

## EXHIBIT C

### AFFILIATE AND PARTNER COLLEGE AGREEMENT

Basic Agreement Between the Act Six National Office  
at the Northwest Leadership Foundation,  
an Act Six Affiliate and an Act Six Partner College



#### Prologue

The Act Six National Office at the Northwest Leadership Foundation, the Act Six affiliate, and the Act Six partner college share a common commitment to the spiritual and social transformation of our urban communities as well as a belief that education is essential in equipping the next generation of urban leaders to serve the city.

Higher education is a powerful component in the development of personal vocation and community leadership and yet too few young people from ethnically diverse, low-income urban neighborhoods are earning college degrees. In addition to financial barriers, these students often face unique challenges of cultural isolation when attending college campuses that are profoundly different than their home communities. The future health and vitality of our urban centers hinges on the empowerment of these emerging indigenous leaders.

The Act Six Leadership and Scholarship Initiative was developed in response to these realities and is based on a distinctly Christian perspective that asserts that faith in Christ both demands and makes uniquely possible the visionary servant leadership and authentic reconciliation that our nation's young people, colleges and cities so desperately need.

#### Mission

The mission of Act Six is to equip emerging urban leaders to engage the college campus and their communities at home.

#### Basic Model

As an urban leadership development and college access and retention initiative, Act Six accomplishes this mission by:

- (1) locally recruiting and selecting diverse, multicultural cadres of promising urban student leaders;
- (2) intensively training these groups of students in the year prior to college, equipping them to support each other, succeed academically, and grow as service-minded leaders and agents of transformation;
- (3) sending the teams together to partner colleges with unsurpassed scholarship awards; and
- (4) providing strong campus support and ongoing leadership development experiences to nurture these young people as they find their vocation and grow into the next generation of community leaders.

#### Nature of Partnership

The Act Six National Office at the Northwest Leadership Foundation, Act Six affiliates and Act Six partner colleges work collaboratively to implement this basic model through a local Act Six initiative.

The affiliate and partner college are jointly responsible for forming and maintaining partnerships that facilitate the recruitment, selection, training, sending and support of scholars in a fashion that honors each of the core principles detailed below. In addition, the affiliate and the partner college are responsible for the legal, organizational and fund-raising aspects of the local initiative.

The Act Six National Office provides assistance through consultation, encouragement, training, provision of materials and sharing of best practices. In addition, the Act Six National Office assists partners in improving program effectiveness through an accreditation and performance assessment process.

## Core Principles

- (1) **TWO-WAY PARTNERSHIP.** Many scholarship programs operate as one-way streets where the student recipients are viewed as the sole beneficiaries of the programs. Act Six, however, is fundamentally based on the belief that while urban students clearly need and benefit from the kind of education that quality colleges provide, college campuses in America also desperately need the wealth and diversity of experience, perspective, and leadership that emerging leaders from our urban centers possess.

In the same spirit that the early Christian Church strategically responded to an inequity in the distribution of a critical resource by empowering minority leadership that would ultimately propel the Church toward its mission to the ends of the earth (Acts 6:1-7), Act Six operates on the conviction that both our cities and our colleges desperately need the kind of leadership that Act Six scholars embody.

Act Six partners only with affiliates and colleges that fully embrace this conviction and are committed to developing leadership for the spiritual and social transformation of both campus and city. While most Act Six partner colleges will therefore be faith-based institutions, affiliates may partner with non-faith based colleges that acknowledge and support the Christian foundations of the initiative.

- (2) **SIGNIFICANT SCHOLARSHIP.** Given the tremendous benefit that diverse, high-caliber urban students bring to a college, the struggle that many colleges confront in attracting these students, and the negative impact that research indicates debt and excessive work hours can have on persistence and degree attainment, Act Six is committed to recognizing and rewarding Act Six scholars with unsurpassed financial aid packages that free scholars from financial burdens and allow them to focus on engagement and leadership on campus.

Act Six scholarships are merit-based intercultural leadership awards. Affiliates work with partner colleges and local scholarship providers to ensure that Act Six scholars receive at minimum financial aid packages that cover full need with a predetermined, limited amount of loan or work study for a time period sufficient to obtain an undergraduate degree. All scholars should receive at minimum awards that cover the full cost of tuition with gift aid.

- (3) **COMPREHENSIVE RECRUITMENT AND SELECTION PROCESS.** Affiliates and partner colleges employ active community-based recruiting efforts and a rigorous selection process to identify diverse, multicultural cadres of between 7 and 15 of the city's most promising urban student leaders.

Utilizing a diverse panel of adult leaders from across the community, affiliates and colleges work together to select Act Six scholars who are passionate about learning, eager to foster intercultural communication and relationships, willing to step out of their comfort zones, committed to serving those around them, and ready to make a difference on the college campus and in their communities at home.

While ensuring that every selected scholar will be ready to succeed academically, the selection process seeks to identify leadership and academic promise beyond traditional measures, eliciting more elusive qualities of leadership and providing multiple and authentic forums for students to demonstrate their strengths.

Because the selection is finalized at the latest by February of the school year prior to college, the process provides ample opportunity for students to get to know and understand both the college and the nature of the Act Six initiative before making an early commitment to the initiative and the college.

Act Six considers students from any faith background and scholars are not required to be Christian. However, scholars must demonstrate a willingness to explore and engage in dialog around the Christian perspectives that motivate the initiative.

While Act Six is clearly focused on identifying and empowering underrepresented students, affiliates are encouraged to consider dominant culture students who model strong intercultural leadership and embody the ideals of the program.

- (4) **PREPARATION AND LEADERSHIP TRAINING PROGRAM.** Critical to the success of the Act Six Initiative is the training and preparation program that scholars undertake prior to heading to campus.

Selecting scholars no later than February, the affiliate leads the cadre through a training program where scholars meet together on a weekly basis to establish critical friendships, grow as a team, hone academic and leadership skills, and wrestle with important and challenging issues.

In addition to the weekly meetings, the cadre makes at least two visits to the campus and may participate in additional retreats and conferences. Act Six scholars come to campus prepared to engage the campus with an established support system and a sense of purpose as service-minded leaders and agents of transformation.

Act Six training is committed to exploring seven essential themes: vision, leadership, service, diversity, community, preparation, and transformation. While the training explores and integrates Christian perspectives on these themes, Act Six staff demonstrate genuine respect for those scholars who do not share their religious perspectives.

- (5) **CADRE SUPPORT SYSTEM.** Critical to the success of the Act Six model is the built-in support system that the cadre provides for scholars. Affiliates work to facilitate and nurture relationships within the cadre so that it becomes a place on campus of academic and social support from trusted friends who know each other's strengths and weaknesses. The cadre serves to combat cultural isolation by providing a safe place for scholars to process the new experiences and emotions that come from adapting and leading on the college campus.

The affiliate and college also work to ensure that while the cadre often serves as a place of reprieve from the pressures of cultural transition, it is also a place of challenge that continually encourages scholars to actively reengage, serve and lead on the broader campus.

- (6) **ON-CAMPUS SUPPORT AND MENTORING.** In addition to the built-in support that comes with the cadre model, Act Six scholars on campus rely on broad institutional commitment to the initiative and on strong, focused support from designated college staff.

Partner colleges designate campus mentors that meet weekly with Act Six cadres and with individual scholars as needed. These mentors serve as sounding boards and advocates while working to connect scholars with the individualized support and campus resources that scholars need to succeed academically and be empowered as campus leaders.

The affiliate assists partner colleges in designing appropriate structures to facilitate this support and colleges commit to assigning appropriate staff resources as the number of Act Six scholars on campus increases.

- (7) **ONGOING LEADERSHIP AND VOCATIONAL DEVELOPMENT.** Act Six is committed to expanding scholars' vision for transformational leadership in the city and to helping scholars build the experiences and relational networks that underserved students traditionally lack when they leave college.

Therefore, affiliates utilize their extensive network of relationships in the city and work with partner colleges to develop a program of ongoing leadership and vocational development opportunities available to scholars throughout their college years. These opportunities may include internships and summer jobs in the urban community, study tours, vision trips, retreats, workshops, conferences, and job fairs.

These opportunities are designed to help scholars develop vision for their personal vocation as well as for their communities at home. While Act Six does not require of scholars any commitment to return home after graduation, these opportunities are ultimately designed to inspire them to invest their lives and resources in the communities that desperately need their leadership.

## **Measures of Success**

Act Six affiliates and partner colleges will report to the Act Six National Office on the impact of the initiative in three areas main areas:

- impact on scholars
- impact on the college campus
- impact on the urban community

The affiliate and partner college agree to submit regular reports on the progress of the initiative and to regularly supply the National Office with data associated with indicators of these impact areas. Examples of these data may include, but will not be limited to, scholar demographics, scholar enrollment status and grades, and financial aid summaries. Finally, the affiliate and partner college agree to actively participate in a peer accreditation and performance assessment process that may involve a site visit with focus groups and surveys with various stakeholders.

## **Agreement**

Affirming the mission, basic model, nature of partnership, core principles, and measures of success presented in this agreement, the Act Six National Office, affiliate and partner college agree to work together and to collaborate with other affiliates and partner colleges to accomplish the mission of Act Six. They collectively commit to enhancing their ability to carry out this mission by: supporting effective communication among affiliates, sharing locally developed materials, practices, and outcomes; participating in national training events; and participating in regular review and planning sessions.

## EXHIBIT D

### IMPLEMENTATION TIMELINE AND WORK PLAN



Partner College (“partner college”) is partnering with the Local Affiliate (“affiliate”) to implement a local expression of the Act Six Leadership and Scholarship initiative. Together, they are licensing the use of the Act Six service mark and program materials from the Act Six National Office at the Northwest Leadership Foundation.

The timeline and work plan that follows describes the complete program for the cadre(s) to be recruited, selected, and trained in the academic year 2010-11.

#### 2010-11 Initiative Summary

Affiliate	<ul style="list-style-type: none"><li>• Local Affiliate</li></ul>
Partner College	<ul style="list-style-type: none"><li>• Partner College</li></ul>
Cadre(s) and Scholars	<ul style="list-style-type: none"><li>• Affiliate City to Partner College (preferred 10, minimum 7 scholars)</li></ul>
Timeline Benchmarks	<ul style="list-style-type: none"><li>• cadre recruited, selected, trained 2010-11</li><li>• cadre to campus fall 2011</li><li>• cadre target graduation spring 2015</li></ul>
Scholarship Commitment	<ul style="list-style-type: none"><li>• “Full Tuition, Full Need”</li><li>• Act Six scholars will receive financial aid awards that meet full demonstrated need with gift aid and work study. In cases where need is less than tuition, scholars receive gift aid to meet tuition, with no work study. Act Six awards include optional loan only for expenses above need.</li><li>• Act Six scholar awards are packaged in the following order, until the greater of tuition or full need is met:<ol style="list-style-type: none"><li>1. government gift aid (Pell, SEOG, State grants)</li><li>2. regular institutional gift aid (the amount normally awarded to the student through regular awarding policy)</li><li>3. other outside private gift aid</li><li>4. work study</li><li>5. additional institutional gift aid to meet the greater of tuition or full need</li></ol></li></ul>
National Office Licensing and Support Fee	<ul style="list-style-type: none"><li>• \$65,000 over 2.5 years from Partner College to Act Six National Office at Northwest Leadership Foundation for materials, training and support<ol style="list-style-type: none"><li>1. \$15,000 due Jan 2010</li><li>2. \$25,000 due Jul 2010</li><li>3. \$25,000 due Jul 2011</li></ol></li></ul>

## Stage 0: Planning

- |                                    |  |
|------------------------------------|--|
| Timeline                           | <ul style="list-style-type: none"><li>• Jan '10 – Mar '10</li></ul>  |
| Objectives                         | <ul style="list-style-type: none"><li>• secure startup funding to launch local Act Six program</li><li>• hire local Act Six Director</li><li>• develop a detailed operational plan, including timelines for recruitment and selection</li></ul>  |
| Affiliate<br>Action Steps          | <ul style="list-style-type: none"><li>• recruit, select and hire a local Act Six Director</li><li>• establish partner meeting timeline to design and implement operational plan involving college admissions, financial aid, student life, development</li><li>• convene and facilitate operational planning meetings</li><li>• pursue partnerships with local scholarship providers</li><li>• be available for presentations to college administration, faculty, board</li><li>• provide ongoing email and phone consulting</li><li>• coordinate, finalize, and distribute operational plan and timelines</li></ul> |
| Affiliate Costs                    | <ul style="list-style-type: none"><li>• 0.5 FTE staff position per college partner</li><li>• travel costs for affiliate staff to national office training</li></ul>  |
| Partner<br>College<br>Action Steps | <ul style="list-style-type: none"><li>• identify lead staff contacts in admissions, financial aid, student life, and development</li><li>• participate in operational planning meetings</li><li>• continue internal discussion with key decision makers and offices</li><li>• agree to final operational plan and timelines</li></ul>  |
| Partner<br>College Costs           | <ul style="list-style-type: none"><li>• travel costs for college staff to training and local planning meetings</li></ul>   |
| National<br>Office<br>Support      | <ul style="list-style-type: none"><li>• host 2-day training for affiliate &amp; college staff</li><li>• ongoing email and phone technical support in development of operational plan</li><li>• access to materials and policies from existing partnerships</li><li>• regular conference call with all partners</li></ul>   |

## Stage 1: Recruitment

- |                           |   |
|---------------------------|---|
| Timeline                  | <ul style="list-style-type: none"><li>• Apr '10 – Oct '10</li></ul>   |
| Objectives                | <ul style="list-style-type: none"><li>• recruit a sufficiently large and diverse pool of Act Six applicants</li><li>• establish Act Six campus steering committee and build wide campus buy-in from faculty and staff</li><li>• identify measurable outcomes to evaluate Act Six impact on the campus</li></ul> |
| Affiliate<br>Action Steps | <ul style="list-style-type: none"><li>• develop and distribute recruitment &amp; application materials in print &amp; online</li><li>• design and implement marketing and media plan</li><li>• identify and inform network of key contacts in local schools &amp; churches</li></ul>                            |

- engage network of key contacts to identify and encourage applicants
  - make extensive presentations at high schools and churches
  - coordinate and recruit for Act Six preview campus visits
  - host local info meetings for potential nominators, applicants, parents
  - host partners planning meeting to develop and finalize training timeline
  - ongoing email and phone consulting support
- Affiliate Costs
- 0.5 FTE staff position per college partner
  - all material production and community-based recruitment
- Partner College Action Steps
- coordinate and align admissions recruitment efforts in target areas with Act Six recruitment efforts
  - host optional campus preview events
  - participate with staff and current students in local info meetings for potential nominators, applicants, parents, where appropriate
  - participate in planning meeting to develop and finalize training timeline
  - identify faculty member to lead writing training
  - identify key administration, faculty, and staff from admission, financial aid, student life, academics, and development for Act Six steering committee
  - identify three primary measurable outcomes that will be used to evaluate Act Six impact on the campus
  - develop and implement communications plan for faculty and staff
  - develop and implement communications plan for student body
  - begin discussion of Act Six fundraising and development plan, coordinated with affiliate and National Office
- Partner College Costs
- travel costs for college staff to training planning meeting
  - optional campus preview event costs
  - travel costs for campus staff and student to recruitment events
- National Office Support
- host 2-day training for affiliate & college staff
  - integration into existing Act Six website with online contact & downloads
  - templates for recruiting & application materials
  - pre-developed custom contact, application, and selection database
  - national office staff visit to local site for 2-day consulting & recruiting event participation

## Stage 2: Selection

- Timeline
- Nov '10 – Jan '11
- Objectives
- select the cadre(s) of scholars for the campus
- Affiliate Action Steps
- form local city selection committee
  - gather and process applications
  - orient and train local selection committee
  - select candidates to advance to Phase II

- plan and host in-person Phase II assessment event for candidates
  - select semifinalists using local selection committee
  - travel with semifinalists to college for Phase III on campus
  - handle all Act Six correspondence and decision communication
  - host celebration banquet for selected scholars, families, & partners
  - ongoing email and phone consulting support
- Affiliate Costs
- 0.5 FTE staff position per college partner
  - all community-based selection and events
- Partner College Action Steps
- make admissions decisions for semifinalists selected by local committee
  - plan and host on-campus Phase III final selection event
  - arrange for semifinalist parent travel to campus for Phase III event
  - make final selection decisions
  - process all non-selected applicants through regular admission process
  - handle all follow-up admission communication from college
  - participate in celebration banquet for selected scholars families, parents
- Partner College Costs
- on-campus selection event
  - flights for students and parents to campus (where appropriate)
- National Office Support
- templates and phone conferences to support design of selection events
  - access to application scoring rubric and other selection materials
  - templates for application correspondence & scholarship agreements
  - national office staff visit to local site for 2-day consulting & selection event participation
  - ongoing email and phone consulting support
  - monthly conference call with all partners

### Stage 3: Training

- Timeline
- Feb '11 – Aug '11
- Objectives
- provide a year of intensive leadership training & preparation for the cadre before they head to campus
- Affiliate Action Steps
- plan and lead initial weekend retreat for scholars
  - plan and lead weekly training meetings and occasional weekend training intensives throughout the school year
  - arrange campus visit to the college
  - connect with local leadership conferences or events
  - assist scholars & families with FAFSA and financial aid paperwork
  - work with college staff on campus arrangements & details
  - work with college staff to design campus support structures
  - plan and lead final cadre retreat in summer prior to college
  - assist scholars & families in campus move-in
  - host regular conference call with partners

- host twice-a-year conference calls with development officers from all regional Act Six partners
- Affiliate Costs
- 0.5 FTE staff position per college partner
  - all community-based training, event and travel to campus
- Partner College Action Steps
- designate Act Six campus coordinator (minimum 0.5 FTE)
  - host campus visit
  - provide financial aid staff to assist scholars & families with FAFSA
  - provide faculty and staff to assist with occasional training sessions
  - refine campus arrangements and details (financial aid, housing, etc)
  - develop and define leadership-oriented work study positions for scholars
  - design campus support structures and freshman leadership seminar
  - implement faculty and student body communication plans
  - train faculty mentors
  - outline Act Six fundraising and development plan in coordination with affiliate and National Office
- Partner College Costs
- cadre campus visit
  - stipend for writing training faculty
  - travel for faculty and staff to support training
- National Office Support
- use of Act Six training curriculum
  - access to existing retreat & campus visit itinerary templates
  - host 2-day reflection & planning summit for affiliate & college staff
  - ongoing email and phone consulting support
  - monthly conference call with all partners

#### **Stage 4: Scholar Support (Freshman – Sophomore)**

- Timeline
- Sep '11 – Aug '13
- Objectives
- ensure comprehensive support for students on campus
  - encourage scholar academic success and social engagement
  - reflect on and evaluate previous year and refine plan for upcoming year
- Affiliate Action Steps
- communicate, process, & plan with Act Six campus director
  - communicate regularly with scholars via phone and email
  - facilitate parent leadership team to support scholars and program
  - host meeting with scholars home on break
  - meet regularly with college staff to resolve issues & refine plans
  - plan and implement summer leadership experiences for scholars
  - coordinate scholar participation in Act Six national convention
  - debrief and refine previous year selection and training
  - track scholar outcomes, including grades, involvement and satisfaction
  - track other campus and community outcome indicators
  - host regular conference call with partners

- host twice-a-year conference calls with development officers from all regional Act Six partners
- Affiliate Costs
- 0.5 FTE staff position per partner college
  - community-based events and travel
  - national convention
  - development and maintenance of data and evaluation systems
- Partner College Action Steps
- implement freshman leadership seminar led by Act Six campus director
  - coordinate regular meetings between faculty mentors and scholars
  - schedule one-on-one meetings for scholars with Act Six campus director
  - facilitate scholar introduction to campus leadership opportunities
  - monitor and support scholar academic development and success
  - share data on scholar outcomes, including grades, involvement and satisfaction (with appropriate FERPA release from scholars)
  - share data on other campus and community outcome indicators
  - debrief and refine previous year selection and training
  - begin execution of Act Six fundraising and development plan in coordination with affiliate and National Office
  - participate in twice-a-year conference calls with development officers from all regional Act Six partners
- Partner College Costs
- college portion of scholarships
  - minimum 0.5 FTE designated Act Six campus coordinator
  - on-campus program support
- National Office Support
- access to existing summer leadership plans, itineraries, & materials
  - access to shared evaluation and measurement system tools
  - host biennial national convention for scholars and staff
  - host annual staff development conference
  - ongoing email and phone consulting support
  - monthly conference call with all partners

### **Stage 5: Leadership and Vocational Development (Junior – Senior)**

- Timeline
- Sep '13 – Jun '15
- Objectives
- encourage and nurture meaningful leadership development opportunities
  - connect students with meaningful internship and vocational opportunities
  - thoroughly examine program effectiveness and outcomes and make necessary adjustments
- Affiliate Action Steps
- communicate, process, & plan with Act Six campus director
  - communicate regularly with scholars via phone and email
  - facilitate parent leadership team to support scholars and program
  - host meeting with scholars home on break
  - meet regularly with college staff to resolve issues & refine plans
  - plan and implement summer leadership experiences for scholars

- coordinate scholar participation in Act Six national convention
  - develop community and business internship opportunities for scholars
  - debrief and refine previous year selection and training
  - track scholar outcomes, including grades, involvement and satisfaction
  - track other campus and community outcome indicators
  - host regular conference call with partners
  - actively participate in Act Six peer accreditation process
- Affiliate Costs
- 0.5 FTE staff position per partner college
  - community-based events and travel
  - national convention
  - development and maintenance of data and evaluation systems
- Partner College Action Steps
- facilitate scholar engagement with campus leadership opportunities
  - develop community and business internship opportunities for scholars
  - support scholar career or graduate school readiness through resume development, test and interview prep, and professional skill development
  - share data on scholar outcomes, including grades, involvement and satisfaction (with appropriate FERPA release from scholars)
  - share data on other campus and community outcome indicators
  - debrief and refine previous year selection and training
  - actively participate in Act Six peer accreditation process
  - continue execution of Act Six fundraising and development plan in coordination with affiliate and National Office
  - participate in twice-a-year conference calls with development officers from all regional Act Six partners
- Partner College Costs
- college portion of scholarships
  - minimum 0.5 FTE designated Act Six campus coordinator
  - on-campus program support
- National Office Support
- access to existing summer leadership plans, itineraries, & materials
  - access to shared evaluation and measurement system tools
  - consulting on development of internship and career program
  - host biennial national convention for scholars and staff
  - host annual staff development conference
  - ongoing email and phone consulting support
  - monthly conference call with all partners

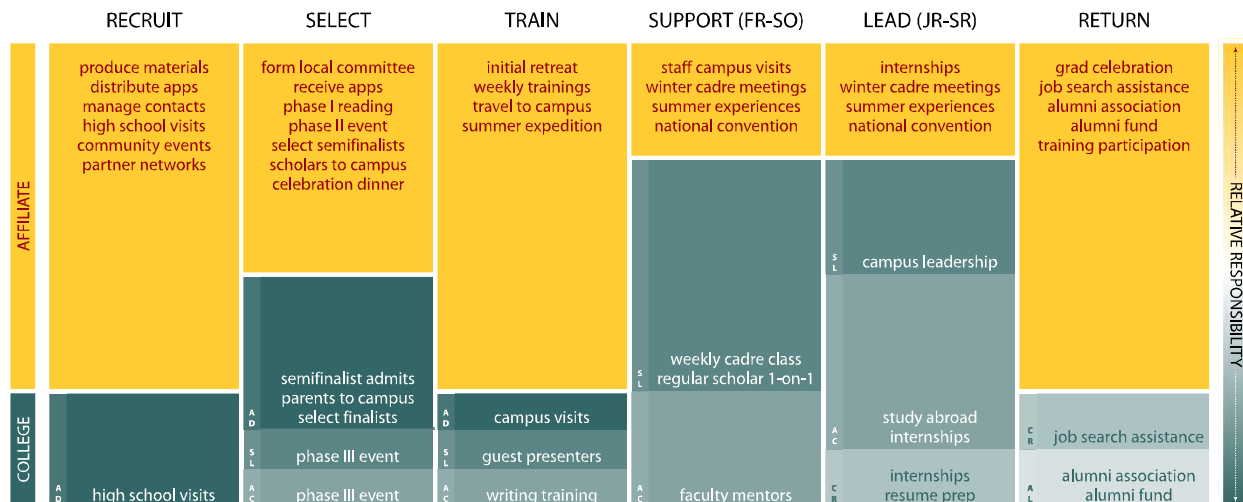
## Stage 6: Graduation and Return

- Timeline
- Jul '15 – Ongoing
- Objectives
- assist alumni in identifying and securing meaningful work and service opportunities
  - connect alumni back to their home communities by presence, involvement, or financial support
  - promote alumni habits of giving back with both time and money

- provide meaningful networking opportunities for alumni
- Affiliate Action Steps**
- plan and host community graduation celebration event
  - nurture community connections and opportunities that make returning to home community attractive for scholars
  - assist scholars in finding and securing meaningful employment
  - assist scholars in identifying meaningful service opportunities
  - host and solicit participation in Act Six Alumni and Family Fund as a way for alumni and families to give back to all Act Six partners
  - invite alumni to participate in recruitment, selection, and training
  - develop and support Act Six alumni association to facilitate ongoing relationships and connections between alumni
- Affiliate Costs**
- 0.5 FTE staff position per partner college
  - community graduation event
  - community-based alumni association events
- Partner College Action Steps**
- plan and host campus graduation celebration event
  - support and promote Act Six Alumni and Family Fund giving
  - connect alumni with campus alumni programs
- Partner College Costs**
- campus graduation event
  - alumni correspondence costs
- National Office Support**
- access to shared evaluation and measurement system tools
  - consulting on development of internship and career program
  - host biennial national convention for scholars, alumni and staff

The following diagram represents a visual summary of the shared responsibilities of the affiliate and college partners described above.

Act Six Affiliate and Partner College Responsibility Matrix



KEY: A D ADMISSION S L STUDENT LIFE A C ACADEMICS C R CAREER A L ALUMNI