supports. The WSOS team asked that CSF’s R&E team provide an overview of Scholar interest in and potential outcomes from focusing additional money on support services.

RELATIVELY LOW SCHOLAR INTEREST

Scholars who indicated an intent to renew their scholarship on the 2015 Renewal Survey (“Renewals”, n=1,674) were asked to report their intent to utilize a variety of WSOS supports in the coming academic year. Renewals were asked to select all supports in which they would like to engage. The support activity with the greatest proportion of Scholars reporting interest relates to participating in a WSOS-sponsored, supported, or promoted event (in which 55 percent of Renewals reporting interest).^{xxvi} A little less than half (46%) of Renewals reported an intent to call or email WSOS or CSF staff for scholarship or other support throughout the year while only about one third of Renewals (31%) report an intent to speak with staff in person in the coming academic year.^{xxvii} This indicates that approximately two-thirds of Renewals expect no face-to-face support from WSOS or CSF and about half do not expect to speak with staff even via phone or email. The low expectations of participation with WSOS staff suggest that Scholars do not expect WSOS to serve as a significant support services organization.

It is worth noting that more than a quarter of Renewals report no intent to engage with WSOS’s currently offered support services in the coming academic year. This suggests that many Scholars may not choose to engage in more intensive support services from WSOS even if such supports were offered.

Scholars generally report a high satisfaction with the currently offered WSOS support services. On the 2015 Renewal Survey, Renewals were asked to rank their agreement with seven satisfaction question items related to their satisfaction with the currently offered WSOS support services. For all satisfaction items, at least 70 percent of Scholars reported that they “agreed” or “strongly agreed”.^{xxviii} Since Scholars report generally high satisfaction with currently offered WSOS supports and indicate relative low intent to engage with further supports, expanding currently offered WSOS support services may not be advisable.

Additionally, Renewals reported that the student support service that the greatest proportion had accessed was campus academic support. (Nearly 90 percent of students report having utilized campus academic support.) Given that Scholars are already utilizing on-campus support services (and that these campus staff are specialists in their trained areas), providing further support services to Scholars may result in the duplication of services offered. This type of duplication would not be a cost-effective use of funds and should be avoided.

IMPORTANCE OF SUPPORT SERVICES

The breadth of potential support services from which WSOS Scholars might benefit is wide. Evidence exists that college students, particularly first-generation college students and students from low-income backgrounds, can benefit from engagement with a variety of support services including (but by no means limited to): mentorships, academic skill support, research opportunities, summer learning opportunities, career or academic counseling, and non-cognitive skill development.^{xxix}

A significant example of the importance of post-secondary support services for low-income students is related to the 21st Century Scholarship in Indiana. Similar to College Bound in Washington State, the 21st Century Scholarship aims to commit middle school, low-income students in Indiana to stay out of trouble and keep up their grades with the promise that they will have the financial support they need to attend college. Since its inception in the 1990s, evidence makes it increasingly clear that the scholarship funding alone is inadequate. While college access (enrollment numbers) for participants improved, college graduation rates have not shown the same progress. The Lumina Foundation for Education performed a study of the 1999 cohort which disclosed that of the 21st Century Scholars who enrolled in public colleges, half had dropped out and only a third graduated within six years.^{xxx} This same report notes that this cohort of students and their families had received systemic support during high school but had practically no support services available to them at the post-secondary school. The report postulates that this lack of systemic support at the college-level may account for at least a portion of the non-completion for the 1999 cohort of 21st Century Scholars.^{xxxi}

ANTICIPATED COSTS AND STAFF REQUIREMENTS

The aforementioned 21st Century Scholarship serves as a single example among many that outlines the importance of not only providing low-income students with financial support but also support services. While the importance of support services to students from low-income backgrounds is not to be ignored, the anticipated costs and staff requirements complicate the issue.

WSOS, while expanding in staff and capacity, currently operates as a lean organization. To increase the intensity of WSOS's support services in a meaningful way would require a considerable influx of new staff members and carefully designed curriculum plan. Attempting to broaden WSOS's scope to include a wider variety of support services, while perhaps a viable long-term goal, in the short-term may weaken other aspects of program management (such as recruitment efforts and employment outcomes) by spreading limited staff over too many diverse projects.

Rather than seeking to provide increased support services to students as WSOS staff, it may be advisable to develop a structured system through which students may be referred to already existing support service providers throughout the state. There are many student support organizations across the state of Washington (on-campus resources as well as off-campus organizations and providers) that have targeted programs with dedicated staff members aimed at providing much-needed support services for low-income students.

RECOMMENDATION: Continue to provide current level of student support services. Refer students to specialized service providers on a case-by-case basis.

In consideration of the high cost and staffing requirements associated with increasing support services, this use of funding may not result in the most advantageous outcomes. CSF's R&E team recommends that WSOS continue to provide the current level of student support services and allocate additional funds elsewhere. Scholars generally report satisfaction with currently offered WSOS supports but do not report intent to utilize support services to a great degree. This reality, coupled with the financial and staffing realities of providing quality support services, underpin the recommendation that WSOS allocated limited resources elsewhere.

While support services are important, executing plans for effective support services require concerted, well-funded, and strongly staffed efforts. Rather than focusing limited staff and financial resources in this area, the WSOS team may consider providing Scholars with referrals to other targeted support service providers who specialize in Scholar's individual area of need.

INCREASE DOLLAR AMOUNT OF SCHOLARSHIP

INDICATORS OF UNMET NEED

There are several indicators from Scholars which suggest that their current scholarship support leaves unmet financial need. Students who indicated an intent to renew on the 2015 Renewal Survey ("Renewals", n=1,674) were asked to reflect on the year ahead and rate themselves in terms of their academic preparedness, health and wellbeing, social comfort, and financial ability to pay for school. Renewals ranked themselves on each of these categories on a scale from "poor" (1) to "excellent" (4). Renewals reported the highest mean rating of the four categories as Academic Preparedness (3.42). In contrast, the lowest rated category was Financial Ability to Cover School-Related Expenses with a mean score of 2.25 and only 35 percent of Renewals rating this category as "good" or "excellent".

Given the timing of the survey (summer), it is possible that students had not yet received notification of their financial aid package from their institution related to the coming school year. This may account for some of the uncertainty students report facing with regard to their ability to cover school-related expenses. However, this may also indicate that the current level of WSOS scholarship funding is insufficient to meet all of Scholars' anticipated school-related expenses. This would suggest that an increase in scholarship funding may be a useful allocation of additional WSOS funds. The unmet financial

need reported by WSOS scholars is echoed in national findings. In the 2014-2015 school year, the maximum Pell Grant amount covered only 63% of the average tuition and fees at a public, four-year institution and only 20% of those at a private, non-profit four-year institution.^{xxxii} The significant portion of tuition in fees left to pay after use of the maximum Pell Grant suggests that low-income students have considerable need for additional scholarship money. This is exacerbated by the fact that only 27% of Pell Grant recipients received the full amount for 2014-2015.^{xxxiii} Additionally, the rising cost of higher education has outpaced the growth of federal funding of many grant programs.^{xxxiv} Overall, 60% of bachelor's degree graduates left college with debt averaging \$27,300.^{xxxv}

Despite the potential unmet need of Scholars, the impact of unmet need may not influence Scholars to withdraw from WSOS (and therefore leave college). On the 2015 Renewal Survey, students who withdrew from WSOS (n=121) were asked to indicate all items from a list of factors (nine in total) that influenced their change in eligibility status. Of those students who withdrew, only five percent (six Scholars) indicated that they “did not have adequate financial aid” as a reason for their withdrawal from WSOS.^{xxxvi} This suggests that while WSOS Scholars may benefit from additional scholarship funding, it may not have a significant impact on students' ability to renew their scholarship and remain enrolled in college.

As previously mentioned, the hours worked by Scholars suggests a need for additional income. Students who declared their intent to renew their scholarship on the 2015 Renewal Survey were asked a series of questions to assess time spent working and studying. The majority of WSOS Renewals (60%) reported working either on- or off-campus an average of 27 hours per week during the school year.^{xxxvii} Research suggests that grants can decrease students' working hours; if WSOS were to increase its scholarship funding, it is possible that students may work fewer hours during the school year.^{xxxviii} Given the significant study hours required for many high-demand majors covered by WSOS, this may be advantageous to Scholars and could result in improved graduation rates.

FINANCIAL ASSISTANCE AS INCENTIVE

On the 2015 Renewal Survey, 94 percent of respondents “agreed” or “strongly agreed” that the financial assistance WSOS provided has been an incentive to remain in a high-demand field of study.^{xxxix} This suggests that nearly all of WSOS Scholars are encouraged to remain in STEM, STEM-education, or health care high demand fields due (at least in part) to the scholarship money from WSOS. Given the reported importance of WSOS funding, there may be an argument that increased funding could provide an even stronger incentive for Scholars to remain engaged in their field of study. However, since 94 percent of Scholars report that the current level of WSOS funding provides adequate incentive to remain in a high-demand field of study, increased scholarship dollars may not produce a meaningful increase in the incentive students receive to remain in their area of study.

RECOMMENDATION: Consider allocating a portion of additional funds to an increased scholarship award.

Given the stated needs of Scholars and the supporting research around the prevalence of unmet financial need, CSF's R&E team recommends considering an increase in the dollar amount of scholarships offered in conjunction with piloting the internship stipend program. However, given the importance of internships outlined earlier in this document, piloting an internship stipend program should take precedence over financial aid increases if only one of the two options can be pursued.

SUMMARY OF RECOMMENDATIONS

FOCUS ON STIPEND FOR UNPAID INTERNSHIP PROGRAM

If only one of the potential options may be selected, the CSF R&E team would most strongly recommend creating a stipend for unpaid internships program. The following outline intended outcomes of this proposal:

1. Build relationships with local employers.
 - a. Create internship opportunities in the local network by covering the cost of the intern.
 - b. Increased networking opportunities for Scholars within target organizations prior to graduation.
 - c. Increased opportunity for development relationships and increased donor support.
2. Improve employment outcomes for students.
 - a. Building out job experience for Scholars will improve their marketability.
 - i. This may improve Scholar's ability to find work in their field of study post-graduation.
 - ii. This may also improve Scholar's likelihood of remaining within Washington State after graduation.
 - b. Increasing Scholars' opportunity to complete internships as many of their higher income peers do will improve their competitiveness for jobs after graduation.
3. Offering a financial award for internships may have similar impacts as increased scholarship award amounts.
 - a. Many of the positive impacts of increased grant funding may also be experienced by funneling additional financial support to students in the form of a scholarship stipend. It may result in reduced working hours during the school year and/or a reduced unmet financial need.

CONSIDER INCREASING SCHOLARSHIP DOLLARS

If funding allows, it may improve Scholar outcomes to increase the dollars awarded in the scholarship over time. Scholars may have unmet financial need that could be addressed, at least in part, through an increased scholarship award.

MAINTAIN CURRENT LEVEL OF SUPPORT SERVICES; REFER TO OTHER PROVIDERS

While support services are important, low reported Scholar interest and the reality of staff limitations suggest that this is an area where WSOS should maintain its current level of commitment. Scholars who are in need of additional support could be referred to one of the many other providers of specialized services in the area on an individual basis.

ⁱ M. Nelson (personal communication, September 2, 2015)

ⁱⁱ Bay-Meyer, K. (2015). Post Graduate Survey Report – 2015. (p. 3).

ⁱⁱⁱ Edwards, K.A. & Hertel-Fernandez, A. (2010). Paving the Way through Paid Internships: A Proposal to Expand Educational and Economic Opportunities for Low-Income College Students (p. 5). New York: Demos. Retrieved from http://www.demos.org/sites/default/files/publications/PavingWay_PaidInternships_Demos.pdf. Accessed on 1/30/15.

^{iv} Bay-Meyer, K. (2015). Post Graduate Survey Report – 2015.

^v Ibid.

^{vi} Connors, K. (2015). Renewal Survey Report – 2015.

^{vii} Ibid.

^{viii} Ibid.

^{ix} Ibid.

^x Ibid.

^{xi} DesJardins, S. L., McCall, B. P., Ott, M., & Kim, J. (2010). A quasi-experimental investigation of how the Gates Millennium Scholars program is related to college students' time use and activities. *Educational Evaluation and Policy Analysis*, 32(4), pp. 456-475. Goldrick-Rab, S., Harris, D. N., & Benson, J. (2011). How need-based financial aid reduces college attrition among low-income public university students: The role of time use. *Society for Research on Educational Effectiveness*. Retrieved from <http://www.eric.ed.gov/contentdelivery/servlet/ERICServlet?accno=ED518381>.

^{xii} Connors, K. (2015). Renewal Survey Report – 2015.

^{xiii} Connors, K. (2015). Renewal Survey Report – 2015.

^{xiv} Ibid. On this satisfaction item, 70 percent of Scholars “agreed” or “strongly agreed”. In contrast, the top four satisfaction question items received between 91 percent and 99 percent ratings.

^{xv} Ibid. Other satisfaction items had between 36 percent and 62 percent of Scholars reporting that they “strongly agreed”.

^{xvi} Ibid.

^{xvii} U.S. Department of Education. 2007–2008 National Postsecondary Student Aid Study; in Viany Orozco and Nancy K. Cauthen, “Work Less, Study More & Succeed: How Financial Supports Can Improve Postsecondary Success,” Demos, 2009. Retrieved from http://www.demos.org/sites/default/files/publications/WorkLessStudyMore_Demos.pdf. Accessed on 1/30/15.

^{xviii} Yagoda, B. (2008). Will Work for Academic Credit. *The Chronicle of Higher Education*. Retrieved from <http://chronicle.com/article/Will-Work-for-Academic-Credit/10480>. Accessed on 1/30/15.

^{xix} Ibid., p. 2.

^{xx} Edwards, K.A. & Hertel-Fernandez, A. (2010). Paving the Way through Paid Internships: A Proposal to Expand Educational and Economic Opportunities for Low-Income College Students (p. 10). New York: Demos. Retrieved from http://www.demos.org/sites/default/files/publications/PavingWay_PaidInternships_Demos.pdf. Accessed on 1/30/15.

^{xxi} Bay-Meyer, K. (2015). Post Graduate Survey Report – 2015. (p. 3).

^{xxii} Ibid.

^{xxiii} Ibid, p. 3.

^{xxiv} Ibid., pp. 11-12.

^{xxv} Edwards, K.A. & Hertel-Fernandez, A. (2010). Paving the Way through Paid Internships: A Proposal to Expand Educational and Economic Opportunities for Low-Income College Students (p. 5). New York: Demos. Retrieved from http://www.demos.org/sites/default/files/publications/PavingWay_PaidInternships_Demos.pdf. Accessed on 1/30/15.

^{xxvi} Connors, K. (2015). Renewal Survey Report – 2015.

^{xxvii} Ibid.

^{xxviii} Ibid.

^{xxix} An independent literature review conducted by Terrie Ashby-Scott, Senior Program Officer, WSOS STEM Support Services, located a variety of resources providing evidence of the impact of varied support programs. Information gathered from this effort is available upon request.

^{xxx} Lumina Foundation for Education. (2008). Indiana’s Twenty-first Century Scholars program: A statewide story with national implications. Retrieved from http://www.luminafoundation.org/publications/Results_and_Reflections-21st_Century_Scholars.pdf, p. 34.

^{xxxi} Since the publication of the Lumina Foundation for Education report, the 21st Century Scholar program has implemented a College Success Coaching program aimed at providing systemic support at the post-secondary level.

^{xxxii} College Board. (2014). Trends in Student Aid 2014 (pp. 2-3). Retrieved from <https://secure-media.collegeboard.org/digitalServices/misc/trends/2014-trends-student-aid-report-final.pdf>. Accessed on 1/30/15.

^{xxxiii} Ibid.

^{xxxiv} Long, B. T., & Riley, E. (2007). Financial aid: A broken bridge to college access? *Harvard Educational Review*, 77(1), 39-63.

^{xxxv} College Board. (2014). Trends in Student Aid 2014 (pp. 2-3). Retrieved from <https://secure-media.collegeboard.org/digitalServices/misc/trends/2014-trends-student-aid-report-final.pdf>. Accessed on 1/30/15.

^{xxxvi} Connors, K. (2015). Renewal Survey Report – 2015.

^{xxxvii} Ibid.

^{xxxviii} DesJardins, S. L., McCall, B. P., Ott, M., & Kim, J. (2010). A quasi-experimental investigation of how the Gates Millennium Scholars program is related to college students' time use and activities. *Educational Evaluation and Policy Analysis*, 32(4), pp. 456-475. Goldrick-Rab, S., Harris, D. N., & Benson, J. (2011). How need-based financial aid reduces college attrition among low-income public university students: The role of time use. *Society for Research on Educational Effectiveness*. Retrieved from <http://www.eric.ed.gov/contentdelivery/servlet/ERICServlet?accno=ED518381>.

^{xxxix} Connors, K. (2015). Renewal Survey Report – 2015.

Tab G

Executive Session

**COMPENSATION AGREEMENT
THE
WASHINGTON STATE OPPORTUNITY SCHOLARSHIP BOARD
AND
COLLEGE SUCCESS FOUNDATION**

The Washington State Opportunity Scholarship Board, hereinafter referred to as the WSOS Board; and the College Success Foundation, hereinafter referred as CSF, agree, along with the Washington Student Achievement Council (WSAC), to the terms and conditions contained in Contract No. _____ for administration of the Washington State Opportunity Scholarship and Expansion programs as outlined in RCW 28B.145. Additionally, the WSOS Board and CSF now agree to the terms and conditions outlined in this Agreement which supplements the Contract between HECB, OSB and CSF dated February 14, 2012.

PURPOSE

The WSOS Board provides oversight and guidance for the Washington State Opportunity Scholarship program as outlined in the statute and the contract between the Washington Student Achievement Council (WSAC), the WSOS Board, and CSF and dated _____, which sets forth primary responsibilities of the WSOS Board.

CSF, serving as the WSOS Program Administrator, shall provide program administrative services in support of the Washington State Opportunity Scholarship and full fill the duties and responsibilities as outlined in the statute and as set forth in the above referenced contract between the WSAC, WSOS Board and CSF to manage the scholarship fund accounts and administer the scholarship program.

The purpose of this Compensation Agreement is to set forth total compensation the WSOS Board has agreed to pay CSF as WSOS Program Administrator for satisfactory performance of the work under the aforementioned contract for services rendered by CSF.

WSOS Program Administrator Fee

Total compensation payable to CSF shall be based on satisfactory performance of the work under this Agreement, and the contract dated _____ and as set forth in the attached Exhibit A, Scope of Work and Key Deliverables, and Exhibit B, 2015/16 Budget. In addition, CSF shall be reimbursed for other expenses approved by the WSOS Board that are not included in Exhibit A, Scope of Work.

1. The program administration fees outlined in Exhibit A, Scope of Work and other approved expenditures of CSF shall be paid to CSF on a monthly basis
2. The above payments to CSF shall be made within 15 days of receipt of invoice from CSF.

3. The cost of scholarships disbursed, the WSOS program administration fees and other expenses shall be paid from the Washington State Opportunity Scholarship Account and the Opportunity Endowment Account income or Principal as appropriate under generally accepted accounting principles and Washington State law.

WSOS Program Administrator Budget

Attached as Exhibit B is the 2015/2016 WSOS Program Budget approved by the WSOS Board. The WSOS Board will approve the budget for WSOS Program Administrator for the next year of performance by June 30 and inform the WSOS Program Administrator of such approval.

PERIOD OF PERFORMANCE

The period of performance of this Agreement shall be from July 1, 2015 through June 30, 2016. This Agreement shall be renewed for a successive one-year period, provided Contract No. _____ between the parties and the WSAC, or a successor service agreement remains in place.

ORDER OF PRECEDENCE

Each of the exhibits listed below is by this reference hereby incorporated into this contract. In the event of an inconsistency in this contract, the inconsistency shall be resolved by giving precedence in the following order:

1. Exhibit A – CSF Scope of Work and Key Deliverables
2. Exhibit B – 2015/2016 WSOS Program Budget

APPROVAL

This Agreement becomes binding and enforceable after signature by both parties. Signators represent and warrant that they have authority to execute this Agreement on behalf of each respective party. The contract may be altered, amended, or waived only by a written amendment executed by both parties.

ENTIRE AGREEMENT

This contract, including referenced exhibits, represents all the terms and conditions agreed

CONFORMANCE

If any provision of this contract violates any statute or rule of law of the state of Washington, it is considered modified to conform to that statute or rule of law.

IN WITNESS WHEREOF, the Washington State Opportunity Scholarship Board members and the College Success Foundation Chief Executive Officer have executed this Agreement on the dates indicated on the page following:

College Success Foundation

By: 
Signature

Yolanda Watson Spiva, Chief Executive Officer
Name and Title (please print)

7/16/15
Date

Washington State Opportunity Scholarship Board

By: 
Signature

Bradford L. Smith, Chair
Name and Title (please print)

7-17-15
Date

Who certifies that this person is duly qualified and authorized to bind the Contractor so identified to the foregoing Agreement.

Approved as to Form:

 Sm VABG
Name and Title

7/20/15
Date

Tab H

Appendix

Can Microsoft and Steve Ballmer help more young people launch tech careers?

Published: Wednesday, September 2, 2015



Ballmer, who left Microsoft last year and now owns the NBA's Los Angeles Clippers, and his wife are giving \$11 million to the Washington State Opportunity Scholarship for tech students.

Microsoft (MSFT, Tech30) is injecting another \$10 million. And the state of Washington will match the gift, bringing WSOS's new investment to a \$42 million total.

Microsoft was an original investor in WSOS, which was set up in 2011. The company gave \$25 million at the time to help WSOS toward its goal of sending Washington natives to college to study STEM (science, technology, engineering and math) or health care.

The scholarship fund has soared past its goals. The organization said its raised \$190 million so far from public and private donors.

Currently, WSOS pays part of a student's tuition -- up to \$22,500 over the course of their studies -- for low and middle income students it selects from a pool of applicants.

Since the fund's start, about 1,500 students have graduated with its help, fund spokesperson Megan Nelson said.

Microsoft announced its latest gift in a blog post Wednesday written by the company's general counsel, Brad Smith, who also chairs the WSOS board. It tells the story of Yarely Gomez, a 20-year-old from a small town studying computer science at the University of Washington with help from WSOS.



Women like Gomez are rare in tech fields. WSOS says it's looking to address that -- 63% of its scholarship recipients are female.

Smith said investing in STEM education is crucial to filling a plaguing employment gap.

"According to the nonprofit Code.org, there will be one million more technology jobs nationally than qualified applicants by 2020," he wrote.

WSOS also pointed to a 2013 study that estimates "even after importing highly educated workers from out of state and abroad, Washington was missing out on an opportunity to fill as many as 25,000 high-skill jobs -- a number that could double by 2017."

Steve Ballmer, Microsoft donate combined \$21M to fund STEM scholarships in Washington State

Published: Wednesday, September 2, 2015



Microsoft and its former CEO Steve Ballmer each signed big checks this week that will help send more low- and middle-income students seeking STEM degrees to college in Washington State.

Steve Ballmer and his wife Connie Ballmer gave \$11 million to the Washington State Opportunity Scholarship, while Microsoft gave \$10 million. The donations follow a \$20 million gift from Seattle angel investor Gary Rubens in April, all of which was matched by state funds dollar-for-dollar.

This is just the latest extra curricular activity for Steve Ballmer, who left Microsoft last year after 14 years at the helm. He has since taught a business class at Stanford, bought the L.A. Clippers professional basketball team, invested in a former coworker's startup and even scooped up a prime slice of Bellevue real estate.

Now we can add to the list helping to solve Washington's notorious issues training enough workers to fill jobs created in the state by the booming tech sector.

Between these donations and the \$25 million both Microsoft and Boeing gave to launch WSOS in 2011, the program has pretty much capped off all the funding it needed to hit its goal of sending 13,000 students to college over 10 years.

After WSOS selected its latest cohort of 1,000 students in May, it has now awarded nearly 5,500 scholarships to students seeking majors in science, technology, engineering and mathematics (STEM) and health care.

With this funding boost, WSOS is examining things now to see if it can increase the number of scholarships per year to reach the 13,000 goal by 2021.

So far, 62 percent of students in the program have been female, 57 percent have been the first in their family to attend college, more than half identified themselves as students of color and their median household income is \$47,000, according to a WSOS spokesperson.

"These investments will plug the leak in the STEM pipeline, attract more students to pursue degrees in these fields, and ensure that young people, regardless of financial status, will have an opportunity to secure a vibrant future in Washington's innovation economy," said Naria Santa Lucia, executive director of WSOS.



Microsoft makes additional investment in Washington state STEM students

Published: Wednesday, September 2, 2015



Yarely Gomez knows what hard work feels like.

“My parents would leave before 3 a.m. to pick asparagus, and they would pick cherries in the afternoon,” said the 20-year-old from Sunnyside, a town of 16,000 in the state of Washington. “Before we were old enough for school, my brothers and I would come with our parents to work, and we wouldn’t get back home until late in the afternoon.”

Yarely helped the family make ends meet as soon as she was old enough to work. That included three summers picking up garbage from roadsides, in a corner of the state where temperatures routinely spike into the 90s.

“Our parents told us that if we didn’t go to college, these were the jobs we’d work for the rest of our lives,” Yarely says. “They wanted to motivate us and it worked. I knew that I would do anything in my power to go to college.”

Today Yarely is living her dreams, entering her junior year at the University of Washington. While working at the school’s IT Center during her freshman year, a friend noticed Yarely’s curiosity about computers

and recommended she pursue the subject. She took Introduction to Computer Science and was hooked. Today the same young woman who was working minimum wage jobs just a few years ago is majoring in computing and software engineering, poised to enter one of the most vibrant, high-paying sectors of our economy.



Yarely's story, and the stories of students like her, is what we hoped for when Microsoft made STEM (Science, Technology, Engineering and Math) education its signature hometown philanthropic focus nearly a decade ago. These success stories are why Microsoft today committed \$10 million in The Washington State Opportunity Scholarship, which supports Yarely and other low- and middle-income students pursuing STEM and health care degrees. The scholarship, which Boeing and Microsoft each helped found with \$25 million each in 2011, matches public and private money to deserving scholars.

STEM fields, from computer science to bioengineering, drive our state's economy, yet industries that need STEM professionals face worker shortages. The technology industry is a great example. According to the nonprofit Code.org, there will be one million more technology jobs nationally than qualified applicants by 2020. Our hospitals and other medical facilities are also short on trained professionals. We need students from all walks of life to pursue these rewarding and important fields. Yet many students are discouraged by the amount of extra work a STEM degree requires, making it hard to hold down a job at the same time. That's why this scholarship is a lifeboat, both for students, our economy, and our health care facilities.

The great news is that Washington Opportunity Scholarship has had quite a year. A successful fundraising drive included an incredibly generous donation of \$20 million from Seattle angel investor Gary Rubens. Then budget writers in the Legislature, led by state Sen. Andy Hill and state Rep. Ross Hunter, dedicated \$41 million to match private contributions to the Washington State Opportunity Scholarship program, upholding the state's commitment to match all private donations to the program, dollar for dollar. Today's contributions from Microsoft and Steve and Connie Ballmer adds another \$21 million to the program, bringing the total to \$82 million for students wishing to pursue STEM degrees. These contributions, according to Washington State Opportunity Scholarship executive director Naria Santa Lucia, will allow the program to support 6,100 more students over the next five years.

"How many languages can I say thank you in?" Yarely asks when talking about the support she's received as a Washington Opportunity Scholar. "This scholarship program is the reason I'm in school right now – that it's even a possibility to be in school."

The \$10 million from Microsoft builds on our other recent investments in education in Washington state, including \$10 million toward the new UW computer science and engineering building and \$40 million to found the Global Innovation Exchange, while working in concert with our broader YouthSpark initiative to create opportunities for young people. These contributions, inspired by the hopes and dreams of students, are an investment in the long-term economic success of our state.

"I hope to graduate with a computer science degree from one of the most amazing schools in the country, work for as a developer and be able to financially support my brother when he goes to college," Yarely says.

Let's continue to support students in Washington state as they seek to become tomorrow's innovators. Join us in supporting The Washington State Opportunity Scholarship, and its mission to make sure that all Washington students, regardless of economic status, can pursue a STEM or health care degree.



Microsoft Commits \$10M to Washington State Opportunity Scholarship

Published: Wednesday, September 2, 2015

Microsoft has committed \$10 million to the Washington State Opportunity Scholarship, which supports low- and middle-income students pursuing studies in science, technology, engineering and mathematics (STEM) and health care fields. The scholarship, which Boeing and Microsoft each helped found with \$25 million each in 2011, matches public and private money to deserving scholars and encourages recipients to work in Washington state once they complete their degrees.

From the announcement:

STEM fields, from computer science to bioengineering, drive our state's economy, yet industries that need STEM professionals face worker shortages. The technology industry is a great example. According to the nonprofit Code.org, there will be one million more technology jobs nationally than qualified applicants by 2020. Our hospitals and other medical facilities are also short on trained professionals. We need students from all walks of life to pursue these rewarding and important fields. Yet many students are discouraged by the amount of extra work a STEM degree requires, making it hard to hold down a job at the same time. That's why this scholarship is a lifeboat, both for students, our economy, and our health care facilities.

Washington Opportunity Scholarship has had quite a year. A successful fundraising drive included an incredibly generous donation of \$20 million from Seattle angel investor Gary Rubens. Then budget writers in the Legislature, led by state Sen. Andy Hill and state Rep. Ross Hunter, dedicated \$41 million to match private contributions to the Washington State Opportunity Scholarship program, upholding the state's commitment to match all private donations to the program, dollar for dollar. Today's contributions from Microsoft and Steve and Connie Ballmer adds another \$21 million to the program, bringing the total to \$82 million for students wishing to pursue STEM degrees. These contributions, according to Washington State Opportunity Scholarship executive director Naria Santa Lucia, will allow the program to support 6,100 more students over the next five years.

The \$10 million from Microsoft builds on our other recent investments in education in Washington state, including \$10 million toward the new UW computer science and engineering building and \$40 million to found the Global Innovation Exchange, while working in concert with our broader YouthSpark initiative to create opportunities for young people. These contributions, inspired by the hopes and dreams of students, are an investment in the long-term economic success of our state.

Steve and Connie Ballmer, Microsoft donate \$21 million to educate Washington STEM students

Published: Wednesday, September 2, 2015

Former Microsoft CEO Steve Ballmer and his wife Connie have contributed \$11 million to help low- and middle-income students pursue degrees in science and math. Microsoft (Nasdaq: MSFT) has also contributed \$10 million to the Washington State Opportunity Scholarship program.

“These investments will plug the leak in the STEM (science, technology, engineering and math) pipeline, attract more students to pursue degrees in these fields, and ensure that young people, regardless of financial status, will have an opportunity to secure a vibrant future in Washington’s innovation economy,” Naria Santa Lucia, executive director of Washington State Opportunity Scholarship, said in a statement.



The scholarship was started in 2011 after Boeing and Microsoft contributed \$25 million each, and the state Legislature matched it. Microsoft General Counsel and Executive Vice President Brad Smith is the chairman of the scholarship's board.

“These contributions, inspired by the hopes and dreams of students, are an investment in the long-term economic success of our state,” Smith said in a statement.

Tech companies in the Puget Sound region struggle to find enough talent to fill their empty positions. There's a big push to educate more of Washington state's students to prepare them for these lucrative positions. The Washington Technology Industry Association recently estimated that the state creates about 25,000 new jobs in the tech industry each year.

Ballmer and Microsoft aren't the only ones that have contributed to the program. Angel investor Gary Rubens contributed \$20 million to the cause in April and in June, the Legislature dedicated \$41 million to match private contributions. Combined, the scholarship program has raised \$82 million so far this year.

The private donations, Santa Lucia said, will allow the group to support 6,100 more students over the next five years.



Microsoft, Ballmer want to help young people launch tech careers

Published: Wednesday, September 2, 2015

Steve Ballmer's big business venture is in California now. But the former Microsoft CEO is still working to help young people in Washington break into tech.

Ballmer, who left Microsoft last year and now owns the NBA's Los Angeles Clippers, and his wife are giving \$11 million to the Washington State Opportunity Scholarship for tech students.



Microsoft is injecting another \$10 million. And the state of Washington will match the gift, bringing WSOS's new investment to a \$42 million total.

Microsoft was an original investor in WSOS, which was set up in 2011. The company gave \$25 million at the time to help WSOS toward its goal of sending Washington natives to college to study STEM (science, technology, engineering and math) or health care.

The scholarship fund has soared past its goals. The organization said its raised \$190 million so far from public and private donors.

Currently, WSOS pays part of a student's tuition — up to \$22,500 over the course of their studies — for low and middle income students it selects from a pool of applicants.

Since the fund's start, about 5,500 students have graduated with its help, fund spokesperson Megan Nelson said.

Microsoft announced its latest gift in a blog post Wednesday written by the company's general counsel, Brad Smith, who also chairs the WSOS board. It tells the story of Yarely Gomez, a 20-year-old from a small town studying computer science at the University of Washington with help from WSOS.

Women like Gomez are rare in tech fields. WSOS says it's looking to address that — 63% of its scholarship recipients are female.

Smith said investing in STEM education is crucial to filling a plaguing employment gap.

“According to the nonprofit Code.org, there will be one million more technology jobs nationally than qualified applicants by 2020,” he wrote.

WSOS also pointed to a 2013 study that estimates “even after importing highly educated workers from out of state and abroad, Washington was missing out on an opportunity to fill as many as 25,000 high-skill jobs — a number that could double by 2017.”



Microsoft, Ballmers Enable More STEM Students, But Shortages Remain

Published: Wednesday, September 2, 2015

Aspiring computer scientists, engineers, and health care professionals of modest means in Washington state have a better shot at a college education thanks to \$21 million donated to a state scholarship fund by Microsoft and its former CEO, Steve Ballmer, matched dollar-for-dollar by the state.



But even as a computer science education—a sure path to a job in the state’s gangbusters tech economy—is brought within reach of more people, Washington has an ongoing shortage of seats in the state’s higher education system for students pursuing science, technology, engineering, and mathematics (STEM) fields, especially computer science.

Ballmer, along with his wife Connie Ballmer, made an \$11 million gift to the Washington State Opportunity Scholarship. Microsoft gave \$10 million in its third major contribution to local STEM education efforts this year. In April, Gary Rubens, a Seattle angel investor, contributed \$20 million to the scholarship fund. The private contributions will be matched by state money thanks to a \$41 million appropriation in the current state budget, bringing the total public and private contributions to the scholarship fund this year alone to \$82 million.

The Washington State Opportunity Scholarship (WSOS) was established by the legislature in 2011 to help students from low- and middle-income families pursue degrees in STEM and health care fields in the face of rapidly rising tuition. Even with tuition reductions enacted by lawmakers this year, 2015-16 tuition and fees at University of Washington—\$11,839—are up 25 percent since the 2010-11 academic year, according to analysis from the Seattle-based Economic Opportunity Institute. (They’ve just posted a great interactive graph of tuition data from all of Washington’s public higher education institutions going back to 1965.)

Students from families earning up to 125 percent of median family income in the state—about \$58,700 in 2014, according to a projection from the state Office of Financial Management—are eligible. The scholarship is premised in part on the extra academic work required to earn a degree in a STEM field or healthcare, and the difficulty that presents to students who might have to balance school and a job to support themselves.

Microsoft and Boeing donated \$25 million each to get the program off the ground in 2011.

The latest scholarship donations should put a computer science degree within reach of more Washington students. “We will be able to support 6,100 more students over the next five years,” said scholarship

executive director Naria Santa Lucia in a news release. In 2014, the program awarded more than 780 scholarships.

Beginning almost 10 years ago, Microsoft made STEM education “its signature hometown philanthropic focus,” wrote Brad Smith, the software giant’s general counsel and executive vice president for legal and corporate affairs, in a blog post Wednesday announcing the donation.

He recounts the story of Yarely Gomez, the daughter of agricultural workers in the Yakima Valley, and now a junior at the University of Washington on a Washington State Opportunity Scholarship. “Today the same young woman who was working minimum wage jobs just a few years ago is majoring in computing and software engineering, poised to enter one of the most vibrant, high-paying sectors of our economy,” Smith wrote.



But as student demand for STEM education has grown, the state’s higher education system hasn’t kept up, particularly in computer science, the field with the largest gap between job openings and a local supply of graduates. And it’s not just a Washington state problem. Smith cites research from Code.org, the Seattle-based nonprofit working to give every student in every school access to computer science education, forecasting a million more technology jobs than qualified applicants by 2020.

“The challenge is capacity, particularly in high quality programs at the bachelors level,” said Susannah Malarkey, executive director of the Technology Alliance. “There is far more demand—from top students—than there is available space.”

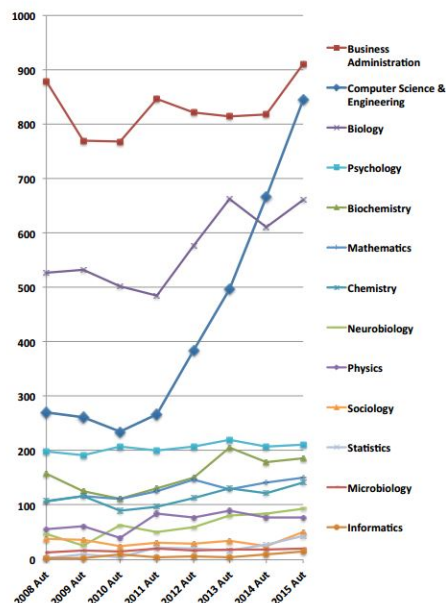
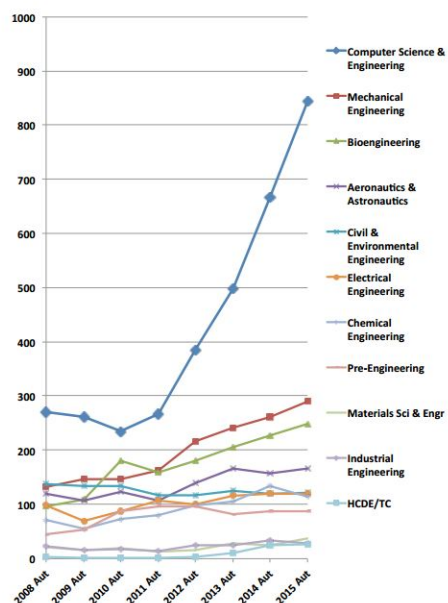
Her organization’s latest benchmarking report (PDF), which tracks Washington’s performance against peers in areas including research capacity, investment, and education, found that in 2013, Washington ranked 39th out of the 50 states in science and engineering bachelor’s degree production per capita. (This, in part, may be why Seattle is experiencing so much angst about its current growth spurt and influx of new residents. Local technology giants and startup companies are recruiting people trained in computer science from around the world. What if more of them came from around the block?)

At the University of Washington, home of the state’s premiere computer science program—indeed, one of the best in the country—demand for the computer science and engineering major from incoming freshmen this fall is second only to business administration, and not by much.

Interest in computer science among incoming UW freshmen has skyrocketed. But Lazowska says these figures may understate the situation, as many students decide to pursue a CS major after taking an introductory course.

Interest in computer science among incoming UW freshmen has skyrocketed. But Lazowska says these figures may understate the situation, as many students decide to pursue a CS major after taking an introductory course.

Student Demand: University of Washington Confirmed, Incoming Freshmen



Legislative support has helped the UW boost the capacity of its computer science bachelors program to 310 degrees a year, after more than a decade stuck at about 160 a year, and plans are in place to grow further, said Ed Lazowska, Bill & Melinda Gates Chair in Computer Science & Engineering at the UW.

“That still falls FAR short of student demand,” Lazowska said via e-mail. “And we are up against space constraints—we need not only additional enrollment funding from the legislature (because tuition falls far short of covering costs), but our current building, which we occupied in 2003, is full to the brim.”

He added: “There needs to be a place that prepares Washington’s kids for Washington’s leading-edge jobs, at a price that Washington’s families can afford. That’s what we do. There are far, far more meritorious kids who deserve this opportunity. We desperately need to grow.”

Microsoft earlier this year kicked off a fundraising campaign for a new computer science building at UW with a \$10 million donation. It also committed \$40 million to the Global Innovation Exchange, a joint effort of the UW and Tsinghua University to create a graduate-level educational institution in Bellevue focused on technology, design, and entrepreneurship. Smith has been instrumental in guiding Microsoft’s local contributions.

Lazowska calls him “a saint.” “As an individual, as a representative of Microsoft, and through the company, he has done many, many things in recent years that will make our region far stronger, now and for decades to come,” he said.

(Malarkey and Lazowska, both Xconomists, will speak at Seattle 2035, Xconomy’s conference on the future of our innovation economy. Topics include solutions to the STEM education shortfall in Washington, as well as ways to increase participation by women and minorities.)