



WASHINGTON STATE
OPPORTUNITY
SCHOLARSHIP

Supporting the next generation of STEM & health care leaders

March 26, 2013



Supporting the next generation of STEM & health care leaders

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Board Meeting

March 26, 2013

AGENDA

1. Executive Session
2. Progress Reports
 - a. Outreach
 - i. Day in Olympia
 - b. Cohort Two/New Applications
 - i. UW Event
 - c. Investment Committee Report
 - d. Finance Report
3. Ongoing Work
 - a. New Board Members
 - i. Report on Legislation
 - ii. Recruiting Needs and Candidates
 1. What are our needs?
 2. Begin to put together a list of candidates
 - b. Opportunity Expansion Program
 - i. Context of current funds and legislation
 - ii. Discussion of future direction
 - c. Fundraising
 - i. Public Funds
 - ii. Private Money
 1. Brainstorming Lunch
4. Our Current Resources and Resourcing Model
 - a. CSF
5. Executive Session



Washington State Opportunity Scholarship Board Meeting

December 19, 2012

Minutes

The Board of Directors meeting of the Washington State Opportunity Scholarship (WSOS) was called to order at 1:37 p.m. on December 19, 2012, at Microsoft headquarters in Redmond, Washington.

Board members present: Brad Smith, Terry Gillespie, Kimberly Harris, Mack Hogans, and Jim Sinegal. This constituted a quorum.

Additional attendees: John Bowden, Jane Broom, Sue Byers, Bob Craves, Anne Fennessy, Joe Gaffney, John Hoyt, Representative Ross Hunter, John McDowell, Susan Pollack, Rebecca Swartz, Sam Whiting, Eric Whitaker and Deborah Wilds.

1. Meeting Called to Order

Brad Smith welcomed everyone and introductions were made. Mack Hogans moved the minutes of the October 15, 2012, meeting be approved. Kimberly Harris seconded the motion. The motion was unanimously approved.

2. WSU Vancouver Event - 12/5/12

Two outreach events were held at WSU Vancouver. The first was a meeting with the chancellor and approximately 20 faculty and staff members to discuss WSOS and announce the change in scholarship amounts. The faculty and staff showed strong interest in WSOS and were very knowledgeable. The second outreach meeting was with 40 to 50 WSOS recipients who attend WSU Vancouver and nearby colleges. The scholars shared stories of how the scholarship is helping them achieve their dream of a baccalaureate degree. They also gave feedback on the application process that, overall, it was very easy to apply. They also stated that faculty had helped them learn about the scholarship. Hogans said a lot of information had been gained from the outreach event.

3. Fundraising

Smith led a discussion on how we can be effective utilizing a three-core message: need, impact and individual opportunities to make a difference. Also discussed was the power of four: a person makes a \$1 donation that is turned into \$4 by matching money and match gifting. In the cases where matching money is not offered at the employer level, securing a large donor who would match money is something to consider. Smith suggests we also want to look at media options to help with fundraising events and awareness. An appeal to Microsoft, Boeing and other STEM employers is another option. A long and sustainable campaign is needed to move fundraising forward. The timing for these appeals will need to be focused, maybe a month or two long and at various times for different employers. Another option is to look into retail vendors, ie. the Children's Hospital balloons. WSOS may want to look at Starbucks as a future retail vendor. Jerry Grinstein asked the group if the board should engage a professional fundraiser. Smith stated that this is an option, but he would like to see how much Pyramid and Cocker Fennessy can do first. Another caution is to make sure all the pieces are in place to continue work on the financial model, including capturing the quantitative feedback from Cohort 1. Hogans mentioned a study being done by the Boston Consulting Group for the Roundtable, documenting the number of open jobs and the fields they are in. WSOS may be able to use that study for fundraising. Bob Craves volunteered to research fundraising consultants and report back to the board.

4. WSOS Pipeline and College Supports Strategy Proposal

Wilds presented the College Success Foundation's pipeline and college support strategy. One of the challenges is getting students into these fields with activities that create greater interest in and access to STEM. There needs to be better strategies to prepare scholars for STEM degrees. Wilds informed the board that Washington STEM is partnering with CSF on faculty and classroom focus. The goal is to increase the number of young students entering these fields. CSF is conducting an environmental scan of Cohort 1 to ensure scholars are receiving the support they need and will strengthen support strategies based on information from the scan. Smith reminded everyone that legislators want WSOS to use a wide net to find students and to offer wrap-around services. Grinstein emphasized the need to include parents of the students, educating them on opportunities and what they need their sons/daughters to focus on in school to succeed in college. Wilds walked the board through the selection criteria for Cohort 2. Grinstein moved to approve the college support strategy proposal and criteria selection for Cohort 2 and Hogans seconded the motion. The motion was unanimously approved.

5. Investment Committee

Joe Gaffney recommended an investment committee. WSOS needs to have long-term investments for the endowment, as well as investments for scholarship funds. Smith thinks the committee should be comprised of three WSOS board members and four non-WSOS board members. Grinstein moved an investment committee be created and Hogans seconded the motion. The motion was unanimously approved. Board members Hogans and Theresa Gillespie volunteered to sit on the investment committee.

6. Opportunity Expansion Program

Representative Ross Hunter explained the intent of the Opportunity Expansion Program. It provides more than one layer to how we think about higher education funding. The legislature saw the need for companies to be able to hire people with the right skill sets. This will also build the economy by building intellectual value. Therefore, they created a fund of utilizing a tax credit to businesses. The intent of this fund was to supplement higher education tuitions to increase STEM degrees. The statute does not limit the funds to public institutions.

7. Legislative Strategy

Susan Pollack introduced Anne Fennessy from Cocker Fennessy. Cocker Fennessy's goals are:

- a. Reinforce WSOS as an investment which helps low- and middle-income students meet their full potential with a STEM and healthcare education, as well as strengthening Washington's workforce and economy.
- b. Keep legislators aware of WSOS; provide an update of the first year.
- c. Push for simple/administrative legislative changes.
- d. Put a face on the program. Connect legislators to students and families in their districts whose lives are improved by WSOS.

Fennessy walked the board through the lobbying strategy, communications strategy, audiences, messengers, tactics, timing and the materials that will be used at various meetings and events. The next event will include taking students to the legislature, students having lunch with key legislators and some one-on-one meetings. The afternoon would include a visit to a college in Olympia inviting media, students and faculty. Hogans asked about social media, and Pollack explained that CSF uses social media extensively and very aggressively. We received 100 new Twitter followers the day of the Vancouver event. John Hoyt added that Pyramid will be making a five-minute video with board members and WSOS scholars.

8. Other

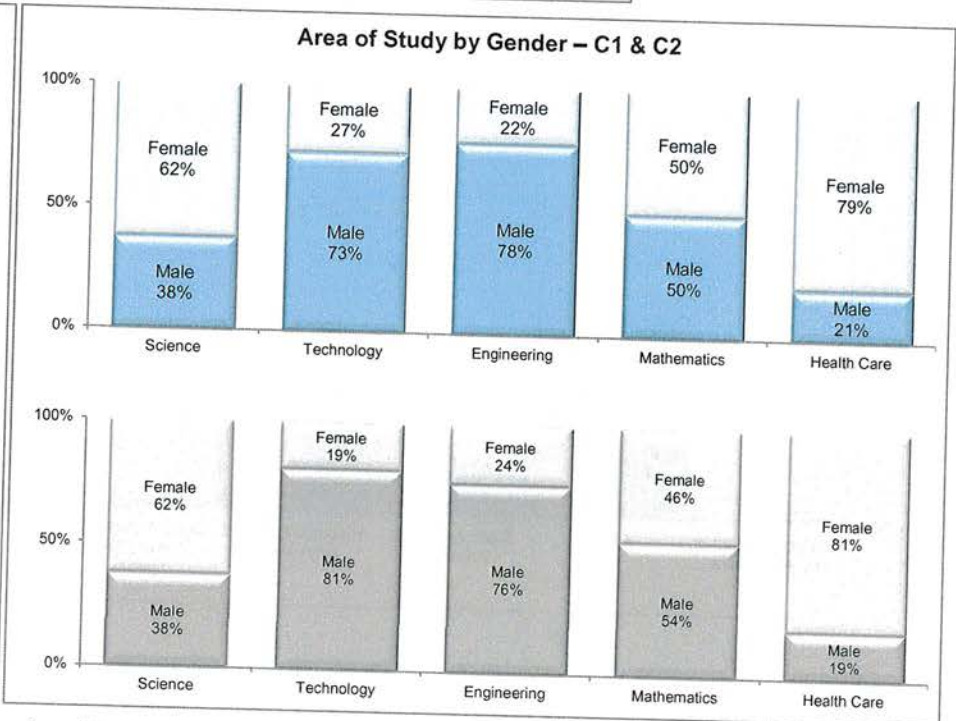
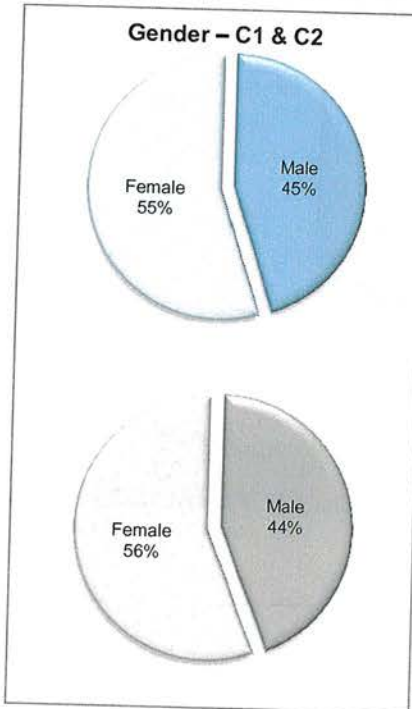
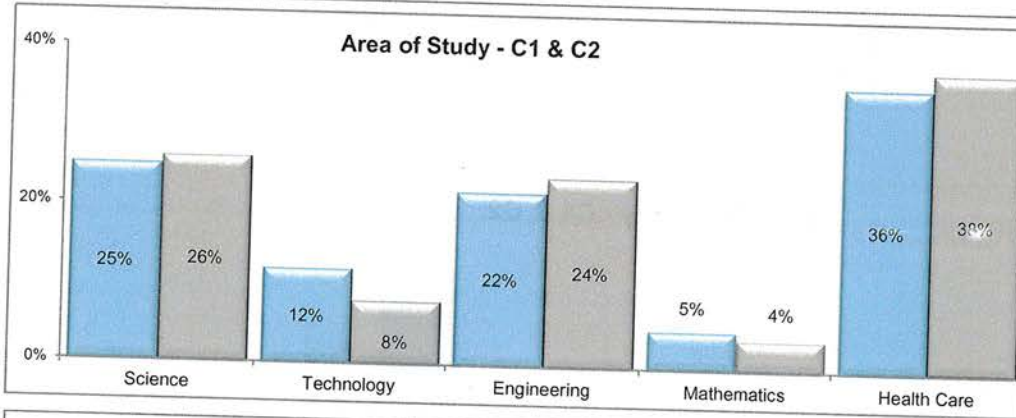
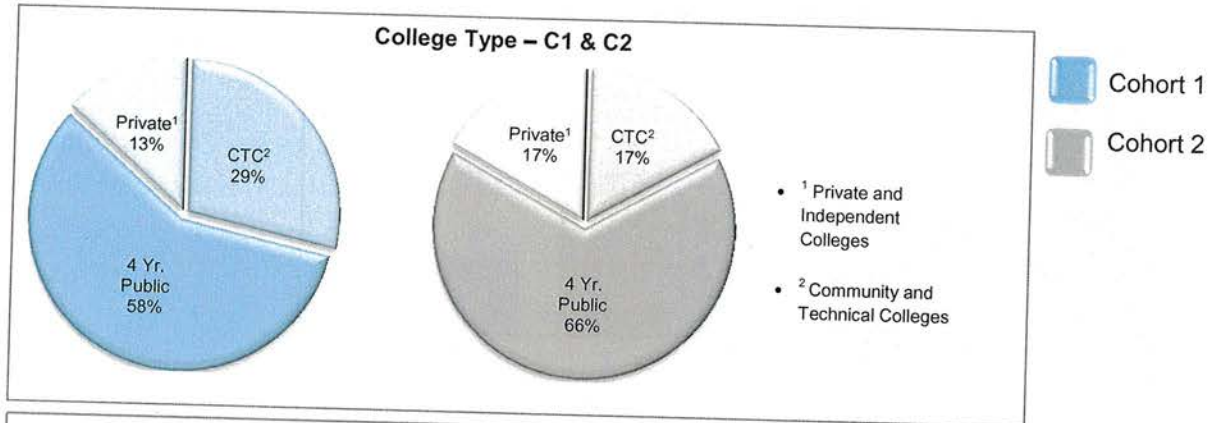
- a. Approved majors for 2013-2014: The recommendations were to add additional majors to the list used for Cohort 1. Wilds went to Work Force Development and asked for a list of the high-level fields that are needed. Hogans suggested using the skills gap study from Washington Roundtable in the future. Grinstein moved to approve the 2013 - 2014 STEM and health care high-demand majors. Hogans seconded the motion. The motion was unanimously approved.
- b. Interagency agreement: The agreement was executed.
- c. Statute changes: Pollack will follow-up with Speaker Chopp on statute changes.
- d. Microsoft match: Grinstein moved and Hogans seconded that Microsoft matches to contributions from Microsoft employees be deposited in the undesignated scholarship fund. The motion was unanimously approved.

The board went into executive session at 3:40 p.m.

Respectfully submitted,
Rebecca Swartz

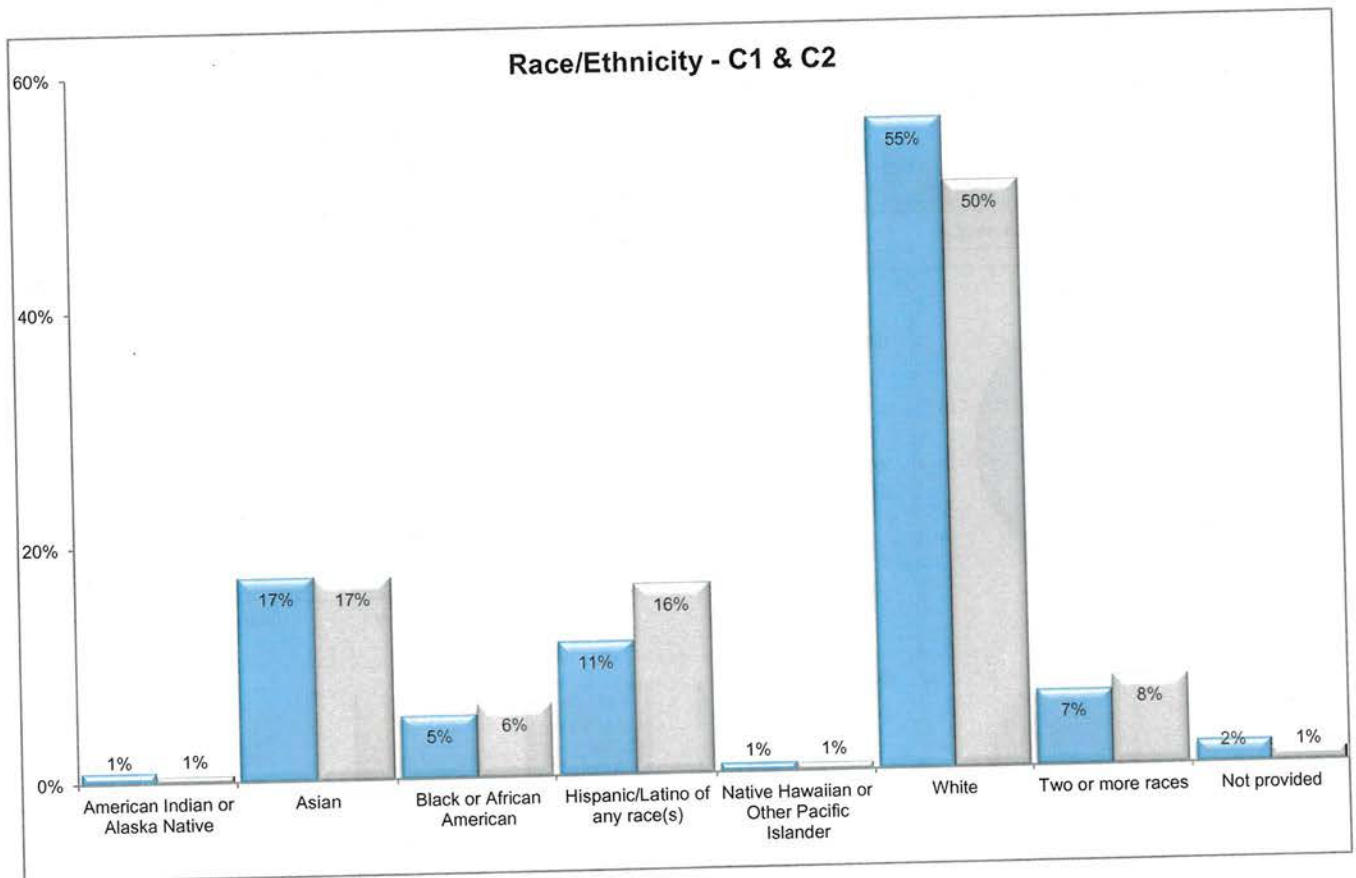
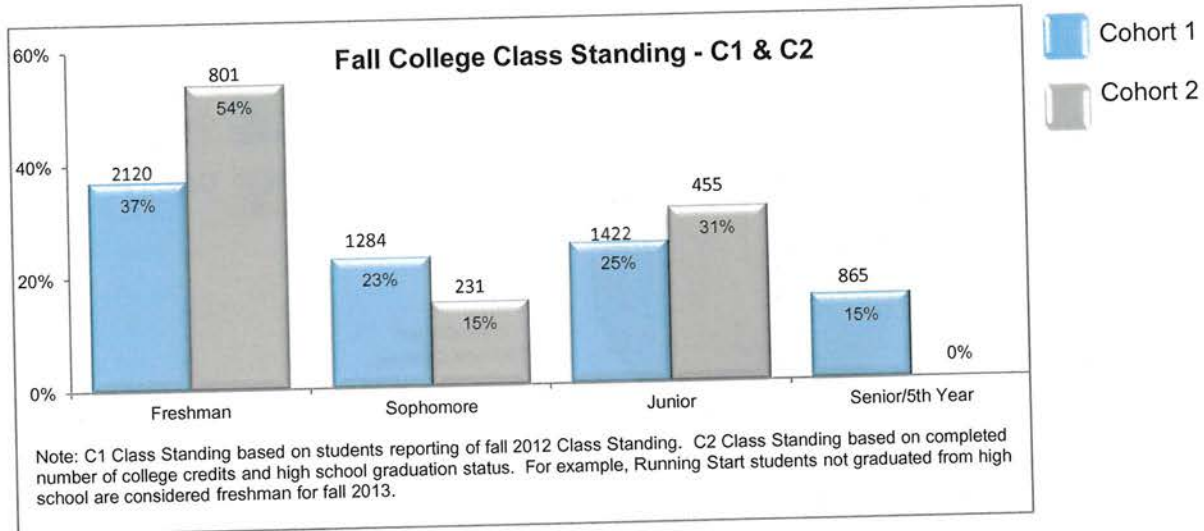
WSOS Cohort 1 & 2 Comparison of Submitted Applications

C2 - 1488 submitted applications (anticipated C2 selection of 760) this year compared to last year's 5691 (C1 selection 3045). The ratio of applicants to selection is approximately 2:1 for both cohorts.



This information is on submitted applications only and does not reflect applicants who meet eligibility.

WSOS Cohort 1 & 2 Comparison of Submitted Applications

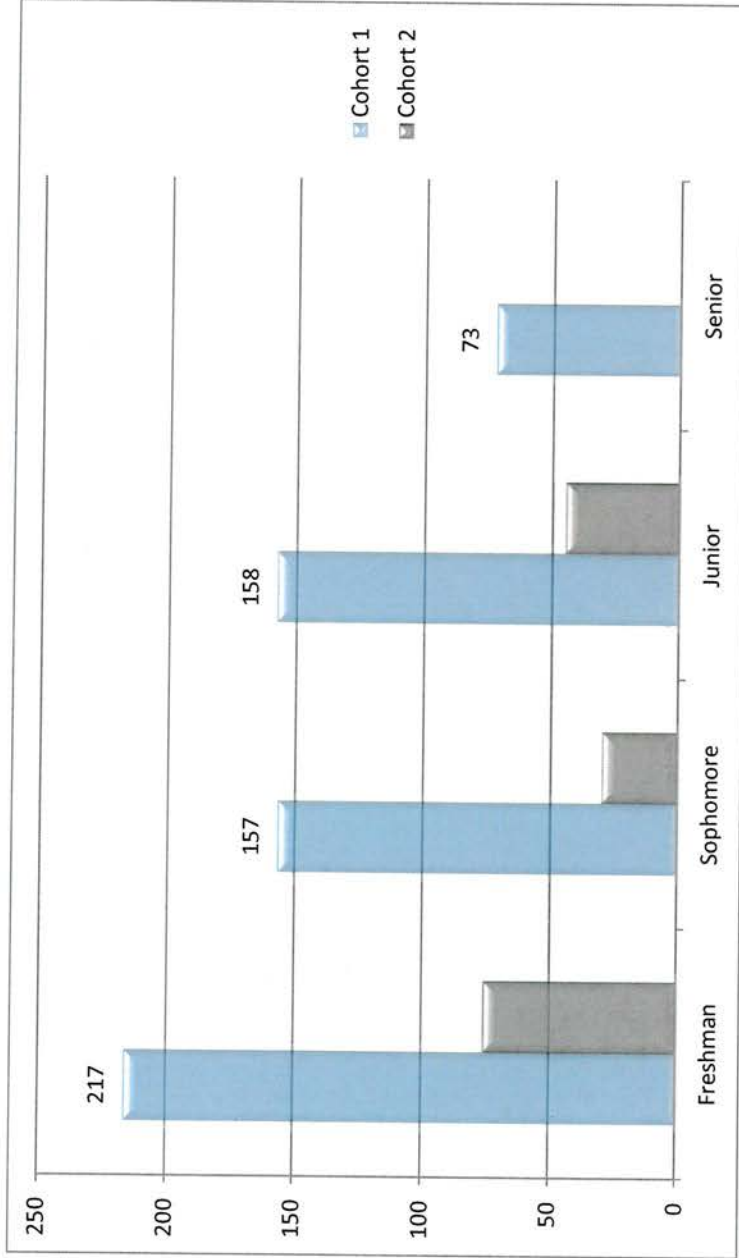


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WSOS Cohorts 1 and 2

Comparison of Students Majoring in Computer Science, by Class Standing



	Cohort 1		Cohort 2	
Freshman	217	36%	76	50%
Sophomore	157	26%	30	20%
Junior	158	26%	45	30%
Senior	73	12%		
Total	605	100%	151	100%



WSOS Cohorts 1 & 2 Freshman Submitted Applications by High School

High School	Cohort 1	Cohort 2
19-21 Transition Academy	1	
A G West Black Hills High School	8	1
Academic Institute	1	
Academy Of Citizenship And Empowerment	2	2
Academy Of Construction And Engineering		1
Academy Schools	1	
Adna Middle/High School	1	
Alger Learning Center, Inc.		1
Almira Coulee Hartline High School	1	4
Anacortes High School	6	2
Annie Wright School	1	
Archbishop Thomas J. Murphy High School	3	
Arlington High School	4	2
Auburn Adventist Academy	1	
Auburn Mountainview High School	14	2
Auburn Riverside High School	7	11
Auburn Senior High School	16	3
Avanti High School	1	
Aviation High School	3	4
Bainbridge High School	6	1
Ballard High School	12	4
Battle Ground High School	10	2
Bellarmine Preparatory School	13	4
Bellevue College		1
Bellevue High School	9	
Bellingham High School	5	5
Bethel High School	7	2
Bickleton Elementary & High Schl		1
Big Picture School	2	2
Bio-Med Academy	1	1
Bishop Blanchet High School	4	
Blaine High School	3	3
Bonney Lake High School	7	4
Bothell High School	15	3

Bremerton High School	8	2
Brewster High School	2	
Bridgeport High School	1	
Bryant Center	1	
Burlington-Edison High School	9	11
CAM Academy		6
Cam Jr/Sr High School	5	
Camas High School	9	6
Capital High School	10	1
Career Academy at Truman High School		1
Cascade Christian Junior High and High School	1	
Cascade High School-Everett	8	5
Cascade High School-Leavenworth	1	2
Cascade Independent High School		1
Cashmere High School	2	2
Castle Rock High School		5
Cedar Park Christian School (Bothell)	5	
Cedar Park Christian School-Mountlake Terrace	2	1
Cedar Tree Classical Christian School	2	
Cedarcrest High School	4	
Central Kitsap High School	10	4
Central Valley High School	14	5
Centralia High School	7	
Challenger High School	4	2
Charles Francis Adams High School (Clarkston High School)	4	1
Chelan High School	3	
Cheney High School	6	3
Chiawana High School	9	8
Chief Sealth International High School		3
Chimacum High School	3	
Choice Alternative School		1
Clallam Bay School	1	1
Cle Elum Roslyn High School	2	4
Cleveland High School	10	8
Clover Park High School	10	3

WSOS Cohorts 1 & 2 Freshman Submitted Applications by High School

Colfax High School	1	2
Colton School		1
Columbia Adventist Academy	1	
Columbia High School-White Salmon	1	1
Columbia River High	9	1
Colville Senior High School	9	3
Compass High School	1	
Connell High School	2	1
Contract-Based Education	1	
Coupeville High School	3	2
Crescent School	1	
Curlew School	2	1
Curtis High School	13	6
Davenport Senior High School	10	3
Davis High School	17	12
Decatur High School	14	6
Deer Park High School	3	1
Eagle Harbor High School	1	
East Valley High School-Spokane Valley	2	3
East Valley High School-Yakima		1
Eastlake High School	4	3
Eastmont Senior High	5	3
Eastside Catholic School	3	
Eatonville High School	3	4
Edmonds Career Access	1	
Edmonds Woodway High School	14	4
Eisenhower High School	15	6
Ellensburg High School	7	2
Elma High School	2	1
Emerald Ridge High School	9	5
Enumclaw Sr High School	5	1
Ephrata High School	3	1
Everett High School	16	6
Evergreen High School	2	7
Family Academy/Academy NW	1	
Federal Way High School		10
Federal Way Senior High School	8	

Ferndale High School	5	2
Ferris High School	12	3
Fife High School	3	1
Forks High School	2	
Fort Vancouver High School	16	
Foss High School	12	8
Foster Senior High School	14	6
Franklin High School	20	10
Franklin Pierce High School	10	4
Freeman High School	3	
Friday Harbor High School		2
Garfield At Palouse High School	1	
Garfield High School	20	14
GED	10	
Gig Harbor High	5	2
Glacier Peak High School	5	
Global Connections High School	9	2
Goldendale High School	1	5
Gonzaga Preparatory School	20	2
Gov John Rogers High School	7	5
Graham Kapowsin High School	5	5
Grandview High School	6	6
Granger High School	3	1
Granite Falls High School	1	4
Hanford High School	4	5
Harrison Prep School	1	
Havermale High School	1	
Hazen Senior High School	5	4
Health Sciences & Human Services	4	5
Henry M. Jackson High School	9	4
Heritage High School	7	3
Highland Christian Schools		1
Highland High School	2	1
Highline High School	15	3
Hockinson High School	1	2
Holy Names Academy		2
Home Based	1	
HOME Program		1

WSOS Cohorts 1 & 2 Freshman Submitted Applications by High School

Homelink River		1
Homelink Schools	1	
Homeschooled	9	1
Hoquiam High School	8	
Hudson'S Bay High School	7	3
Ilwaco Middle/High School	2	1
Inglemoor Hs	9	5
Ingraham High School	14	4
Insight School of Washington	2	1
Interlake Senior High School	10	3
International Community School	1	
International School	4	
iQ Academy Washington		1
Issaquah High School	10	4
J M Weatherwax High School	3	
Jenkins Senior High	4	2
John F Kennedy Catholic High School	6	1
Juanita High School	6	5
Kalama Jr Sr High	2	2
Kamiak High School	13	4
Kamiakin High School	8	3
Kelso High School	4	
Kennewick High School	4	2
Kentlake High School	14	1
Kent-Meridian High School	17	7
Kentridge High School	12	5
Kentwood High School	12	4
Kettle Falls High School	2	3
Kings Schools	2	
King's Way Christian School	1	
Kingston High School	5	
Kiona-Benton City High	1	
Kiona-Benton City High School		2
Kittitas High School	2	
Klahowya Secondary	2	
La Center High School	2	2
La Conner High School	5	2
La Salle High School		1

Lake Quinault High School	1	
Lake Roosevelt High School		3
Lake Stevens Sr High School	10	2
Lake Washington High School	6	2
Lakes High School	3	2
Lakeside High School	7	4
Lakeside School	1	
Lakewood High School	1	
Leavenworth Senior High School		1
Lewis & Clark High School	8	2
Liberty Bell Jr Sr High	2	1
Liberty High School	2	
Liberty High School-Renton		4
Liberty Sr High School	5	
Lincoln Alternative High School		1
Lincoln High School-Tacoma	32	10
Lindbergh Senior High School	10	3
Lopez Middle High School	3	
Lyle High School	1	
Lynden Academy	1	
Lynden Christian Schools		1
Lynden High School	6	3
Lynnwood High School	9	2
Mabton Sr High School	9	1
Mansfield Elem And High School	1	
Manson Junior Senior High School	7	3
Mariner High School	14	6
Mark Morris High School	4	3
Mary M Knight High School	1	
Mary Walker High School		1
Marysville Arts and Technology High School	1	
Marysville Pilchuck High School		3
Mead Senior High School	21	11
Meadowdale High School	10	5
Medical Lake High School	5	1
Mercer Island High School	5	
Meridian High School	4	2

WSOS Cohorts 1 & 2 Freshman Submitted Applications by High School

Middle College High School-Seattle		2
Monroe High School	5	1
Montesano Jr-Sr High	3	1
Moses Lake Christian Academy		1
Moses Lake High School	5	2
Mossyrock Jr./Sr. High School	1	2
Mount Baker Senior High	11	3
Mount Rainier High School	7	
Mount Rainier Lutheran High School		1
Mount Si High School	3	1
Mount Vernon Christian School	2	
Mount Vernon High School	9	4
Mountain View High School	8	5
Mountlake Terrace High School	13	1
Mt Spokane High School	6	1
Mt Tahoma	16	4
Naches Valley High School	3	2
Napavine Jr Sr High School	2	
Naselle Jr Sr High Schools	2	2
Nathan Hale High School	6	3
Neah Bay Junior/ Senior High School	1	
New Market Skills Center	2	
Newport High School-Newport	3	2
Newport Senior High School-Bellevue	5	2
Nooksack Valley High School	3	
North Central High School	5	1
North Kitsap High School	10	4
North Mason Senior High School	3	
North Thurston High School	14	4
Northport High School	1	
Northwest Christian School (Colbert)	2	
Northwest School	1	
Nova High School	1	
Oak Harbor High School	7	2
Oakland High School	1	
Ocosta Junior - Senior High	3	1
O'Dea High School	4	
Odessa High School	1	

Odyssey - The Essential School	1	
Off Campus	2	
Okanogan High School	2	4
Olympia High School	12	1
Olympic High School	7	1
Omak High School	2	2
Oroville Middle-High School	2	2
Orting High School	4	2
Othello High School	5	2
Other	200	10
Other Schools (Everett)	3	
Out Of District Facility	2	
PACE Academy	1	
Pasco Senior High School	4	7
Pateros High School	2	
Pathways Of Choice	3	
Peninsula College		1
Peninsula High School	3	2
Port Angeles High School	7	1
Port Townsend High	6	
Prairie High School	6	5
Private School Services	1	
Prosser High School	4	2
Providence Classical Christian School	3	
Pullman Christian School	1	
Pullman High School	6	2
Puyallup High School	5	1
Quilcene High And Elementary	2	1
Quincy High School		1
R A Long High School	3	3
Rainier Beach High School	1	2
Rainier Christian High School	1	
Rainier Senior High School	3	1
Raymond Jr Sr High School	5	1
Redmond High School	6	2
Renton Senior High School	9	
Republic Senior High School	1	
Richland High School		3

WSOS Cohorts 1 & 2 Freshman Submitted Applications by High School

Ridgefield High School	7	1
River Ridge High School	3	
River View High School	3	2
Riverside Christian School	4	1
Riverside High School	1	2
Rochester High School	1	1
Rogers High School	4	2
Roosevelt High School	13	6
Rosalia Elementary & Secondary School	2	
Royal High School	4	1
Sammamish Senior High	14	2
Scriber Lake High School	1	
Sealth High School	13	
Seattle Academy of Arts/Sciences	1	
Seattle Christian School		3
Seattle Lutheran High School	1	1
Seattle Prep/Matteo Ricci College	1	1
Sedro Woolley Senior High School	10	4
Sehome High School	8	
Selah High School	5	
Selkirk High School	5	
Sequim Senior High	12	6
Sequoia High School	1	
Seton Catholic College Preparatory High School	1	
Shadle Park High School	11	2
Shelton High School	6	2
Shorecrest High School	6	3
Shorewood High School	8	5
Skagit Valley Learning Center	1	
Sky Valley Education Center		2
Skyline High School	4	1
Skyview High School	10	4
Slavic Christian Academy-Spokane		1
Snohomish High School	5	
Soap Lake Middle & High School	2	
South Bend High School	1	1
South Kitsap High School	7	

South Sound Christian Schools-Tacoma Baptist Campus	1	
South Whidbey High School	6	1
Southridge High School	6	1
Spanaway Lake High School	14	2
Spokane Valley High School	1	2
Spokane Valley Transition School	1	
Squalicum High School	12	3
Stadium High School	9	7
Stanwood High School	2	3
Steilacoom High	2	
Stevenson High School	8	
Student Link	1	
Sultan Senior High School	1	2
Sumner High School	3	3
Sunnyside High School	13	1
Sunrise Beach School	1	
Tacoma Community College	4	1
Tacoma School of the Arts	2	
Tacoma Science and Math Institute		1
Tahoma School District (Homeschool)		1
Tahoma Senior High School	8	1
Technology Access Foundation (TAF) Academy		3
Technology Access Foundation Academy	1	
Technology Engineering & Communications	6	
Technology, Engineering & Communications		1
Tekoa High School	1	
Tenino High School	3	2
The Center School	2	
Thomas Jefferson High School	8	3
Three Rivers Christian School-Cornerstone Jr/Sr High	1	
Timberline High School	4	2
Todd Beamer High School	11	2
Toledo High School	2	1
Tonasket High School	2	3

WSOS Cohorts 1 & 2 Freshman Submitted Applications by High School

Toppenish High School	4	1
Touchet Elementary, Middle And High School	1	
Toutle Lake High School	1	
Tri-Cities Prep	1	
Tumwater High School	7	
Union High School	10	3
University High School	8	4
University Place Special Educ	1	
Upper Columbia Academy		1
Vancouver School Of Arts And Academics	1	
Vashon Island High School	1	4
W F West High School	9	3
Wahluke High School	3	1
Walla Walla High School	13	4
Wapato High School	5	2
Warden High School	2	2
Washington High School	4	4
Washougal High School	5	2
Waterville High School		1
WAVA	1	1

Wenatchee High School	18	9
Wenatchee Valley Technical Skills Center	1	
West Seattle High School	12	5
West Valley High School-Spokane	6	2
West Valley High School-Yakima	5	2
Westside High School	1	
White River High School	8	3
White Swan High School	2	
Wilbur Secondary School	3	3
Willapa Valley Middle-High	2	1
Wilson High School	18	8
Windward High School		1
Winlock Senior High	2	
Woodinville Hs	4	4
Woodland High School	4	1
Yakima Valley Community College		1
Yelm High School 12	4	6
YVCC GED School	2	
Zillah High School	3	2
Grand Total	2119	801



Supporting the next generation of STEM & health care leaders

Washington State Opportunity Scholarship

Financial Projections

Model 8.1

2011 - 2016

As of March 21, 2013

Washington State Opportunity Scholarship Financial Projections Summary Key Assumptions

2011 - 2016
Model 8.1

1 Key Objective is to fully fund the Endowment Account in the amount of approximately \$400,000,000 so that by 2016 it can support a \$5,000 scholarship annual award amount for up to 5,000 students assuming an endowment investment portfolio return rate of 6.5% net of investment management fees and a spending rate of 4.0%. (Actual spending rate to be determined by the WSOS Board.) Projected investment returns on the Scholarship Account are 2.0% net of investment management fees.

2 Required Donor Allocation %'s by year :

	Scholarship Account		Endowment Account	
	Account	Endowment	Account	Endowment
2011	50%	50%	50%	50%
2012	50%	50%	50%	50%
2013	50%	50%	50%	50%
2014	4%	96%	94%	94%
2015	6%	94%	94%	94%
2016	30%	70%	70%	70%

3 State of Washington match commences January 2014. This means that State of Washington revenue for tax year ending 6/30/2013 and subsequent years from state retail sales and use tax, state B&O tax and state public utility tax exceed by ten percent the amounts collected from these taxes in the fiscal year ended 6/30/2008.

4 Maximum State of Washington match per year is \$50,000,000.

5 Funding requirement to avoid deficits in the Scholarship Account and attain a fully funded Endowment Account by 2016:

	Funding Requirements for the Year			Cash & Investment Balances End of Year		
	State of			Scholarship Endowment		
	Boeing & Microsoft	Other Private	Washington	Account	Account	Total
2011	\$ 10,000,000	\$ -	\$ -	\$ 5,000,519	\$ 5,000,466	\$ 10,000,985
2012	10,000,000	870	5,000,000	10,883,413	10,005,017	20,888,430
2013	10,000,000	6,694,387	-	7,278,059	19,121,689	26,399,748
2014	10,000,000	50,000,000	50,000,000	12,552,092	115,606,792	128,158,884
2015	10,000,000	100,000,000	50,000,000	8,248,191	277,695,816	285,944,007
2016	-	100,000,000	50,000,000	44,083,960	398,295,311	442,379,271
Total	50,000,000	256,695,257	155,000,000			
2017 & Thereafter	-	-	151,695,257			151,695,257
Total Funding	\$ 50,000,000	\$ 256,695,257	\$ 306,695,257			\$ 613,390,514

6 If Other Private or State of Washington funding is less than projected in 2014, 2015, and 2016, contributions may need to be allocated more to the Scholarship Account or fewer scholarships awarded to be able to meet assumed scholarship commitments.

WSOS
Financial Projections
Income Statements

2011 - 2016
 MODEL 8.1

	For the Calendar Year					Total
	2011A	2012A	2013B	2014P	2015P	
Revenue & Scholarship Expense						
Revenue:						
Scholarship Account	5,000,000	25,000,435	3,347,194	16,079,818	6,000,000	39,000,000
Endowment Account	5,000,000	20,000,435	3,347,194	83,920,182	144,000,000	111,000,000
Scholarship Expense	-	(22,972,595)	(7,762,380)	(9,926,145)	(14,771,884)	(16,123,231)
Total Revenue--Net of Scholarship Expense	10,000,000	22,028,275	(1,067,993)	90,073,855	135,228,116	133,876,769
Program Expenses						
Program Administrator Fees	257,667	947,580	1,020,000	1,050,000	1,040,000	1,050,000
Program - Wrap Around Services (see Note)	-	-	344,000	430,000	445,000	450,000
Marketing - Third Party	-	53,200	255,000	150,000	154,500	159,135
Total Program Expense	257,667	1,000,780	1,619,000	1,630,000	1,639,500	1,659,135
Net Surplus (Deficit)	9,742,333	21,027,495	(2,686,993)	88,443,855	133,588,616	132,217,634
Investment Income - Net	985	8,632	1,067,724	5,013,012	13,434,142	23,115,183
Total Net Surplus (Deficit)	9,743,318	21,036,127	(1,619,269)	93,456,867	147,022,758	155,332,818
Net assets - Beginning of Year	-	9,743,318	30,779,445	29,160,176	122,617,043	269,639,801
Net Assets - End of year	9,743,318	30,779,445	29,160,176	122,617,043	269,639,801	424,972,618

Net Assets Composition End of Year:						
Scholarship Account	4,742,852	5,774,428	41,111	5,773,080	20,467	34,792,147
Endowment Account	5,000,466	25,005,017	29,119,065	116,843,962	269,619,334	390,180,472
Total Net Assets	9,743,318	30,779,445	29,160,176	122,617,043	269,639,801	424,972,618

Note: Wrap Around Services relates to the implementation of a set of outreach and student supports that help to create a more diverse pool of qualified and talented students seeking STEM degrees and to build an effective statewide integrated system of supports for WSOS recipients that are cost efficient, scalable, sustainable and data-driven. Three FTE's will support this work with one focusing on pre-college STEM pipeline and the other two focusing on ensuring that WSOS students receive needed academic support and mentoring/internships.

WSOS
Financial Projections
Balance Sheets

2011 - 2016

MODEL 8.1

As of December 31,						
	2011A	2012A	2013B	2014P	2015P	2016P
Assets						
Cash & Investments:						
Scholarship Account	5,000,519	10,883,413	7,280,657	11,718,522	7,327,427	43,178,222
Endowment Account	5,000,466	10,005,017	19,119,065	116,449,164	278,643,811	399,247,910
Pledges Receivable	-	30,000,000	20,000,000	10,000,000	-	-
Total Assets	10,000,985	50,888,430	46,399,722	138,167,686	285,971,239	442,426,132
Liabilities and Net Assets						
Accounts Payable	257,667	132,250	85,000	87,500	86,667	87,500
Scholarship Commitments	-	19,976,735	17,154,546	15,463,144	16,244,771	17,366,014
Total Liabilities	257,667	20,108,985	17,239,546	15,550,644	16,331,438	17,453,514
Net Assets	9,743,318	30,779,445	29,160,176	122,617,043	269,639,801	424,972,618
Total Liabilities and Net Assets	10,000,985	50,888,430	46,399,722	138,167,686	285,971,239	442,426,132
Net Assets Composition End of Year:						
Scholarship Account	4,742,852	5,774,428	41,111	5,773,080	20,467	34,792,147
Endowment Account	5,000,466	25,005,017	29,119,065	116,843,962	269,619,334	390,180,472
Total Net Assets	9,743,318	30,779,445	29,160,176	122,617,043	269,639,801	424,972,618

WSOS
Financial Projections
Cash Flow Statements

2011 - 2016
MODEL: 6.1

	2011		2012		2013		2014		2015		2016		Total 2011 - 2016		
	Scholarship	Total	Scholarship	Total	Scholarship	Total	Scholarship	Total	Scholarship	Total	Scholarship	Total	Scholarship	Total	
Being	2,500,000	5,000,000	2,500,000	5,000,000	2,500,000	5,000,000	200,000	4,800,000	300,000	4,700,000	-	-	8,000,000	17,000,000	
Microsoft	2,500,000	5,000,000	2,500,000	5,000,000	2,500,000	5,000,000	200,000	4,800,000	300,000	4,700,000	-	-	8,000,000	17,000,000	
All Other: Unidentified	-	-	435	870	3,347,194	6,694,387	2,000,000	48,000,000	6,000,000	94,000,000	100,000,000	100,000,000	41,347,629	215,347,629	
Total Private C/F&I	5,000,000	10,000,000	5,000,435	10,000,870	8,347,194	16,694,387	2,400,000	57,600,000	6,600,000	103,400,000	110,000,000	110,000,000	57,347,629	249,347,629	
% Allocated to the S-Account	50%	50%	50%	50%	50%	50%	4%	96%	6%	94%	30%	70%	30%	70%	
State of Washington	-	-	5,000,000	5,000,000	-	-	13,347,629	18,347,629	31,695,257	-	-	-	-	5,000,000	5,000,000
State Initial \$5M Donation	-	-	5,000,000	5,000,000	-	-	13,347,629	18,347,629	31,695,257	-	-	-	-	5,000,000	5,000,000
State Match: Catchup Donation	-	-	-	-	-	-	732,190	17,572,553	38,304,743	-	-	-	-	22,347,629	109,347,629
State Match Donation	-	-	-	-	-	-	732,190	17,572,553	38,304,743	-	-	-	-	732,190	17,572,553
Total State of WA	5,000,000	10,000,000	10,000,435	15,000,870	8,347,194	16,694,387	16,479,818	93,520,182	110,000,000	153,400,000	160,000,000	150,000,000	85,437,447	376,267,810	
Total Private & State Revenue	5,000,000	10,000,000	15,000,435	25,000,870	23,347,629	41,695,257	39,827,447	111,867,810	151,695,257	46,427,447	265,267,810	311,695,257	85,427,447	376,267,810	
Cumulative Donations	5,000,000	10,000,000	15,000,435	25,000,870	23,347,629	41,695,257	39,827,447	111,867,810	151,695,257	46,427,447	265,267,810	311,695,257	85,427,447	376,267,810	
Expenses															
Scholarship	-	-	2,995,860	2,995,860	10,584,568	10,584,568	11,617,548	11,617,548	13,990,256	13,990,256	15,001,988	15,001,988	54,190,221	54,190,221	
Program - Wrap Around Services	-	-	344,000	344,000	344,000	344,000	430,000	430,000	445,000	445,000	450,000	450,000	1,669,000	1,669,000	
Marketing - Third Party	-	-	53,200	53,200	255,000	255,000	150,000	150,000	154,500	154,500	159,135	159,135	771,835	771,835	
Transfer Endowment Inc to Schol	-	-	-	-	-	-	(690,624)	690,624	(3,951,331)	3,951,331	(11,562,421)	11,562,421	(16,204,376)	16,204,376	
Investment Management Fee	-	-	68	68	7,623	20,000	3,412	26,188	30,000	38,885	47,228	987,935	1,034,863	1,470,870	
Administration Fee	257,667	257,667	947,580	947,580	1,020,000	1,020,000	987,581	62,419	746,268	293,732	1,040,000	240,738	1,095,786	1,965,085	
Total Expenses	257,667	257,667	3,996,708	3,996,708	12,211,192	12,223,568	12,498,317	779,231	13,277,548	11,431,748	4,583,947	16,015,695	44,732,299	44,732,299	
Cash Flow B4 Investments	4,742,333	5,000,000	9,742,333	6,003,727	5,000,435	11,004,162	3,981,501	92,740,950	96,722,452	(4,831,748)	148,816,053	143,984,305	40,695,148	357,532,936	
Investment Income	519	466	985	870	308,492	779,231	459,065	4,583,947	5,043,012	460,762	13,359,318	13,820,001	2,463,013	41,647,535	
Cash Flow	4,742,852	5,000,466	9,743,318	6,004,597	5,355,506	9,114,048	4,440,567	97,324,897	101,765,464	(4,370,986)	162,175,371	157,804,386	43,158,160	399,180,472	





Washington State Opportunity Scholarship Program Comparative Balance Sheets

January 31, 2013 and June 30, 2012

	As of	
	1/31/2013	6/30/2012
<u>Assets</u>		
Cash	\$ 5,246,801	\$ 5,001,067
Investments	15,838,205	14,666,250
Accounts Receivable	30,000,340	-
Total Assets	\$51,085,346	\$19,667,317
<u>Liabilities and Net Assets</u>		
<u>Liabilities</u>		
Accounts Payable	\$ 181,140	\$ 394,772
Scholarship Commitments: (Note A)	20,056,133	-
Total Liabilities	20,237,273	394,772
<u>Net Assets</u>		
Temporarily Restricted Net Assets	5,745,811	11,772,545
Permanently Restricted Net Assets	25,102,262	7,500,000
Total Net Assets	30,848,073	19,272,545
Total Liabilities and Net Assets	\$51,085,346	\$19,667,317

Note A

Scholarship Commitments of \$20,056,933 is the total amount of scholarships awarded to Cohort #1 students of \$22,972,595 less the net amount paid through January 31, 2013 as scholarships of \$2,916,462.



Washington State Opportunity Scholarship Program Income Statement

July 2012 -- January 2013

Seven Months: July 2012 -- January 2013			
	Actual	Budget	Variance Fav (Unfav)
<u>Revenue-net</u>			
Revenue	\$ 35,195,137	\$ 35,000,000	\$ 195,137
Scholarship Expense: (Note B)	<u>(22,972,595)</u>	<u>(22,972,595)</u>	-
Total Net Revenue	12,222,542	12,027,405	195,137
<u>Program Expenses</u>			
Professional Fees	<u>654,717</u>	<u>677,481</u>	<u>22,764</u>
Total Program Expense	654,717	677,481	22,764
Net Surplus (Deficit)	11,567,825	11,349,924	172,374
Investment Income	<u>7,703</u>	<u>45,994</u>	<u>(38,291)</u>
Total Net Surplus	\$ 11,575,528	\$ 11,395,918	\$ 134,083

Note B

Scholarship Expense of \$22,972,595 is the accrual for the total amount of scholarships awarded to Cohort #1 students in 2012.

HOUSE BILL 1251

State of Washington

63rd Legislature

2013 Regular Session

By Representatives Stonier, Carlyle, Seaquist, Harris, Maxwell, Takko, Kochmar, Vick, MacEwen, Fitzgibbon, Morrell, Tarleton, Haler, Riccelli, and Bergquist

Read first time 01/21/13. Referred to Committee on Higher Education.

1 AN ACT Relating to membership on the opportunity scholarship board;
2 and amending RCW 28B.145.020.

3 BE IT ENACTED BY THE LEGISLATURE OF THE STATE OF WASHINGTON:

4 **Sec. 1.** RCW 28B.145.020 and 2011 1st sp.s. c 13 s 3 are each
5 amended to read as follows:

6 (1) The opportunity scholarship board is created. The opportunity
7 scholarship board consists of (~~seven~~) nine members:

8 (a) Three members appointed by the governor. For two of the three
9 appointments, the governor shall consider names from a list provided by
10 the president of the senate and the speaker of the house of
11 representatives; and

12 (b) (~~Four~~) Six foundation or business and industry
13 representatives appointed by the governor from among the state's most
14 productive industries such as aerospace, manufacturing, health
15 sciences, information technology, and others. The foundation or
16 business and industry representatives shall be selected from among
17 nominations provided by the private sector donors to the opportunity
18 scholarship and opportunity expansion programs. However, the governor

1 may request, and the private sector donors shall provide, an additional
2 list or lists from which the governor shall select these
3 representatives.

4 (2) Board members shall hold their offices for a term of four years
5 from the first day of September and until their successors are
6 appointed. No more than the terms of two members may expire
7 simultaneously on the last day of August in any one year.

8 (3) The members of the opportunity scholarship board shall elect
9 one of the business and industry representatives to serve as chair.

10 (4) Five members of the board constitute a quorum for the
11 transaction of business. In case of a vacancy, or when an appointment
12 is made after the date of expiration of the term, the governor or the
13 president of the senate or the speaker of the house of representatives,
14 depending upon which made the initial appointment to that position,
15 shall fill the vacancy for the remainder of the term of the board
16 member whose office has become vacant or expired.

17 (5) The opportunity scholarship board shall be staffed by the
18 program administrator.

19 (6) The purpose of the opportunity scholarship board is to provide
20 oversight and guidance for the opportunity expansion and the
21 opportunity scholarship programs in light of established legislative
22 priorities and to fulfill the duties and responsibilities under this
23 chapter, including but not limited to determining eligible education
24 programs for purposes of the opportunity scholarship program. Duties,
25 exercised jointly with the program administrator, include soliciting
26 funds and setting annual fund-raising goals.

27 (7) The opportunity scholarship board may report to the governor
28 and the appropriate committees of the legislature with recommendations
29 as to:

30 (a) Whether some or all of the scholarships should be changed to
31 conditional scholarships that must be repaid in the event the
32 participant does not complete the eligible education program; and

33 (b) A source or sources of funds for the opportunity expansion
34 program in addition to the voluntary contributions of the high
35 technology research and development tax credit under RCW 82.32.800.

--- END ---



Opportunity Expansion Program

Summary: Creates the Opportunity Expansion Program to Increase Baccalaureate Degrees in High Demand Fields

- Opportunity Expansion Program moneys will be distributed to institutions of higher education that propose programs designed to increase the number of baccalaureate degrees produced in high employer demand and other programs of study.
- These programs must have a strong emphasis on serving students who received their high school diploma or GED in Washington or are adult Washington residents who are returning to school.
- This program will be funded through voluntary contributions of the existing high tech research and development (R&D) tax credits. The Department of Revenue (DOR) reports the amount contributed to the State Treasurer and the Legislature appropriates the funds.

House Bill 2088 Relevant Sections:

Sec. 7. (1) The opportunity expansion program is established.

(2) The opportunity scholarship board shall select institutions of higher education to receive opportunity expansion awards. In so doing, the opportunity scholarship board must:

(a) Solicit, receive, and evaluate proposals from institutions of higher education that are designed to directly increase the number of baccalaureate degrees produced in high employer demand and other programs of study, and that include annual numerical targets for the number of such degrees, with a strong emphasis on serving students who received their high school diploma or GED in Washington or are adult

Washington residents who are returning to school to gain a baccalaureate degree;

(b) Develop criteria for evaluating proposals and awarding funds to the proposals deemed most likely to increase the number of baccalaureate degrees and degrees produced in high employer demand and other programs of study;

(c) Give priority to proposals that include a partnership between public and private partnership entities that leverage additional private funds;

(d) Give priority to proposals that are innovative, efficient, and cost-effective, given the nature and cost of the particular program of study;

(e) Consult and operate in consultation with existing higher education stakeholders, including but not limited to: Faculty, labor, student organizations, and relevant higher education agencies; and

(f) Determine which proposals to improve and accelerate the production of baccalaureate degrees in high employer demand and other programs of study will receive opportunity expansion awards for the following state fiscal year, notify the state treasurer, and announce the awards.

(3) The state treasurer, at the direction of the opportunity scholarship board, must distribute the funds that have been awarded to the institutions of higher education from the opportunity expansion account.

(4) Institutions of higher education receiving awards under this section may not supplant existing general fund state revenues with opportunity expansion awards.

(5) Annually, the office of financial management shall report to the opportunity scholarship board, the governor, and the relevant committees of the legislature regarding the percentage of Washington households with incomes in the middle-income bracket or higher. For purposes of this section, "middle-income bracket" means household incomes between two hundred and five hundred percent of the 2010 federal poverty level, as determined by the United States department of health and human services for a family of four, adjusted annually for inflation.

(6) Annually, the higher education coordinating board must report to the opportunity scholarship board, the governor, and the relevant committees of the legislature regarding the increase in the number of degrees in high employer demand and other programs of study awarded by institutions of higher education over the average of the preceding ten academic years.

(7) In its comprehensive plan, the workforce training and education coordinating board shall include specific strategies to reach the goal of increasing the percentage of Washington households living in the middle-income bracket or higher, as calculated by the office of financial management and developed by the agency or education institution that will lead the strategy.

Sec. 10. A new section is added to chapter 82.32 RCW to read as follows:

A person eligible for the high technology research and development tax credit under RCW 82.04.4452 may contribute all or any portion of the credit to the opportunity expansion account hereby created in the state treasury. The department must create the forms and processes to allow a person to make such an election easily and quickly by means of checking a box. By May 1, 2012, and by May 1st of every year thereafter, the department must report the amount so contributed and certify the amount to the state treasurer. By July 1, 2012, and by July 1st of every year thereafter, the state treasurer must transfer the amount into the opportunity expansion account. Money in the account may only be appropriated for the purposes specified in section 7 of this act.

FUNDRAISING STRATEGY BRAINSTORM FOR THE WASHINGTON STATE OPPORTUNITY SCHOLARSHIP

The Washington State Opportunity Scholarship supports low- and middle-income students pursuing eligible, high-demand majors in science, technology, engineering and mathematics (STEM) and health care, and encourages them to work in Washington State once they complete their degrees.

CONDUCT EVENTS

- Host a gala
- Rainier scholar luncheon as model?

ENGAGE STEM & HEALTH CARE BUSINESSES

- Employer giving levels like Chamber (based on # of employees and revenue) or matching program like Microsoft's 1-2-4 plan
- Ask businesses to make an "Opportunity Scholarship Pledge" (Three-pronged commitment: financial support, mentoring, jobs)
- Ask businesses to offer benefits and discounts to an Opportunity Scholarship Club

LAUNCH A STATEWIDE AWARENESS CAMPAIGN

- Ad campaign to highlight the importance of STEM & health care degrees and WA business
- Share scholar stories
- 7-Up documentary inspired longitudinal tracking
- Use advertising dollars



WASHINGTON STATE OPPORTUNITY SCHOLARSHIP

Supporting the next generation of STEM & health care leaders

CREATE TIERED GIVING EFFORT

- United Way model
- Targeted businesses and individuals
- Four by Four (fund four years of scholarships for four students at \$20K) or 100 scholars at \$2 million?
- Create matching gift challenge

POSITION SCHOLARSHIP TO RECEIVE MORE STATE FUNDING

- Best approach given so many competing educational interests?

SEEK FEDERAL FUNDING

- Race to the Top's i3 Grant – Investing in Innovation Fund
 - ◆ Dept. of Ed. requested \$150 million for the i3 program in FY 2013
 - ◆ Dates for next round of funding not yet available

CONTINUE TO SEEK STATE FUNDING

- Ways to deeply engage legislators given education funding needs?

Factsheet

Goal Founded in 2000 to raise a billion dollars for low-income students to earn their baccalaureate degrees.

Mission Over 10 years of proven experience, inspiring underserved, low-income students to finish high school, and providing the unique integrated system of supports and scholarships they need to graduate college and succeed in life.

Why Close to 16,000 low-income high school graduates in Washington, with less than half enrolling in postsecondary education after graduation.

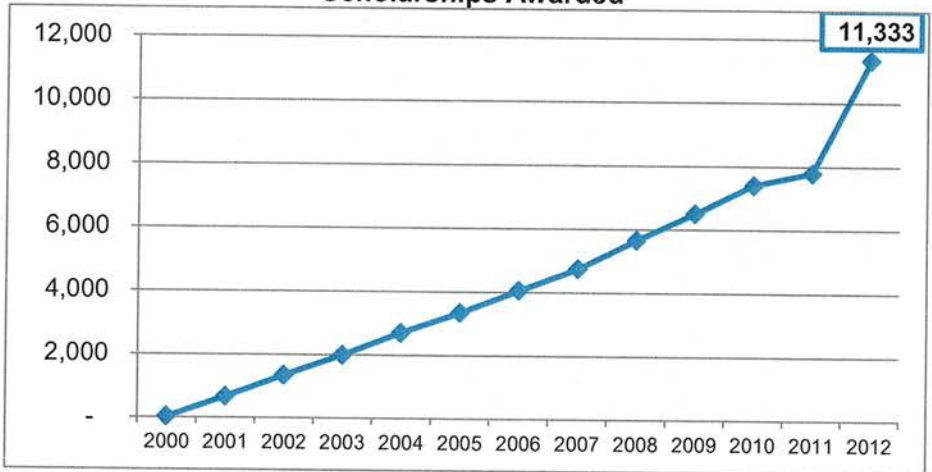
2012 Budget \$58,480,993

(CSF-WA + WSM + CSF-DC)

Employees 104 + 15 AmeriCorps Members

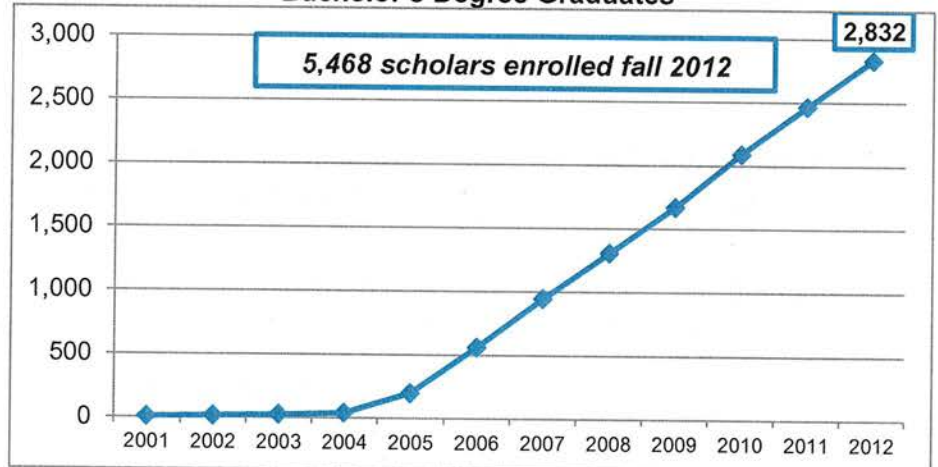
Locations Issaquah, WA
Tacoma, WA
Washington, DC

Scholarships Awarded



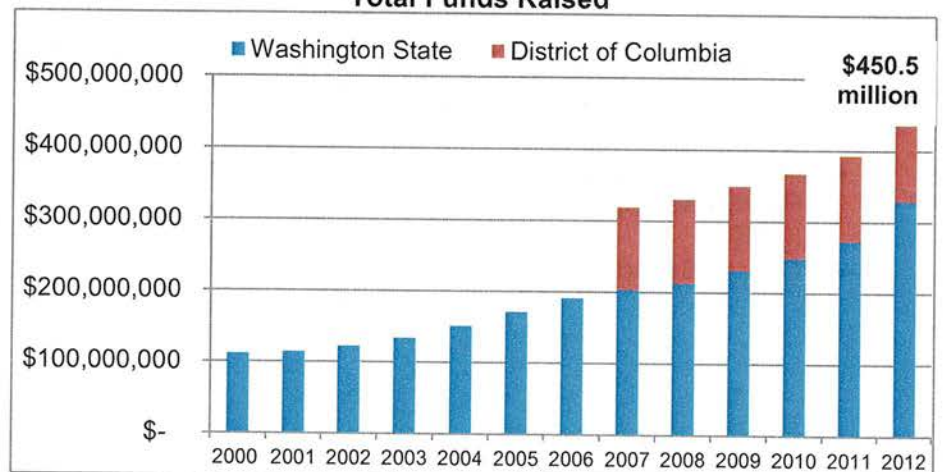
Source: CSF Data Warehouse 1.1.13

Bachelor's Degree Graduates



Source: CSF Data Warehouse 1.1.13

Total Funds Raised



Source: CSF Finance Team 1.16.13

Activity to Date

Fund Sources	Scholarships Awarded	Graduates	Funds Raised
Gates Foundation - Washington [Achievers]	5,074	1,807	\$119,275,000
Gates Foundation - District of Columbia [Achievers]	924	24	\$116,628,000
Gates Foundation - Washington State Mentors			\$4,549,153
Costco Scholarship - Washington	1,179	717	\$30,326,999
Costco - District of Columbia			\$2,047,220
Washington State Opportunity Scholarship (WSOS)	2,922		\$55,001,550
Chateau Ste. Michelle Fund	107	89	\$3,018,609
Governors' Scholarship Fund	311	51	\$4,390,429
Leadership 1000 Scholarships – WA & DC	445	133	\$6,227,360
State/Federal			\$25,362,378
Foster Care Fund			\$3,950,000
GET Ready for Math and Science Scholarship	67		\$3,130,000
Other Funds and Investment Earnings	304	20	\$76,629,522
	11,333	2,841*	\$450,536,220

*Unduplicated count of bachelor's degrees is 2,832. Sources: CSF Data Warehouse; CSF-DC reports from Monica Gray; and Costco & Chateau degree reports from the University of Washington, Washington State University and Seattle University.

Scholarships, Partnerships and Programs

Washington State Scholarships

- Achievers Scholarship Program
- Chateau Ste. Michelle Scholarship Fund
- Costco Scholarship Fund
- Governors' Scholarship for Foster Youth
- Leadership 1000 Scholarship Program

Washington State Partnerships

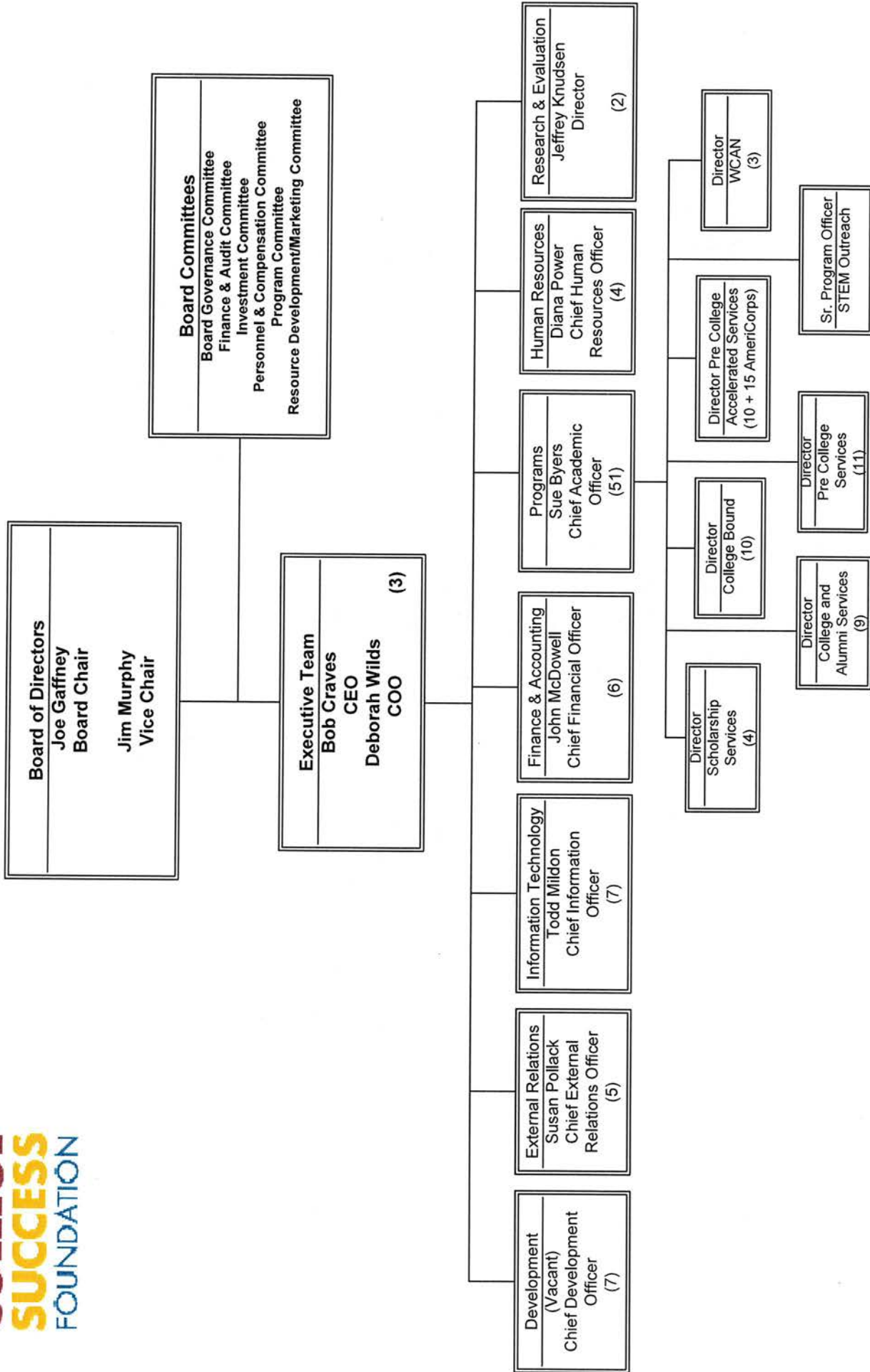
- College Bound Scholarship
- GET Ready for Math and Science Conditional Scholarship
- Passport to College Promise
- Washington State Opportunity Scholarship (WSOS)

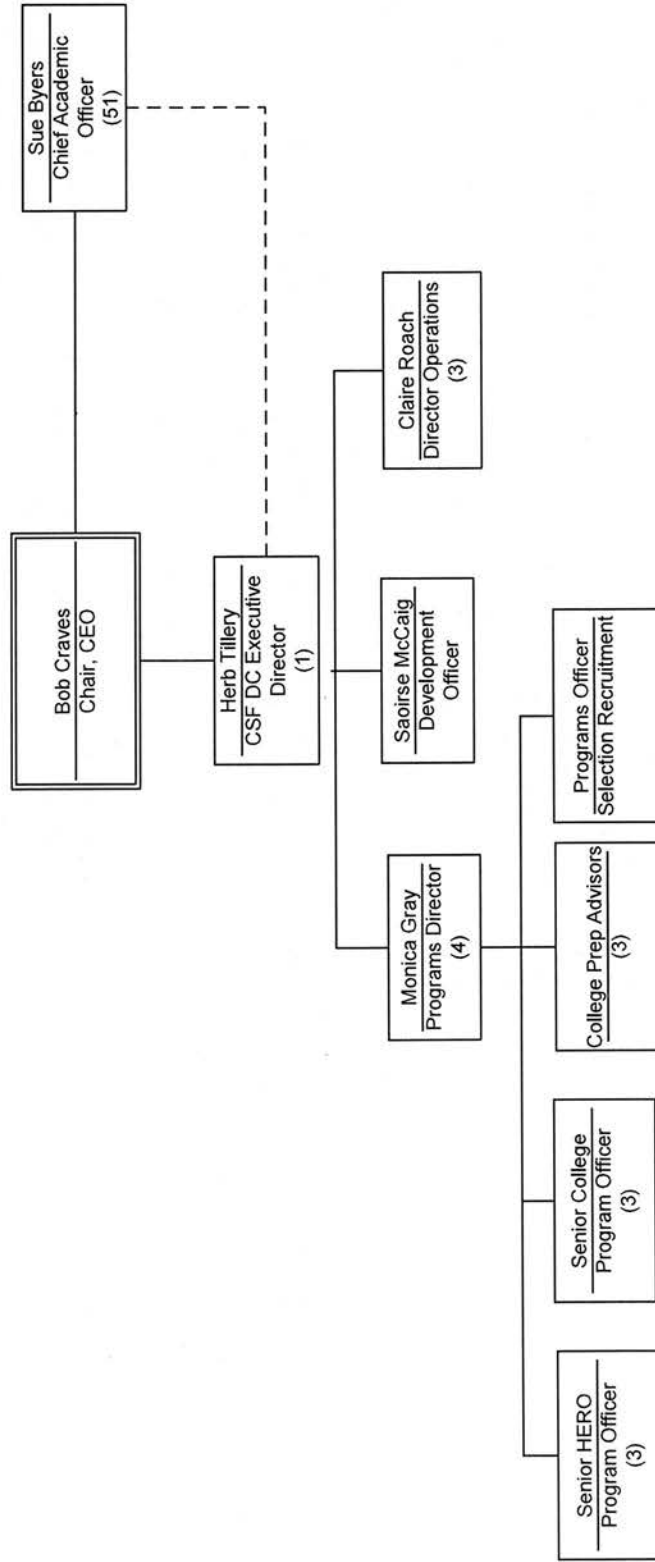
District of Columbia Scholarships

- DC Achievers Program Scholarship
- DC Leadership 1000 Scholarship

CSF offers programs from middle school through college graduation. Programs vary by location to meet the unique needs of the local area.

- | | | |
|--|---|--|
| <ul style="list-style-type: none"> • Higher Education Readiness Opportunity (HERO) • College Bound | <ul style="list-style-type: none"> • High School Advising • Academic Enrichment/Jumpstart • Scholarships | <ul style="list-style-type: none"> • Mentoring (Hometown Mentors and College Mentors) • Alumni Services/BOLD |
|--|---|--|





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Board Committees 2013

BOARD GOVERNANCE COMMITTEE

Chair: Doug Picha
Members: Joe Gaffney, Tricia Raikes, Sam Smith

FINANCE & AUDIT COMMITTEE

Chair: Sam Smith
Members: Bob Craves, Joe Gaffney, Bob Moser, Jim Murphy,
Ann Ramsay-Jenkins, Deborah Wilds
Staff: John McDowell, John Sparks

INVESTMENT COMMITTEE

Chair: Bob Moser
Members: Bob Craves, Joe Gaffney, Alan Heuberger, Jim Murphy,
Ann Ramsay-Jenkins, Sam Smith, Deborah Wilds
Staff: John McDowell, John Sparks

PERSONNEL & COMPENSATION COMMITTEE

Chair: Fred Campbell
Members: Joe Gaffney, Sam Smith, Herbert Tillery, Deborah Wilds,
Larry Wright
Staff: Sue Byers, Diana Power

PROGRAM COMMITTEE

Chair: Sister Kathleen Ross
Members: Jim Murphy, Ann Ramsay-Jenkins, Herb Tillery, Deborah Wilds
Staff: Michelle Alejano, Marsha Denton, Sue Byers, Kellie Nakano,
Vickie Rekow, Randy Riley, Val Rie Smith

RESOURCE DEVELOPMENT/MARKETING COMMITTEE

Chair: Frank Greer (Marketing); Bob Craves (Resource Development)
Members: Gerri Craves, Ann Ramsay-Jenkins, Tricia Raikes, Deborah
Rosen, Herb Tillery
Staff: Barry Goren, Gail Lapasin, Susan Pollack

College Success Foundation



**President/CEO
Position Profile**

Search conducted by:



COLLEGE SUCCESS FOUNDATION

The College Success Foundation (CSF) was founded in 2000 and currently serves students throughout Washington State and in Washington D.C. With over 12 years of experience, CSF inspires underserved, low-income students to finish high school, and provides the unique integrated system of supports and scholarships they need to graduate from college, and succeed in life.

The College Success Foundation is headquartered in Issaquah, Washington, and has offices in Tacoma, WA and in Washington, D.C. The Foundation's proven Model of Success targets students at the middle school, high school, and college level, as well as recent college graduates. The model provides integrated services including: scholarships, in-school outreach and mentoring, academic advising, summer enrichment, college/financial aid planning, and career resources. CSF's tangible results change lives every day. Their programs are dramatically improving high school graduation and college enrollment rates for participants, particularly among African American students.

The Foundation creates impact with the following **programs**:

HERO - the HERO Initiative (Higher Education Readiness Opportunity) is designed to increase college readiness for males, specifically males of color, and other underrepresented youth. The HERO program operates in schools in both Washington State and Washington, D.C.

THE COLLEGE BOUND SCHOLARSHIP - promises tuition (at public rates to the **68 eligible Washington State Institutions**) and a small book allowance for **income-eligible** students, who sign up in the 7th or 8th grade, work hard in school, stay out of legal trouble, and successfully apply to a higher education institution when they graduate.

THE CSF ACHIEVERS SCHOLARS PROGRAM - offers a range of assistance, including:

- Academic & College Planning
- College Readiness Planning
- Summer Programming and College Campus Visits
- Scholarship Search Support
- High School to College Transition Support

WASHINGTON STATE OPPORTUNITY SCHOLARSHIP - an innovative public-private fund administered by CSF that collects private-sector donations and matching contributions from the state.





THE POSITION

The College Success Foundation's President/CEO will be responsible for the success, sustainability and national scale of the Foundation, and for the integration of its development, programmatic and operational elements. S/he will work in close partnership with the Foundation's Chief Operations Officer (COO) and Chief Development Officer (CDO), as well as its affiliate Boards and organizations, which include CSF - District of Columbia, CSF - Tacoma, Washington State Mentors, and Washington College Access Network.

The person recruited to fill this position is the Foundation's second President/CEO. The new President/CEO will guide the mission and steward resources into the next phase of growth, impact and achievement for students. In addition to furthering the vision and implementation of CSF's work, the President/CEO will provide overall leadership for the daily operations of the Foundation, and play a critically important external leadership role with ultimate responsibility for effective fundraising and advocacy on behalf of the organization.

Specifically, the President/CEO's responsibilities can be divided into two broad categories:

External Leadership: 70%

- Publicly champion the CSF value proposition and brand.
- Thought leadership in Washington State and at the national-level.
- Advocacy for the educational success of low-income students.
- Relationship building with the CSF, CSF - DC and Washington State Opportunity Scholarship Boards, key donors, corporate executives, state legislators, and other public and private stakeholders, including officials and staff from the White House, Congress and Department of Education, Governor's office, local, state and federal sources of support, as well as federal lobbyists.

Internal Leadership: 30%

- Build and maintain a strong Executive Team that includes the COO, CDO and directors of the CSF affiliates. As a team be accountable for the integration of development, programmatic and operational elements of CSF and all its locations.
- Offer informed and timely decisions that align CSF resources toward clear and common goals.
- Effective stewardship of public education funding; appropriately allocate funding to various CSF programs and for Foundation operations.
- Promote a positive CSF work culture that retains talent.
- Forge a close partnership with the COO to ensure financial oversight, operational efficiency, compliance and organizational effectiveness.
- Collaborate with the CDO to ensure strategic clarity and execution of the development strategy.
- Champion the quality and sustainability of the CSF Model of Success and its related services internally with all employees.
- Act as liaison between the Executive Team, CSF staff, and CSF Board of Directors.



KEY PRIORITIES

Fundraising:

The President/CEO is the face of fundraising for CSF. S/he will create and drive a national-level development strategy that addresses annual funding needs, diverse funding sources (private, public, partnerships, corporate, etc.) and a balance of funding across CSF programs. S/he will also ensure that marketing and communications efforts adequately support the development strategy.

Continuous Improvement and Replication of the Model of Success:

Maximize the value of the CSF Model of Success for low-income students, school districts, communities, and private/public stakeholders with a view to model replication. Relying on research, best practices, and key metrics of success (cost, graduation, etc.), the President/CEO will rigorously evaluate and improve each element of the Model of Success, and ensure its cost effectiveness.

Board Engagement:

Manage the expectations of the CSF Board, the affiliate Boards, and the Washington State Opportunity Scholarship Board. As a new leader, the President/CEO will need to establish loyalty with current Board members, engage their active support and create a vision and process for attracting, refreshing and renewing the Board membership to further the goals of the organization.

Brand Leadership:

Ensure a consistent brand strategy for CSF that is implemented across all programs and services by all CSF staff and partners. Increase awareness of CSF and its Model of Success to strengthen brand loyalty with public and private stakeholders. Clearly define the value proposition that differentiates CSF from other programs and organizations.

KEY COMPETENCIES AND IDEAL PROFILE

Key competencies, ideal qualifications and characteristics we are looking for in the next President/CEO include:

Commitment to Mission and Values

- Passion for promoting the educational success of underserved youth, as demonstrated by Board affiliations, past positions, and personal giving.

Inspiring Fundraiser

- Confidence to build and strengthen relationships with business executives and other high-wealth individuals.
- Willingness to ask for and secure funding.
- Ability to identify and pursue new, sustainable funding sources and the vision to consider alternative funding and monetization models (e.g., public-private) and opportunities (e.g., transfer costs to school districts). Success at guiding Boards to support and engage in the development strategy.

Respected Public Presence

- Enthusiasm for being the public face of CSF in Washington State, Washington, D.C. and across the nation.
- Experience or familiarity with government and public affairs.
- Personal gravitas and credibility with corporate executives, public officials, and key donors.
- Strong, compelling speaker who can articulate the CSF development strategy, the path to sustainability and the necessary tradeoffs involved.

Effective Manager

- Ability to partner with and influence CSF founders, the CSF chairman, and the CSF Board of Directors.
- Leadership that inspires confidence and respect with staff and stakeholders.
- Demonstrated aptitude for effectively managing a multimillion-dollar budget with diverse programs and staff in multiple locations.
- Significant business acumen.





MINIMUM QUALIFICATIONS

We seek a minimum of 10 years of contemporary leadership experience in dynamic and growing organizations. Leadership in public, nonprofit or business settings is needed. Demonstrated success in fundraising is essential. A background that includes serving as a key spokesperson of an organization and reporting to or serving on a high profile Board of Directors is an asset. A Bachelor's degree is required. An advanced degree and a willingness to serve for 5+ years is strongly preferred.

TO BE CONSIDERED

The College Success Foundation is an equal opportunity employer and all qualified candidates are encouraged to apply as soon as possible. For immediate consideration, please address your resume and a cover letter expressing your passion for the mission and fit for the role to Melissa Merritt at search@waldronhr.com.



Waldron is honored to partner with College Success Foundation in the search for a President/CEO. We believe in and support the work of College Success Foundation and we are doing our best to recruit a talented leader who will accelerate this mission. Waldron provides a unique combination of executive search, leadership development and career transition services across sectors and industries. Our passion is helping people and organizations realize their full potential and increase their impact.

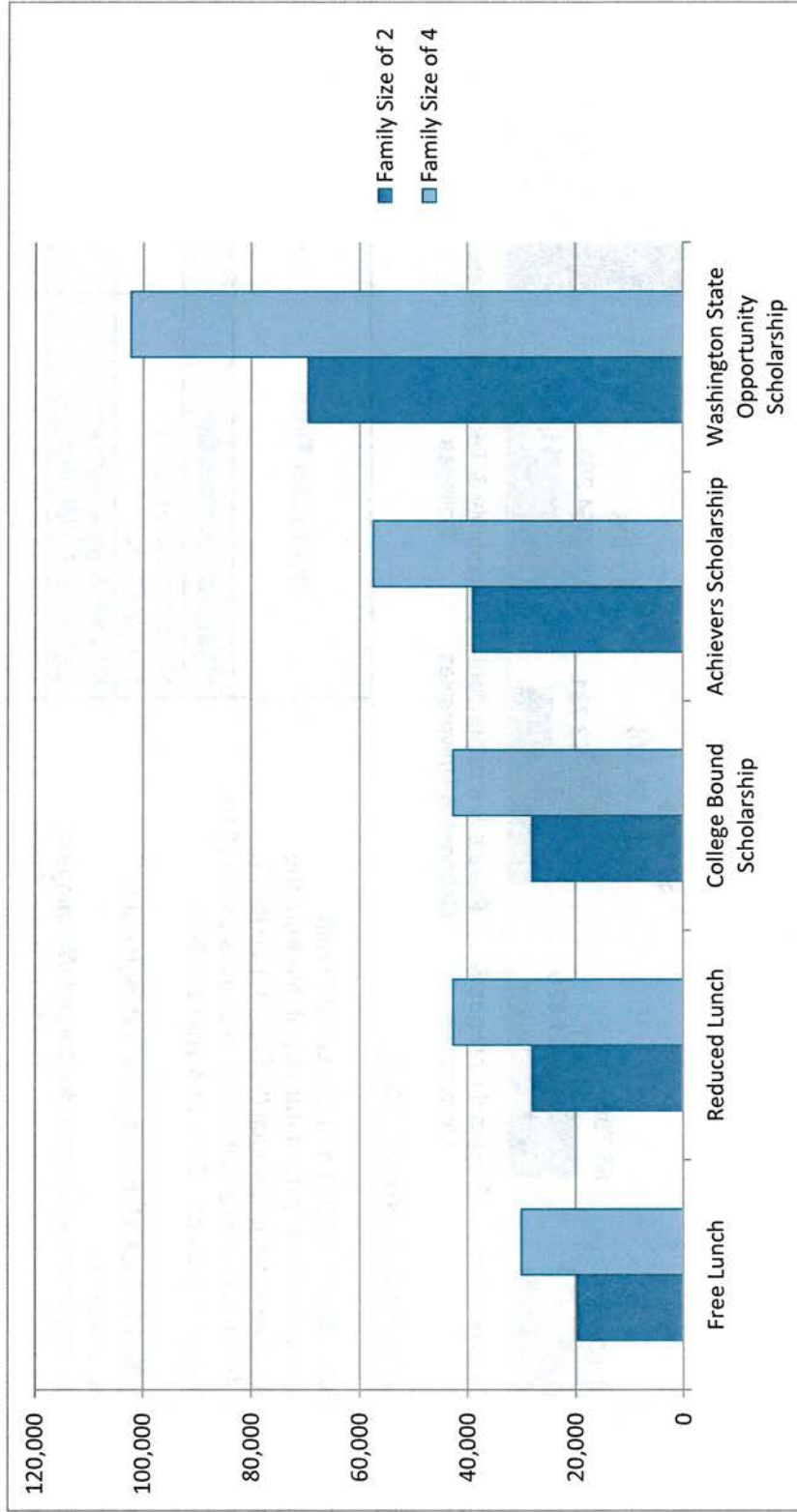


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Income Requirements by Program for Family Size of Two and Four



Scholarship/Program	Family Size of 2	Family Size of 4
Free Lunch	19,669	29,965
Reduced Lunch	27,991	42,643
College Bound Scholarship	28,000	42,600
Achievers Scholarship	39,000	57,500
Washington State Opportunity Sch	69,600	102,300

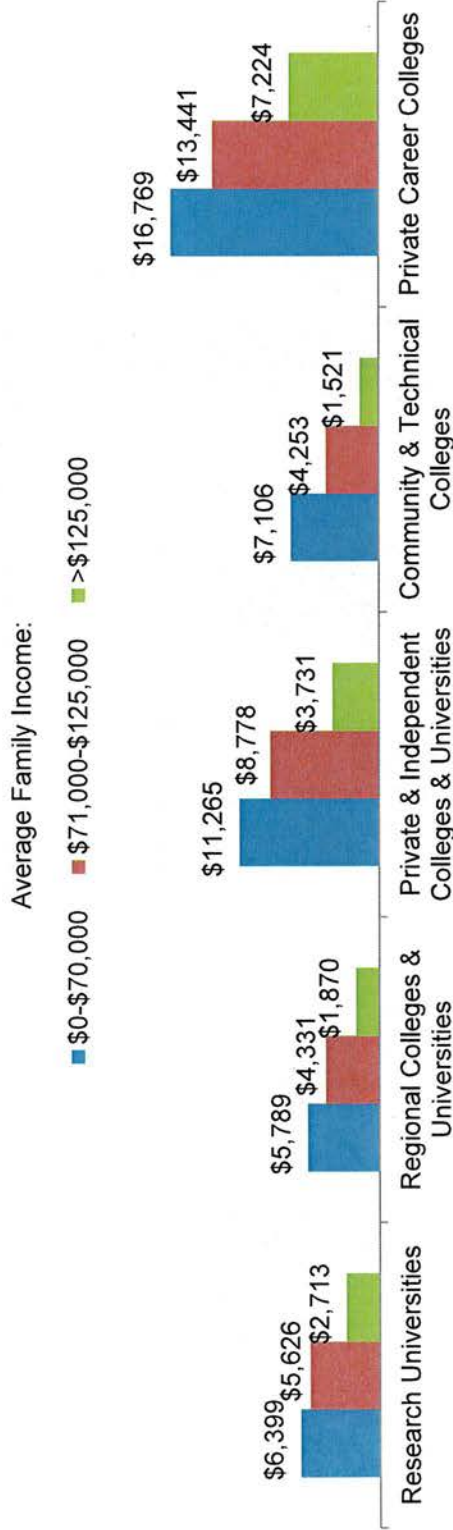


Analysis of Unmet Financial Need



Washington State Colleges & Universities Average Unmet Need

Full-Time, Full-Year Resident Undergraduates
Parent PLUS & Unsubsidized loans not included
2010-2011*



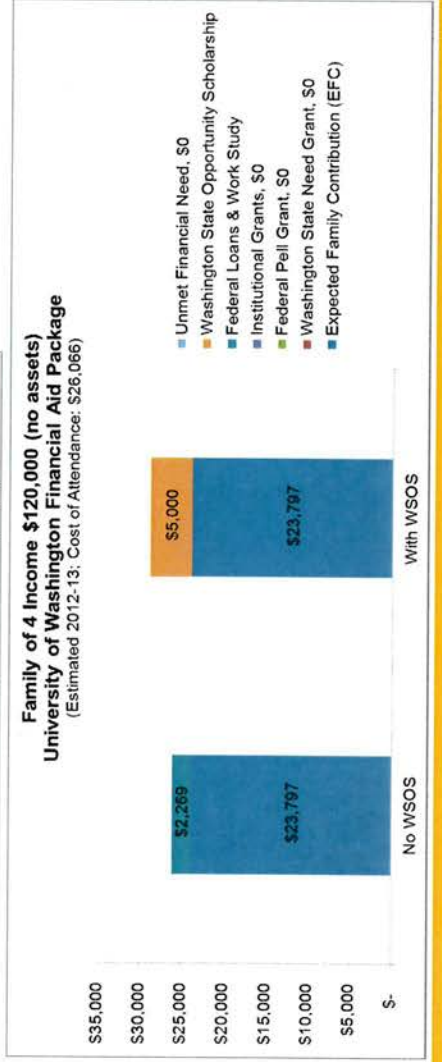
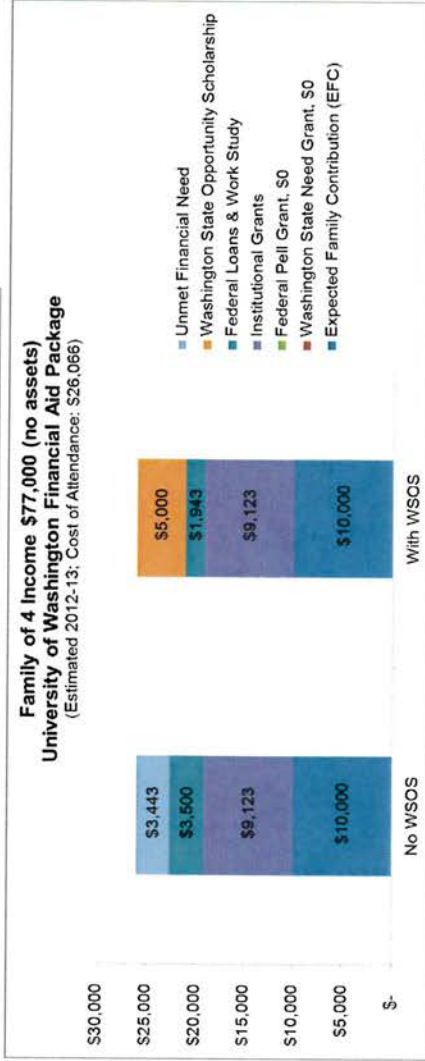
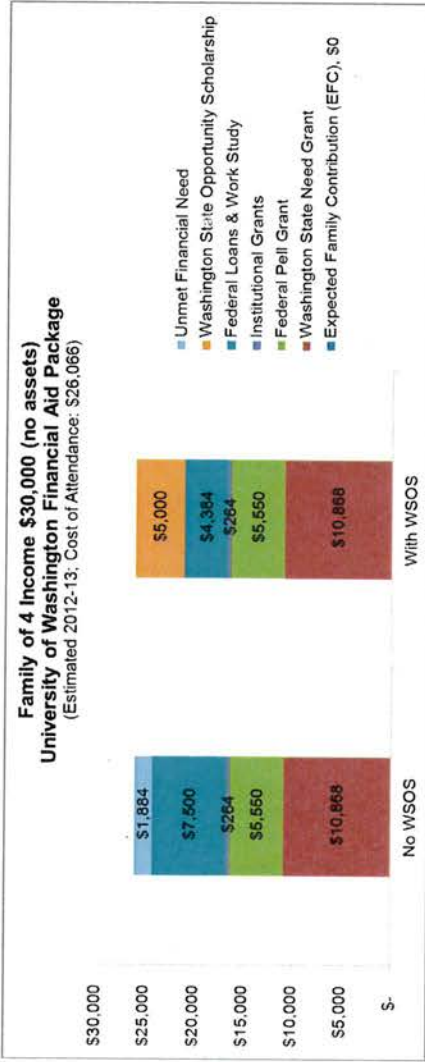
Source: WSAC Data Request (August 30, 2012)

*Based on Cost of Attendance (COA) and Expected Family Contribution (EFC) using the most recent data available from the Washington Student Achievement Council (WSAC) for 2010-11. Therefore, this calculation doesn't reflect tuition increases since 2010-11, which have averaged a total of ~30% at 4-year publics.

- Research Universities include University of Washington and Washington State University.
- Regional Colleges and Universities include Central Washington University, Eastern Washington University, The Evergreen State College and Western Washington University.
- Private Career Colleges include Art Institute of Seattle, Everest College, ITT Technical Institute and other institutions licensed through the Workforce Board.

Institution Type	100% of Unmet Need for Moderate-Income Students 2010-2011*
Research Universities	\$5,625
Regional Colleges & Universities	\$4,331
Private & Independent Colleges & Universities	\$8,778
Community & Technical Colleges	\$4,253
Total Un-weighted Average	\$5,747

Sample Financial Aid Packages



While the Washington State Opportunity Scholarship (WSOS) provides a financial incentive to mitigate the costs of pursuing a STEM degree, there are other barriers affecting the number of students who are interested in STEM fields and who enroll, persist and complete STEM degrees. To address these barriers, the WSOS, partnering with College Success Foundation (CSF), is implementing approaches that help to create a more diverse pool of qualified and talented students seeking STEM degrees and to build an effective statewide integrated system of supports that are cost efficient, scalable, sustainable and data-driven. This document provides a high level overview of progress made between January and March 2013.

Pipeline Strategies in Middle and High School: More qualified under-represented students will apply for and be awarded the WSOS to continue encouraging students to enroll and persist in STEM majors.

- **STEM AWARENESS:** Conduct a STEM awareness campaign and advocate for STEM education effectiveness
 - Information regarding the WSOS opportunity, eligibility, and awarding was shared with over 500 partners and over 6500 students.
 - WSOS website has been linked with other scholarship websites.
 - An environmental scan to identify existing STEM-related programs, events, and related opportunities is ongoing. A growing list for students in grades 1-16, families, and adult practitioners was shared with over 400 partners across the state.
- **STEM EXPERIENTIAL LEARNING:** Enhance authentic STEM-focused learning experiences
 - Partnered with the Expanding Your Horizons coordinators at Bellevue College, Central Washington University, Seattle University, and South Puget Sound Community College to assist 160 middle school students (girls) to attend day-long Expanding Your Horizons STEM Conferences for Girls.
 - Partnered with the Northwest Association for Biomedical Research to secure ten spots for CSF high school students to attend the Youth Ethics Summit at the University of Washington. 80% of those spots were filled with students from Cleveland High School.
 - Partnered with the EnVision Program to provide three STEM-focused workshops at the WCAN Conference to help bring STEM awareness and STEM curriculum to 140 college access providers, counselors, educators (03/26-27/2013).
 - STEM Institute for 500 students and parents will take place June 2013.

College and Career Support Strategies: Provide more support and increased exposure to job opportunities and experiences in STEM fields to significantly increase the number of students who earn bachelor's degrees in STEM fields.

- **ENVIRONMENTAL SCAN:** Assess the needs and interests of WSOS Scholars and identify college-level STEM-focused programs and organizations that exist on campuses. In late-February through mid-March 2013, all Cohort 1 WSOS students were invited via email to participate in a scholar needs assessment survey. 1300 responded.
 - Respondents: 13% freshman, 25% sophomore, 32% junior, 23% senior, 3% 5th year senior and 3% Bachelor's degree graduates, 21% community college, 66% four-year public college or university, 14% four-year private or independent college or university
 - Field of Study: 32% Health Care, 31% Science, 23% Engineering, 8% Technology, and 6% Mathematics
 - Support Needed in Personal Areas:
 - Obtaining adequate funds to finance education: 88% indicated strong to moderate support needed
 - Obtaining work experience in career areas: 82% indicated strong to moderate support needed
 - Arranging to discuss career interests in planned career area: 63% indicated strong to moderate support needed

- Support Needed in Academic Areas:
 - Learning about educational opportunities after graduation: 59% indicated strong to moderate support needed
 - Connecting with a peer, grad student, profession or business professional to serve as mentor: 50% indicated strong to moderate support
 - Top courses listed for having difficulty (218 respondents): biochemistry, chemistry and/or organic chemistry, mathematics and calculus, physics, nursing and medicine
- Employment and Workforce Preparation
 - Employed 20 hours/wk: 42%; Employed more than 20 hours/wk: 10%; Not employed: 48%
 - 36% want internship; 20% want seasonal employment; 32% want to work part-time; and 12% want to work full-time
 - 37% have participated in job shadow; 25% have received career mentoring; 16% have participated in an undergraduate research program; 15% have participated in an unpaid internship; 12% have participated in a paid internship; 5% have participated in an apprenticeship
- **ACADEMIC SUPPORTS:** Connect WSOS Scholars to academic supports and mentorship opportunities through colleges, STEM partners and businesses at the local level
 - Share results of WSOS Cohort 1 Student Needs Assessment Survey with college and university partners and develop a framework of connecting WSOS students to campus support programs.
 - Receptions will be held spring 2013 at ten colleges and universities that have approximately 70 or more WSOS Cohort 1 Scholars enrolled to recognize WSOS Scholars, provide an opportunity for the scholars to meet campus leadership, learn more about the supports offered on each campus and bring the Scholars together as a community.
- **CAREER EXPLORATION:** Connect WSOS Scholars to internship and undergraduate research opportunities through colleges, STEM partners and businesses at the local level
 - Partnered with the Washington NASA Space Grant Consortium at the University of Washington (UW) to offer eight full-time paid research opportunities to UW WSOS Scholars this summer. SURP (Summer Undergraduate Research Program) is a paid, 9-week, STEM summer research experience for UW and Space Grant Consortium eligible undergraduates
 - Further exploration of other undergraduate research opportunities offered at other WA colleges and universities to develop a framework for expanding the number of paid experiences, specifically opportunities for sophomores and juniors to increase retention and interest in STEM majors.
 - We are also in the process of developing partnerships with STEM businesses to create internship opportunities for WSOS Scholars.

NEXT STEPS

Pipeline Strategies in Middle and High School

- Collaborate with WA STEM, WCAN, schools and other STEM partners to assess student STEM awareness and interest
- Regional STEM Institutes on college campuses for students
- Collaborate with WCAN and STEM partners to provide STEM programming training for networks and youth-serving organizations
- Continue Year One activities and supports

College and Career Support Strategies

- Collaborate with colleges to connect WSOS Scholars to academic supports, associations and retention programming designed to build personal networks
- Collaborate with colleges and business partners to connect WSOS Scholars to internships, fellowships, mentorships, employment and research opportunities
- Track and monitor WSOS Scholars' participation in internships, fellowships, mentorships, employment and research opportunities
- Continue Year One activities and supports

WSOS Investment Committee Report

March 26th, 2013

This report covers the two recent meetings (March 15 and 21) of the WSOS Investment Committee

- Mack Hogans, with an endorsement from Terry Gillespie, agreed to be Committee Chair until such time as a replacement is named
- Joe Gaffney (CSF board chair), Robert Moser (CEO and President of Laird Norton and CSF Investment Committee Chair) John McDowell (CSF Chief Financial Officer), Susan Pollock, (CSF) and Bob Craves (CSF) participated in the Committee meeting.

The Committee is asking the board to give its input on the Committee's recommendations about the Committee structure and, if satisfied, make decisions on:

1. The formal election of a Committee Chair
2. Increasing the Committee size
3. Approving additional Committee members, including non-WSOS board members

The Committee is also sharing with the board its guidance on:

1. Identifying and selecting a short term fixed income fund manager
2. Identifying and selecting a longer term endowment fund manager
3. Identifying the need to finalize a WSOS investment policy
4. Identifying a rough timeline of next steps leading to the investment decisions

And finally, the Committee is asking the board to:

1. Grant the Committee the authority to employ investment custodians.

At the end of my report I will summarize all the decisions we are asking the board to make. Depending on your preference, the board can take action on those items in open or executive session.

Additional Investment Committee Members

1. The Committee recommends that the size of the Committee be increased from 2 up to 7, including the addition of non-WSOS board members with strong finance/investment experience. The required quorum for Committee action would be 4 once we have 7 members.
2. The Committee recommends that it be given the authority to recruit and approve the additional members. Terry's and Mack's approval would be required for the new members to be seated and assigned roles.
3. The Committee recommends that Joe Gaffney and Robert Moser be retroactively elected (to March 15) as official Investment Committee members.
4. No additional members have been recruited but the Committee has surfaced a few names
 - o Bob Cline
 - o Pete Shimer
 - o Jim Murphy
 - o Alan Heuberger.
 - o (You may know some of these names, but if the board would like to know more about each, Bob Moser is on the line and can give you a quick review)
5. The Committee is asking the board to surface names for consideration and the Committee will finalize a target list of prospective members and make the selection.

Short term Fixed Income Manager

1. The Committee recommends that the funds that are committed for tuition payments (currently about \$5 million) go into a fixed income portfolio to be managed much like a matched liability funding pool.

2. Bob Moser identified and shared insights with the Committee on several Northwest regional institutional fixed income managers::
 - a. Pugh Capital Management
 - b. Seattle-Northwest Securities
 - c. Strategic Income Management
 - d. GW Capital Management
 - e. (You may know some of the managers, but if the board would like to know more about each, Bob Moser is on the line and can give you a quick review)
3. The Committee concluded that the short term fixed income management field is very competitive and therefore manager size and the geographical location of the manager should not be a consideration.
4. Joe Gaffney and Bob Moser recommended that the Committee employ Pugh Capital Management. Pugh is an existing manager for CSF with a proven track record of performance, is cost efficient, and well known and respected in the non-profit community in Seattle.

Longer term Endowment Funds

1. The Committee agreed that long term funds not earmarked for tuition payments (Currently about \$10 million) would go to an institutional manager specializing in endowment management.
2. The Committee discussed the two primary types of endowment managers: Discretionary and Advisory (Non-Discretionary). Discretionary managers tend to have slightly higher fees but require less Committee time and resources than Advisory managers.
3. The sense of the Committee is that a discretionary manager, relying on a strong WSOS investment policy, would be appropriate based on the type of assets and the resources available to the Committee.
4. The Committee acknowledged that the endowment manager would most likely not be a Washington State based firm.
5. Bob Moser is compiling a short list of top endowment managers and will bring that information back to the Committee. A sample of the target firms to date are:
 - a. Global Endowment
 - b. Commonfund
 - c. Mercer
 - d. Cambridge
 - e. Colonial
 - f. Investure
 - g. Canterbury.
 - h. (You may know some of these managers, but if the board would like to know more about each, Bob Moser is on the line and can give you a quick review)
6. The Committee is asking the board to surface names to be added to the candidate pool for consideration.
7. More research and due diligence needs to be done before the Committee is prepared to recommend a longer term endowment fund manager to the board.

Investment Policy

1. Once the fixed income manager is selected, the Committee will work with the manager to develop and implement the WSOS investment policy for the funds.
2. A similar process will be undertaken as soon as a long term endowment manager is selected
3. Joe Gaffney has circulated a suggested template of an investment policy to kick start this process.
4. The board would review any approve the final investment policy

Authorization to Employ Custodians

1. An independent custodian will be required for all assets managed by the investment managers.

2. The Committee recommends that the Board grant the Committee the authority to employ the independent custodian. The approval of the majority of the Investment Committee members would be required to employ the custodian.

Time line (completion dates)

1. Approval of the short term fixed income custodian-March 26
2. Identification of Long -Term Endowment Managers – April 1
3. Engagement of the fixed income manager – April 15
4. Investment Policy for fixed income portfolio – April 15
5. Recruitment and selection of additional Committee members – April 30
6. Due diligence, review and selection of the Long -Term Endowment Managers- May 30
7. Investment Policy for endowment portfolio – June 15

Immediate decisions for the board:

1. Elect Committee Chair
2. Approve increasing the Committee size up to 7 (including non WSOS board members)
3. Approve retroactively the appointment of Gaffney and Moser to the Committee
4. Grant authority to the Committee to elect new members
5. Grant authority to the Committee to select:
 - a. Custodians
 - b. Short term fixed income fund manager (Pugh Capital Management is the current recommendation)
 - c. Longer term endowment fund manager (TBD)

