



**2021**  
**REPORT**  
**TO THE**  
**COMMUNITY**



## Our Mission

College Success Foundation provides a unique integrated system of supports and scholarships to inspire underserved, low-income students to finish high school, graduate from college and succeed in life.

## Our Vision

is that a college degree is attainable for all.

## Our Values

### **Student-Centered Focus**

We put student success at the heart of everything we do.

### **Collaboration**

We develop strong partnerships with students, colleagues and communities to ensure student success.

### **Equity and Inclusion**

We work to dismantle the inequities that limit opportunities for our students and staff so that race, socioeconomic and first-generation status do not predict their future.

### **Continuous Learning**

We leverage the power of continuous learning for improvement, professional growth and courageous conversations.

College Success Foundation seeks to improve educational equity for students from low-income families through an integrated system of supports and scholarships. By pairing in-depth student advising with financial assistance, we have created a scalable and effective model of success.

# OVERVIEW



**We prepare our students with the academic, financial, social and emotional support they need to be successful in life, beginning in middle school and continuing through high school, college and beyond.**

## Who We Serve

College Success Foundation serves the underserved: those who might not otherwise get to college without our support. Our scholars include young people from low-income families, students of color, foster youth and first-generation college students.



### Our Student Profile

**86%** are from low-income families

**81%** are the first generation to attend college

**83%** self-identify as students of color

## Where We Serve

We serve students in high-need areas where college graduation or enrollment rates are low. Our advisors work directly in public schools with high percentages of low-income students. We partner with schools and districts striving to improve high school graduation rates and increase the number of graduates going directly to college.

We serve thousands of students in middle school, high school and college to ensure their success.

### Washington State Public School Districts:

Auburn • Bremerton • Highline • Kent • Marysville • Mount Vernon • Port Angeles  
Seattle • Spokane • Tacoma • Yakima

### District of Columbia Public and Charter School Districts:

Ward 7 • Ward 8

### Colleges:

Over the past 21 years, CSF Scholars have attended colleges in every state of the nation.

FOR 20 YEARS, WE HAVE BEEN FOCUSED ON CLOSING THE ATTAINMENT GAP WITH THE UNDERSTANDING THAT EDUCATION HAS THE POWER TO TRANSFORM LIVES. WHILE WE SEE AND **CHALLENGE** SYSTEMIC INEQUITIES IN OUR WORK, WE KNOW WE HAVE NOT DONE ENOUGH TO DISMANTLE THEM.

WE ARE RE-EXAMINING **OUR ROLE** IN CHALLENGING PERVASIVE SYSTEMIC RACISM. IT IS NOT ENOUGH TO SIMPLY BE NONRACIST; WE HAVE IMPLEMENTED AN **ANTIRACIST** AGENDA. IBRAM X. KENDI DEFINES AN ANTIRACIST AS ONE WHO IS EXPRESSING AN ANTIRACIST IDEA OR SUPPORTING AN ANTIRACIST POLICY THROUGH THEIR ACTIONS. WE KNOW THAT WE CAN AND MUST PLAY AN ACTIVE ROLE IN **OUR COMMUNITIES** TO CHALLENGE AND DISMANTLE SYSTEMIC RACISM. THIS IS A LONG JOURNEY. WE RECOGNIZE THAT WE HAVE MADE AND WILL CONTINUE TO MAKE MISTAKES, BUT WE ARE **COMMITTED** TO LISTEN, LEARN AND DO BETTER.

ANTIRACISM



# CSF Scholars finish high school, directly enroll in and graduate from college at higher rates than other low-income students.

99% of CSF Scholars in Washington state graduate from high school vs. 87% of low-income students who start their senior year in high school.<sup>1</sup>

74% of CSF Scholars in Washington state who started college in fall 2019 persisted to fall 2020 vs. 68% of all students in Washington state regardless of family income.<sup>2</sup>

58% of CSF Scholars in Washington state graduate from college vs. 52% of low-income students who start college nationally.<sup>3</sup>

**More than 11,600 CSF Scholars have graduated from college.**



<sup>1</sup>Calculated by CSF's Research, Evaluation, Planning & Accountability Department by using OSPI Graduation by Student Program and Characteristics Class 2020.

<sup>2</sup>National Student Clearinghouse Research Center. Persistence and Retention – 2021 Appendix (XLSX).

<sup>3</sup>Calculated by CSF's Research, Evaluation, Planning & Accountability Department using the National Center for Education Statistics' Graduation Rate Pell SSL data set under Survey Data Section. Rate includes students who enrolled at a four-year institution in fall 2014 and received the Pell Grant.

# The pandemic continues to have a disproportionate, devastating impact on underserved students.



- Nationally in 2020, 49% of students who graduated from low-income high schools directly enrolled in college vs. 65% of students who graduated from higher-income high schools.<sup>1</sup>
- There has been an ongoing decline in direct college enrollment, but the drop in 2020 has had a markedly severe impact on underserved students. While the direct college enrollment rate dropped 4% for students from low-poverty high schools, it dropped 10% for students from high-poverty high schools.<sup>2</sup>
- Overall, 600,000 (about 3.5%) fewer students were enrolled in college in spring 2021 compared to spring 2020. This decline was largest (about 9.5%) for community colleges where a significant share of low-income and first-generation students are served.<sup>3</sup>

<sup>1</sup>National Student Clearinghouse Research Center "High School Benchmarks, December 1, 2021" page 6. Please note the analysis used the income level of high schools (low-income are defined as schools where at least 50% of the students are eligible for a free or reduced-price lunch).

<sup>2</sup>National Student Clearinghouse Research Center "High School Benchmarks, December 1, 2021" page 7. Please note the analysis used the poverty level of high schools (high-poverty schools are defined as schools where at least 75% of the student population is eligible for free or reduced-price lunch; low-poverty schools are defined as schools where less than 25% of the student population is eligible for free or reduced-price lunch).

<sup>3</sup>National Student Clearinghouse Research Center "Current Term Enrollment Estimates, Spring 2021" (June 10, 2021).

# Our COVID Response

We all remember our collective shock when COVID disrupted our world in March 2020. When public schools closed down across the nation, we shifted to an emergency response to minimize disruption to our scholars.

## We responded in three immediate ways:

**We shifted our model** from primarily location-based services to fully-remote. We found computers, office equipment and other resources to support scores of program staff as they shifted to providing remote support.

**We remained laser-focused on our CSF Scholars** through the enormous academic, financial, social and emotional disruption. [Our advisors went above and beyond](#) in how they supported our scholars through these challenges by prioritizing the emotional well-being and basic needs of our scholars above all else.

**We established the COVID-19 Student Support Fund** to assist students and their families through this evolving and unprecedented situation. Thanks to the generosity of numerous donors, hundreds of thousands of dollars were raised. Funds were then distributed locally to our regions, allowing student advisors to immediately respond to the needs of their students. These needs ranged from accessing remote school instruction to keeping food on the table and addressing financial and medical emergencies.



**As the devastating impacts of COVID continue to crystalize, we are doubling down with two major initiatives in 2022 and beyond:**

- *CSF's Rally for College initiative to support even more students in high school*
- *CSF's college services expansion to support even more students in college*





## Rally for College will support even more high school students.

The pandemic has disrupted the educational system unlike anything we've seen in our lifetimes. A challenge of this magnitude compels a bold and proportionate response.

College Success Foundation is proud to partner with Washington state and the Office of Superintendent of Public Instruction to create the *Rally for College* initiative.

We will leverage our existing relationships with the 28 public high schools we currently support to promote direct-to-college enrollment for all students in each school. Our CSF pathway model will be leveraged to serve even more students.

It will take a dramatic increase in resources to support this generation of students. We'll focus on what is needed most: providing college and career services to even more students and engaging more parents. We'll focus even more thoroughly on the transition from high school to college and tailor the supports to meet the needs of underserved students who stand to benefit the most.

It's a huge endeavor. But together, we can turn the tide for students and get them back on the road to college access and completion ... and brighter futures ahead.

## We'll expand our college services to even more students.

When Rally for College gets underway in high schools, the next phase of our COVID response will grow and strengthen our college services program. Before COVID, CSF piloted and participated in a multi-year research study to determine the best practices of on-campus and virtual college advising.

We will leverage our research insights by adding numerous college advisors to our program. This expansion of services will simultaneously help CSF accomplish three critical things:

### **Serve more underserved students in college**

Through our Rally for College initiative, CSF will be serving tens of thousands of additional high school students annually. Expanding our college services will ensure these students are prepared for their college journey.

### **Increase college enrollment**

The transition between high school and college is a critical time for students as many withdraw from the process. Washington state's college enrollment rates have been declining for years and are at their lowest rate since 2016. Expanding our college advising program will provide a stronger support pathway for students transitioning to college.



### **Improve college completion rates**

CSF's program is distinctive in that we employ college advisors to support students through their successful completion of college. Expanding this aspect of our program will help improve graduation rates and support more students in achieving their academic dreams.

Our intention to quickly expand our college services will not be easy. It will require new partnerships and collaboration agreements as well as significant financial resources.

We hope we can count on your support as we continue to battle COVID's impact on this generation of students.

Our programs are unique. We start early—beginning with students in middle school—and support, inspire, and guide them through college completion and beyond.



Our advisors work directly in public schools with high percentages of low-income students. Advisors honor each student's lived experience by taking a holistic, trauma-informed approach that is tailored to the academic, emotional, financial and social needs of each scholar. We partner with schools and districts striving to improve high school graduation rates and increase the number of graduates going directly to college.

## Grades 6-8

CSF's program begins in middle school when students' grades, attendance rates, and level of school engagement have a major impact on their ability to complete high school and be successful in college.

Our advisors are AmeriCorps members who work directly in the schools to create a college-going culture and build college and career awareness.

## Grades 9-10

Our ninth- and tenth-grade program focuses on engaging students academically and guiding them on their path to college. Students get the support they need to successfully navigate the transition from middle school to high school, manage the academic rigor of high school, and become college-ready.

Advisors work full-time in schools and serve as coaches, advocates and mentors to students in the program. They ensure students have good academic behaviors, support development of academic mindsets, and equip students with the skills and knowledge they need to be college-ready.

## Grades 11-12

Our eleventh- and twelfth-grade program provides the support and guidance students need to successfully navigate their last two years of high school and prepare for a successful college experience.

Located on high school campuses, advisors deepen students' understanding of college fit and match, support successful navigation of the college admissions process, and ensure students apply for and receive financial resources to pay for college.

## College

College is a major milestone for students. It is a time when they move into a challenging new world of freedom, responsibility, new peers and unfamiliar surroundings. We continue to offer the customized support they need in college to help them succeed.

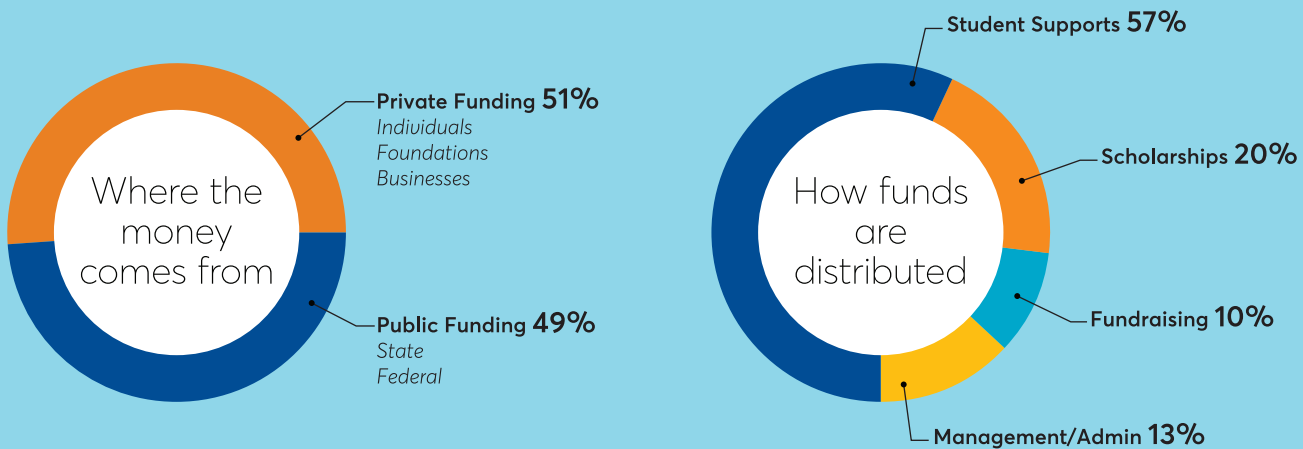
Our college program in Washington state supports CSF Scholars beginning with the high-school-to-college transition through college completion and helps them prepare for their career. We've created an efficient scholarship system to select, award and disburse various scholarships for underserved students including foster youth.

## CSF Alumni

We support scholars as they transition from college to graduate study or careers. Our alumni programs in the District of Columbia and Washington state focus on networking, professional development, leadership training, graduate and continuing education, personal finance, and giving back.



## We are a successful public-private partnership.



**Note:** A complete 2021 Consolidated Audited Financial Statement for College Success Foundation and its subsidiaries is available upon request.

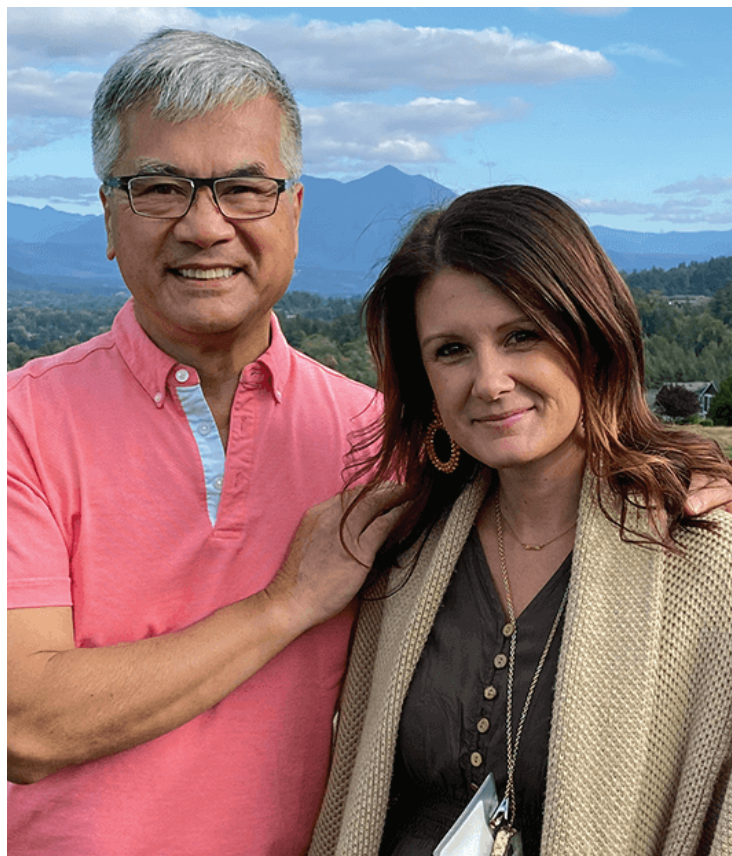
## Destiny's story

College Success Foundation's Governors' Scholarship for Foster Youth has paved the way for more than 500 kids in foster care to attend college to date. I know this because I am one of the 500. In fact, I was part of one of the very first cohorts of Governors' Scholars in 2002 ...

... I'm constantly curious, passionate, and an "all in" person. I'm independent and have convictions. I'm not easily deterred, and I know what I bring to the table. If I were a penny, I'd like to think I'd be a shiny one. It wasn't always that way, though.

I was born to a teen mother and absent father. My mother was in full-blown addiction by the time I was 2, and the first time I was removed from her care I was 3. I was capable of getting myself to school by kindergarten, and that's when the world changed for me.

[▶ READ FULL STORY](#)



*"CSF saw my value ... the tarnished, beat up old penny ... and believed I was just as worthy as the shiny one."*



## Madelyn's story

CSF Scholar Madelyn has continued to pursue her dreams through many challenges caused by the pandemic and worsened systemic inequities. As a sophomore at University of Washington Bothell, she is a STEM major who hopes to be an international aid worker in developing countries.

[▶ WATCH VIDEO](#)

*"If it wasn't for CSF, I probably would have settled for less. I really would have given up on myself way sooner than expected ... What they do for students, it goes beyond what anybody expects."*

CSF's impact is amplified by partnering with schools, school districts, state agencies and other organizations committed to educational attainment. Knowing we are stronger together, we work to continually learn and share knowledge in order to harness the power of our networks.

## **Washington College Access Network (WCAN)**

CSF staff lead the Washington College Access Network (WCAN) to raise awareness of the College Bound Scholarship and to increase FAFSA/WASFA completion rates. We provide training, tools, resources and technical assistance to school staff and community-based practitioners tailored to fit each individual school, district and community.

We give counselors and school staff the tools and information they need to promote a college-going culture and provide their students with access to all financial aid opportunities.

WCAN is led in partnership with the Washington Student Achievement Council (WSAC).

## **Washington Passport Network**

Washington Passport Network is a statewide collective impact initiative committed to supporting students from foster care, unaccompanied homeless youth, and the adult professionals they rely on. We provide information, knowledge and tools to improve practices and student outcomes.

If you are a professional who supports students from foster care or unaccompanied homeless youth in gaining access to, persisting within,

or completing post-secondary education in Washington state, we consider you a member of the Washington Passport Network.

College Success Foundation staff lead the Washington Passport Network in partnership with the Washington Student Achievement Council (WSAC).



## **MENTOR Washington**

MENTOR Washington is a public-private partnership founded in 2004 as a source of support for the hundreds of mentoring organizations across our state.

MENTOR Washington's mission is to promote, support, and expand quality mentoring that fosters positive youth development, academic success, and job and career readiness.

# Scholarships have never been more critical for student success.

We are so thankful for and want to recognize the companies, foundations and individuals who have committed to funding student scholarships.

We built our scholarship program for student success, and it surpasses college completion rates in every category. Our model grants significant tuition assistance for students, provides college-advising support to ensure academic success, and includes special funds to help cover unforeseen costs or emergencies.

Supporting a student with a scholarship is easy to do, incredibly flexible, payable for up to four years, and—most importantly—will forever transform a life. As a benefactor, you'll have the option to tailor your scholarship to the students you wish to support. Scholarships can be designed to fund students in a specific field of study, who have graduated from a certain region or high school, or who are enrolled in a particular college.



**CSF manages all aspects of the scholarship process including effective student selection, awarding, fund distribution and tracking.**

**Scholarships include:**

- *DC Achievers Scholarship Program*
- *Leadership 1000 Scholarship*
- *Washington State Governors' Scholarship for Foster Youth*
- *Chateau Ste. Michelle Scholarship Fund*
- *Costco Employee Scholarship*
- *Jerry Dempsey Memorial Scholarships*
- *Martin Luther King Jr. Scholarship Fund*
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**CSF helps students and their families navigate the financial aid process each step of the way. [Visit our financial aid hub](#) for resources, tips and support.**



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We are honored to recognize the generous donors who stepped up to support CSF Scholars in extraordinary ways. The individuals, corporations and foundations included in this list made donations between July 1, 2020 and June 30, 2021.

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 Patrick & Cathy Callans  
 Paul & Nancy Etsekson  
 Pilgrim's Pride  
 Randa Accessories  
 Representative Tana Senn & Mr. Kevin Flaherty  
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 Richard Toltzis  
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 Robert N & Victoria Leuck  
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 Rosanne Fleischmann Lapan  
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 State Farm Companies Foundation  
 Stephanie Cutler  
 Steven & Sandra Hill  
 T.D. Farrell Construction, Inc.  
 That's How We Roll  
 The Dorsey & Whitney Foundation (WA)  
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 The Herbert J & Dianne J Lerner Foundation  
 The Isaac Alhadeff Foundation  
 The Presto Foundation  
 The Scotts MiracleGro  
 The Spur Group  
 The Tassos Group, LLC  
 Total Meter Service Inc.  
 Tulalip Tribes Charitable Contributions  
 Tyler & Kelly Lafferty  
 United Way of King County  
 Vasinee Food Corp.  
 Velox Wheels  
 Vitalogy Foundation  
 Washington State University  
 Wendy & Fred Goldberg  
 Wendy & Jay Stricherz

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 3M Company  
 4C Foods Corp.  
 A.L. Schutzman Company  
 Aaron DeWeese  
 Adam Self  
 Adri Silver  
 AgroThrive, Inc.  
 Ajinomoto Foods North America  
 Alison Francis  
 American Cleaning Supply  
 Amylu Foods, LLC  
 Anonymous (6)  
 Anthony Laevaglia  
 APEX COMPANIES, LLC  
 Appointment Plus  
 Arthur & Sue Jackson  
 ATEQ TPMS Tools  
 Authentic Lifestyle Products, LLC

Bacardi USA  
 Barbara & Timothy Allen  
 Barbara Rosen & Russell Berg  
 Bard Valley Date Growers  
 Barry & Suzanne Goren  
 Base Brands  
 Basetec US LLC  
 Bayer Healthcare LLC  
 Bel Brands USA  
 Bensussen Deutsch  
 Betti Fujikado & Dereck Soo  
 Beu & Wayne Lauerman  
 Big Wave Recruiting  
 Bimbo Bakeries USA  
 BL Companies  
 Blaine & Preciosa Tamaki Foundation  
 Blue Diamond  
 Bob & Marcy Rebar  
 Bonduelle Americas  
 Long Life  
 Boston Traders  
 Bradd Guenser  
 Brentwood Originals  
 Brett Thompson  
 Bridgestone Americas  
 Tire Corporation  
 Bristol Myers Squibb-Seattle  
 Brother International Corporation  
 Bruce & Lynn Coffey  
 Buchalter Nemer  
 Callie & Ryan Bendickson  
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 Carla Kopet  
 Carol & Allen Gown  
 Cascades Tissue Group  
 Centor Inc.  
 Challenger Lifts  
 Chef Bobo Brand, Inc.  
 Chick-Fil-A North Spokane  
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 CityBridge Foundation  
 Clara Ladd  
 Clover II Corporation  
 CMC Foods, Inc.  
 Columbia Bank  
 CONNECT, powered by American Family Insurance  
 Convenience Valet  
 Core Home  
 Costa Farms LLC  
 Cottage Gardens, Inc.  
 Craig Schechtman  
 Creations in Optics  
 Cretor's Eagle Foods - Belmont Partners, Inc.  
 David Babcock & Assoc.  
 Day-Lee Foods, Inc.  
 Dean Desabrais  
 DeAnne & Larry Baer  
 Delta Faucet Company  
 Derek & Katherine Snead  
 Derek Heed  
 Diageo, PLC  
 Dick R. Wynn  
 DIGI America  
 Digi Canada  
 Dole Packaged Foods, LLC  
 Domex Superfresh Growers  
 Douglas Neff  
 Dr. Theodore Wagner  
 & Mrs. Iris Wagner  
 Duraflame, Inc.  
 E. Gluck Corp

E.K. Allan Sales, Inc  
 Eagle Beverage  
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 Ecolab  
 Effy Group  
 Eilon Lipton  
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 Elizabeth & Tommy Newman  
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 Enterprise Holdings  
 EPK Training Solutions  
 Eric Harris  
 Erica Ash  
 Essendant  
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 Eyeking, LLC  
 Feizy  
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 Ferrero USA

Gulfstream Aerospace Corporation  
 Gwen Houston  
 Handy Living  
 Harvest Food Group  
 Hatcheri Foods  
 Herb & Paula Simon  
 Herbert R. Tillery  
 Hickman's Family Farms  
 Himatsingka America  
 HKH JVC LLC, Norpac  
 Fisheries Export  
 Holland America Line, Inc.  
 Hollywood Bed  
 Spring Mfg Co.  
 Houdini, Inc.  
 HP Hood LLC  
 Huhtamaki - Chinet Products  
 Hunter Fan Company  
 Infinity Massage Chair

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 Jeffrey & Robin Lyons  
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 Jerome Foundation  
 Jerry Dunietz & Laurie Minsk  
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 Kathleen Heinrich & Jim Masson  
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 La Boulangerie des Gourmets  
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 Lacey Leverda & Danilo Costa Tavares  
 Lanie & John Paul Mullally  
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 Lea Anne & Randy Ottinger  
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 Leona Locke Dotson  
 Lesa & Zach Linster  
 Leslie & Dana Neighbor  
 Leslie Lawson-Sims & Brett Sims  
 Lester Cox  
 Lettieri & Co., Ltd.  
 LF Americas  
 Liana Abraham  
 Little Farm Frozen Foods  
 LNK International Inc.  
 Lorie Almon & Mitchell Bompey  
 Lunaura Hassinger  
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 Macabee Foods, LLC  
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 Mady Plumer  
 Manitoba Harvest  
 Hemp Foods  
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 Mark & Linda Starnes  
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 Mark Hall  
 Mars, Inc.  
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 Maser Consulting  
 Materne North America  
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 Finlays  
 Foremost Farms  
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 International Forest Products, LLC  
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 Ito En North America Inc.  
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 Jack Weisbly  
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Indian Foods  
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Washington, Inc.  
Mondetta Canada Inc.

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Pacific Lutheran University  
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Ruiz Food Products  
Russell Investment Group  
RXBAR  
Safe Food Corp  
Saiber LLC  
Saint Martin's University  
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Sally & Warren Jewell  
Samson International  
Sarah Moore  
Sarah Wehling

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Susan & Gary McConaha  
Susie & Brian Vowinkel  
Suzanna's Kitchen  
Suzanne Hittman  
Swedish Health Services  
Tacoma Community College  
Tacoma Pierce County  
Health Department  
Talking Rain Beverage  
Company  
TC Energy  
Teresa Jones  
Terlato Wines International  
Terracon Consultants, Inc  
Terry & Marcie Wirth  
Terry Grall  
The Boeing Company  
The Gerson Company  
The Simon Family Fund-  
Herbert Simon  
The Titus-Will Families  
Foundation  
The Waldman Family  
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The William H. Cilker  
Family Foundation  
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Thomas Keskey & Abbe Salk  
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Todd Johnson  
Tony Freytag  
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True Innovations  
True Story Foods  
Trumedic  
Tyson Apperson  
Tyson Foods, Inc.  
Unitex  
University of Puget Sound  
University of Washington -  
Office of Minority Affairs  
University of Washington-  
Tacoma  
Upper Crust  
Vedad Caucic  
Vimal Vijayan  
Vita Coco  
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Warren Distribution  
Washington State Employees  
Credit Union  
Wegmann Automotive USA  
Weider Global Nutrition  
Wendy & Mark Holcomb  
Western Fresh Marketing  
Western Washington  
University Foundation  
Westfield Outdoors  
William & Barbara Rayburn  
Willie & Faye Stewart  
Wing-Sea Poon  
Wonderful Pistachios  
& Almonds  
WorkCare, Inc.  
Xperience Marketing Inc.  
Yoon Kim  
Yurii Zubrytskyj

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Bofa, Trustee  
Alfred & Tillie Shemanski  
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Rosalie Alhadeff  
The Anderson Foundation  
Anonymous (9)  
Austa Foundation  
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Stanley Barer  
Paula Begoun  
Brooke Benaroya Dickson  
& Joshua Dickson  
Donna Benaroya  
Rebecca Benaroya  
Alexis & Shanti Betts  
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Ronald & Kay Bland  
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Brettler Family Foundation  
Mr. Jonathan Bridge & The  
Honorable Bobbe Bridge  
Sarah & Andy Buhayar  
Carrie Welch Trust  
Amit & Sanghamitra  
Chatterjee  
City of Tacoma  
Charles & Kristi Cooper  
Cowles Company  
Krijn & Judith De Jonge  
DigiPen Institute of  
Technology  
Dr Hsushi Yeh Scholarship  
Karla Easton  
Julie Edsforth &  
Jabe Blumenthal  
\*Jacob & Margo Engelstein  
The Estate of Bernie Minsk  
The Estate of William  
Steve Nelson  
Paul & Nancy Etsekson  
Evergreen Point Foundation  
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H.D. Fowler Company  
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Noah Tratt & Daphne  
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Michelle Wainstein  
& Django Sussman  
David & Lisa Walsh  
Kristin & Tom Weiss  
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Family Foundation  
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Endowed Scholarship  
Windermere Foundation  
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Ann Wyckoff  
Marcy & Edward Yoshida  
Marcia & Klaus Zech  
Karen & Jilani Zeribi  
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Yvonne Terrell-Powell  
Mr. Donald Santa  
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Engineering, Inc.  
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 Annika C. Thach  
 Anonymous (47)  
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 Chris Kellett  
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Kathleen Kelley & Charles Arnold  
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Kenneth Baker  
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Laura Saponar Taddei  
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Lauri Hennessey  
Laurie Strand  
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Lee Barnes  
Leigh Slaughter  
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Leroy Miles  
Leslie Ray Bernstein  
Lesmore Barker  
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Ligeng Dong  
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L'Oreal

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Mandy Leifheit  
Mandy Mattson  
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