

WHITMAN COLLEGE

CURRENT FUND/FUND SOURCES	2012/2013 APPROVED BUDGET	%Total
Tuition & Fees	61,640,250	
Less Unrestricted Financial Aid	16,698,601	
Less Restricted Financial Aid	6,108,292	
Subtotal Institutional Aid	22,806,893	
Net Tuition	38,833,357	64%
Instructional Fees	379,616	1%
Private Gifts & Grants	1,150,000	2%
Federal Financial Aid	340,000	1%
Endowment Income	17,474,612	29%
Investment Income	50,000	0%
Miscellaneous Income	266,000	0%
ASWC Fees	484,965	1%
Sponsored Programs	410,000	1%
Transfer Income from Auxiliary	1,001,440	2%
Subtotal Operating Budget	60,389,990	100%
Residence Halls	3,968,000	39%
Food Service	4,220,000	42%
Student Center	1,245,000	12%
Other Auxiliary	660,000	7%
Subtotal Auxiliary	10,093,000	100%
Total Revenue	70,482,990	

WHITMAN COLLEGE

CURRENT FUND/FUND USES	2012/2013 APPROVED BUDGET	%Total
Instruction	22,302,382	39%
Academic Support	7,822,095	14%
Sponsored Programs	410,000	1%
Student Services	7,578,662	13%
Institutional Support	10,151,240	18%
Physical Plant	8,603,246	15%
Federal Financial Aid	180,000	0%
Subtotal Operating Budget	57,047,625	100%
Residence Halls	3,499,000	37%
Food Service	4,157,257	44%
Student Center	1,240,000	13%
Other Auxiliary	660,000	7%
Subtotal Auxiliary	9,556,257	100%
Total Operating Expense	66,603,882	
Campus Replacement Reserve	2,289,257	
Auxiliary Replacement Reserve	536,743	
Subtotal Replacement Reserve	2,826,000	
Enrollment Contingency	1,053,108	
Total Expense	70,482,990	
Net Balance	0	

WHITMAN COLLEGE BUDGET TERMS AND PROCESS

FUND SOURCES

Net Tuition

The tuition charge increased 4.0 percent for the 2012-2013 academic year. The annual charge is \$41,790. Restricted financial aid is funded by gifts and endowment. Unrestricted financial aid is funded from the operating budget. We show these line items as tuition discount so we may better focus on net tuition income, which is the key issue for budget planning. The College's institutional aid as a percentage of tuition (what we call our discount rate) has usually been between 36 percent and 40 percent; this last school year it was 37.8%. Our Dean of Admission and Financial Aid uses several different strategies to manage the discount rate while at the same time recruit a strong and diverse academic class. This is one of the largest challenges facing private higher education.

Instruction Fees

Instructional fees include lab fees for certain art and science classes, private music lessons, P.E. fees for such activities as skiing, etc.

Private Gifts and Grants

These are current unrestricted annual fund gifts which are used to support the operating budget. Whitman relies on such gifts to a far lesser degree than most colleges.

Federal Financial Aid

A portion of these funds are for Federal Supplemental Educational Opportunity Grants to students and a portion pays for part of the costs of Federal Work-Study compensation for students working on campus and in the community.

Endowment Income

There are three components to endowment income: 1) income from funds managed by the College; 2) income from funds held in outside trusts; and, 3) farm income.

The calculation of endowment payout for 2012-2013 is based on the following policy set by the Trustees: 5.1 percent of the average for twelve quarters with a ten percent cap on increases or decreases from year-to-year. The first quarter for the payout is September 30, 2008 and the last is June 30, 2011. Farm income is

based on a six-year rolling average of net income. Total endowment payout for the current year is \$17,474,612.

Investment Income

Investment income is the interest earned on available balances.

Miscellaneous Income

Miscellaneous income is composed of such items as vending machine income, application fees, classroom rental fees, etc.

ASWC Income

ASWC income includes fees paid by students for the student government as well as student government investment income.

Sponsored Programs

Sponsored programs are typically funded by private grants for research and other efforts, using a combination of college personnel, equipment and students to carry out the various projects.

Transfer Income from Auxiliary

Auxiliaries (residence life, food service, the bookstore, and summer conferences) pay this income to the general operating budget in order to defray their share of general support services provided by the College such as payroll, personnel, business office, insurance, etc.

Residence Hall and Food Service

Self-explanatory

Bookstore

Self-explanatory

Other Auxiliary

This includes summer programs and rental houses and equipment.

FUND USES

Instruction

These costs include faculty salaries and other direct costs for supplies and services which support teaching.

Academic Support

These are costs which support the instructional process but are not central to teaching. Examples include the Library, Instructional Media, Theatre, Art Gallery, Museum, etc.

Sponsored Programs

These are costs incurred in fulfilling the terms set by the grantor.

Student Services

These are costs to help students succeed in their academic mission. Student services offer co-curricular programs outside of the classroom. Examples of Student Services include the Health Center, Counseling Center, Admission Office, Financial Aid Office, Intercultural Center, and the Outing Program.

Institutional Support

These are administrative costs incurred to carry out the day-to-day operations of the College: the Office of the President, Human Resources, Business Office, Technology Services, Security, Development, Alumni, etc.

Physical Plant

These are the costs of managing the physical plant of the College such as Maintenance, Custodial Services and Grounds.

Federal Financial Aid

These are the costs of the Federal Supplemental Educational Opportunity Grants to Whitman students.

Residence Hall and Food Service

Self-explanatory

Bookstore

Self-explanatory

Other Auxiliary

This includes summer programs and rental houses and equipment.

Campus and Auxiliary Replacement Reserves

Funded from the operational budget, replacement reserves are set aside each year to fund a life cycle reserve. The Buildings and Grounds Committee developed a facilities spending plan to eliminate deferred maintenance and fund future life cycle replacement needs. Deferred maintenance was eliminated in the 1997-1998 year. The reserve is used to fund projects identified by the Life Cycle Committee each year. Currently, the College is reserving .95 percent of the estimated replacement value of campus buildings, building components and other infrastructure. The contribution to the reserve is reviewed annually by the Buildings and Grounds Committee.

OTHER

Faculty and Staff Salary Pools

Faculty and staff pools are each given an overall percentage increase to the respective budget bases as approved by the Trustees. Raises at the individual level in both pools are primarily based on merit. Faculty achieving an increase in rank is given an automatic percentage increase in pay. However, rank increases are based on merit so it is fair to say the faculty pool is merit based. Increases to staff are based on merit with a small portion held out for equity adjustments. Equity increases are requested by department heads for positions suffering from compression, or significantly lagging survey indicators, and are tracked and approved centrally by the Office of Human Resources.

OPE or Fringe Benefits

OPE is assessed upon all employing departments at an annual rate approved by the Trustees. The rate is management's best estimate to the costs per dollar of salary or wages for the contributions Whitman makes for fringe benefits. The largest costs are medical, retirement, social security/Medicare, and tuition benefits. At the end of the budget year the actual experience or cost incurred will differ from the overall rate charged, and such differences are charged or swept to a reserve account.

Budget Process

The budget process begins with an executive staff retreat over the summer. General goals are set and the strategic plan is updated. Using the direction provided at the retreat, the College develops a budget model to forecast operating budgets for multiple years. The model shows various scenarios for revenues and expenses associated with strategic initiatives and a sensitivity analysis of the key budget drivers (tuition, financial aid, enrollment, and salary pools)

Beginning in September, the budget officers work with their departments to develop and prioritize budget requests and reallocations.

Beginning in October, the Budget Advisory Committee (BAC) begin meeting. The BAC is comprised of students, faculty, staff and one trustee. The BAC brings input from their respective constituencies and helps prioritize budget requests as well as provide input on key budget elements such as tuition increases and salary pools.

With input from the BAC, the President and CFO recommend budget planning parameter ranges to the governing board budget committee in November. Using these ranges, and with further input from the BAC, the President and CFO work with the rest of the budget officers to balance the budget, adjusting both revenues and expenses. A proposed budget is presented to the Budget Review Committee and Trustees in February. The approved budget is then reviewed with the Budget Advisory Committee.

Comparison Groups

Panel of 13

The members of this group were chosen because they are liberal arts institutions much like Whitman College. The group contains institutions which range in various rankings both above and below Whitman. The members of the group are periodically reviewed to ensure they remain an appropriate comparison group.

Carleton College
Colby College
Colorado College
Davidson College

Dickinson College
Franklin & Marshall
Kenyon College
Macalester College

Occidental College
Reed College
Rhodes College
Union College (NY)
Whitman College

**WHITMAN COLLEGE COMPARISON SCHOOLS
BUDGET ADVISORY COMMITTEE MEETING – OCTOBER 5, 2012**

In May of 2012, Whitman College Trustees approved a new comparison panel of liberal arts colleges, the “Panel of 13,” to replace the longstanding “Panel of 14.” The new panel was developed by the Office of Institutional Research in consultation with other campus constituencies. The Panel of 13 represents a group of liberal arts colleges which are a better match for Whitman in mission and resources. The Panel of 13 includes the following colleges:

Carleton College	Dickinson	Occidental
Colby College	Franklin & Marshall	Reed College
Colorado College	Kenyon College	Rhodes College
Davidson College	Macalester College	Union College (NY)
		Whitman College

The Trustees asked the College to develop a benchmark analysis of how Whitman compares to the new Panel of 13; the results of this analysis follows. The purpose of the analysis is to help inform the administration, faculty, staff and governing boards when making choices about allocating resources and setting priorities. The analysis is not meant to establish any specific goals or targets for Whitman, but it should help inform discussions of future goals.

The data provided in this report comes from publicly available survey data such as IPEDS and the Common Data Set. It is hoped that by using publicly available data, Whitman will be able to provide meaningful longitudinal analysis over time. No special surveys have been conducted since participation rates vary significantly.

It is recognized one downside of using only publicly available data is there may be areas of interest to Whitman not available in the data. Special studies may be conducted in the future once this initial data is more fully analyzed. In some instances, a few schools did not provide specific data in the surveys and, thus, not all schools appear on each slide. Overall, the participation rate is quite strong.

This analysis is a work in progress. The report will be updated as relevant data is identified.

Whitman College
Panel of 13
Peer Analysis

Panel of 13

Carleton College

Colby College

Colorado College

Davidson College

Dickinson College

Franklin and Marshall College

Kenyon College

Macalester College

Occidental College

Reed College

Rhodes College

Union College

Whitman College

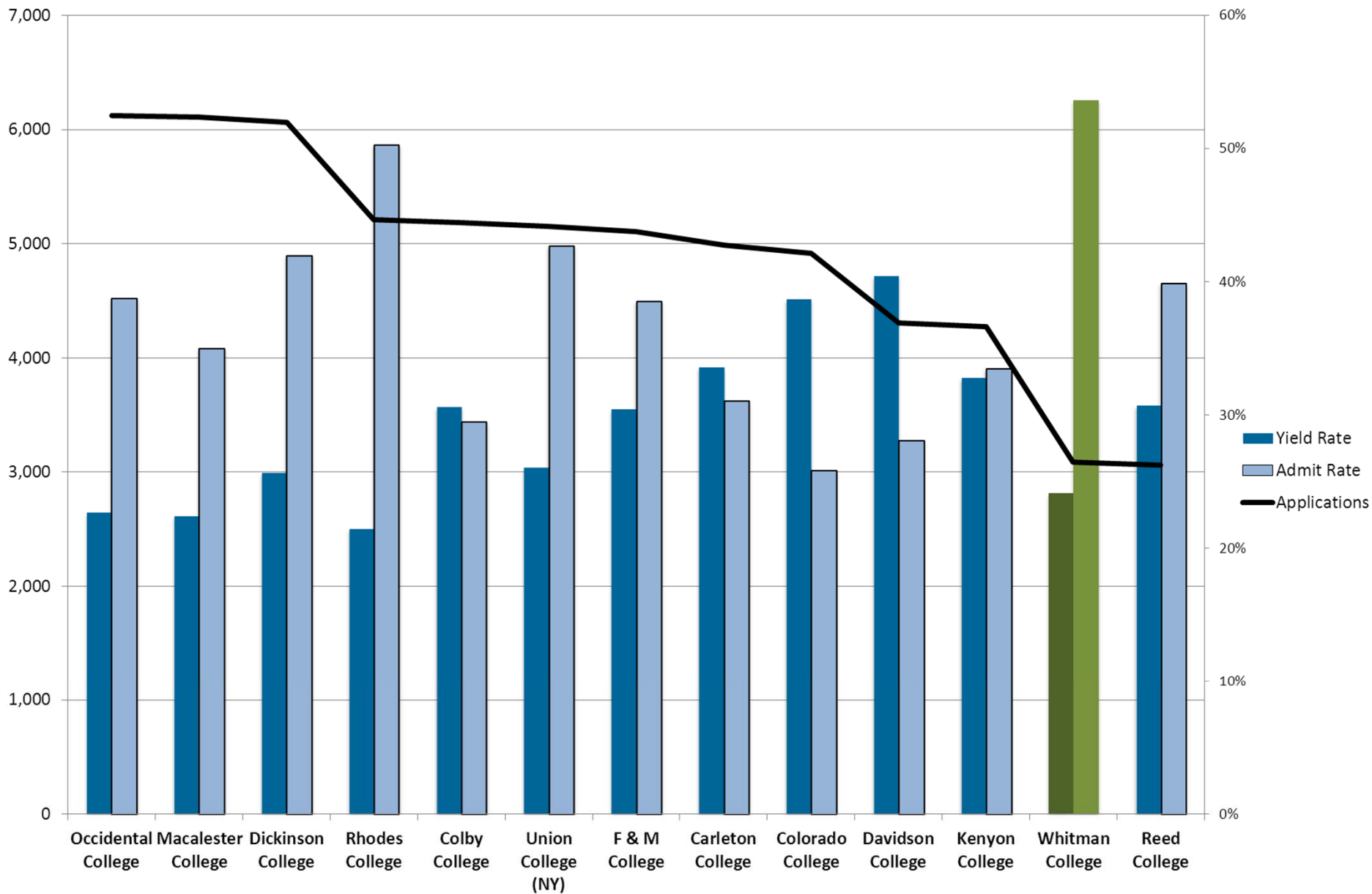
Panel of 13

Summary Comparison Data

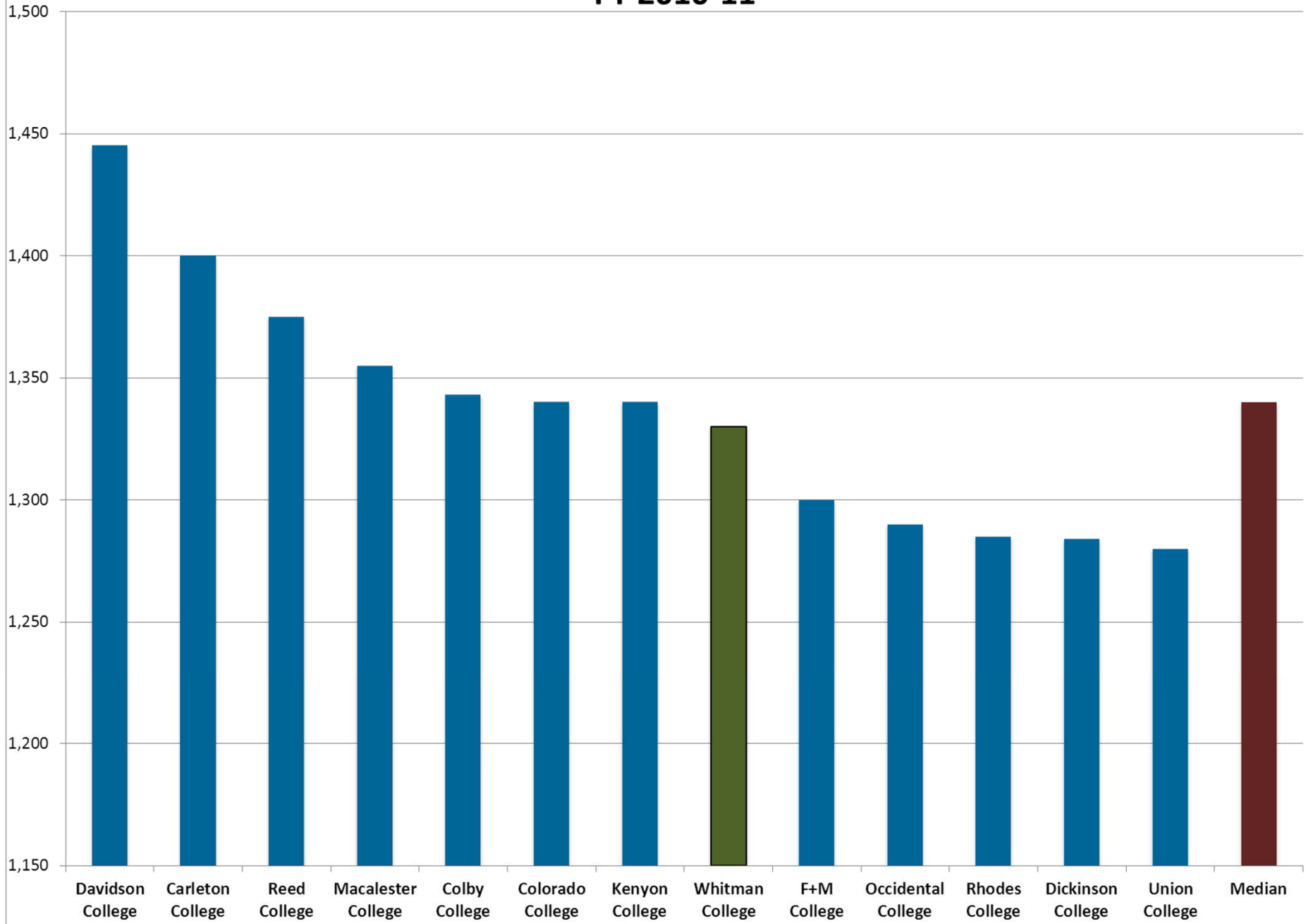
	Whitman	Median
FTE Enrollment	1,533	2,020
Gross Tuition Room/Board	\$52,350	\$54,817
Discount Rate	40.1%	36.33%
Endowment/FTE	\$271,309	\$265,685
Annual Alumni Giving Rate	43.4%	37.5%

Admission Profile and National Reputation

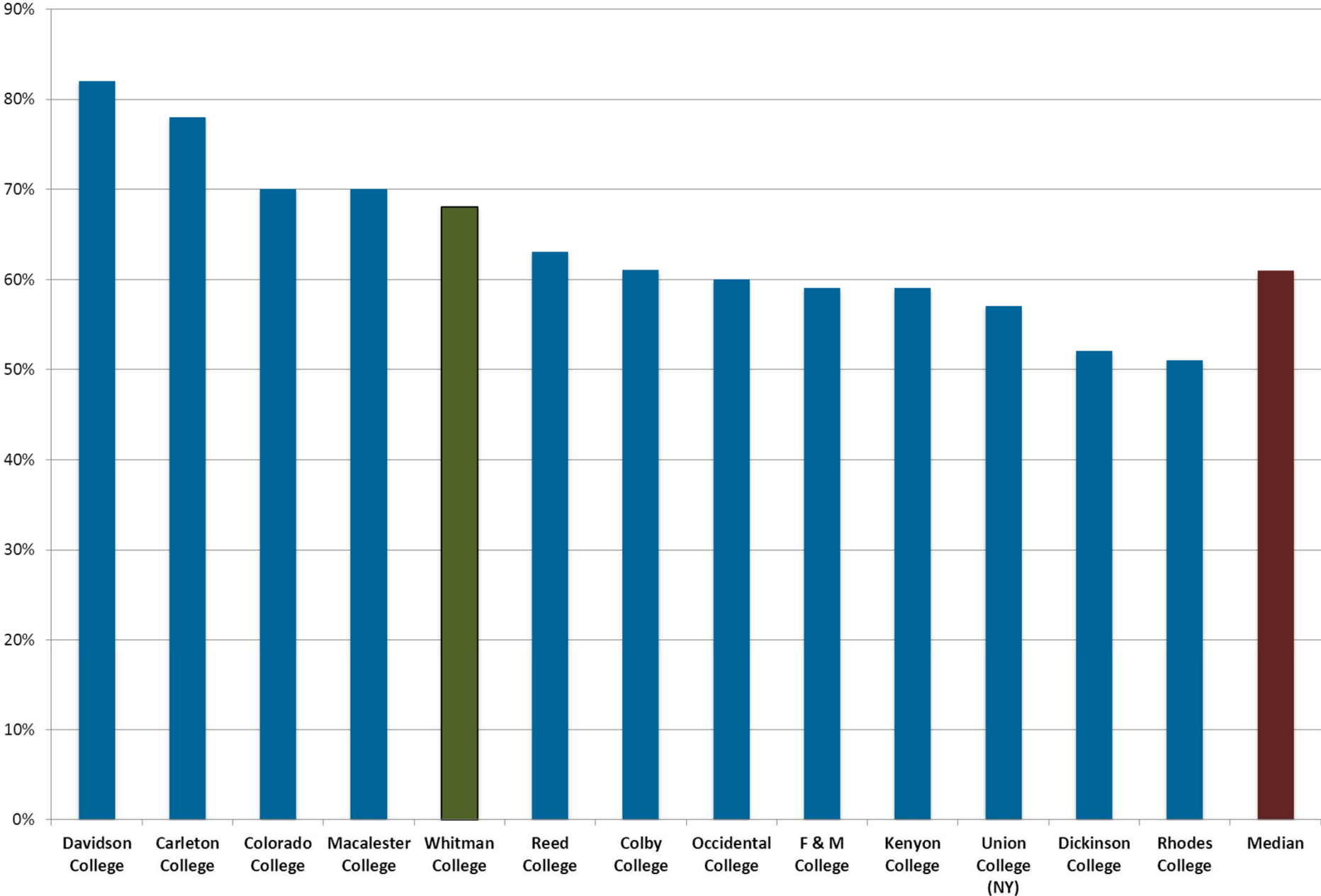
of Applications, Yield, and Admit Rate FY 2011-12



Entering Class SAT Average FY 2010-11

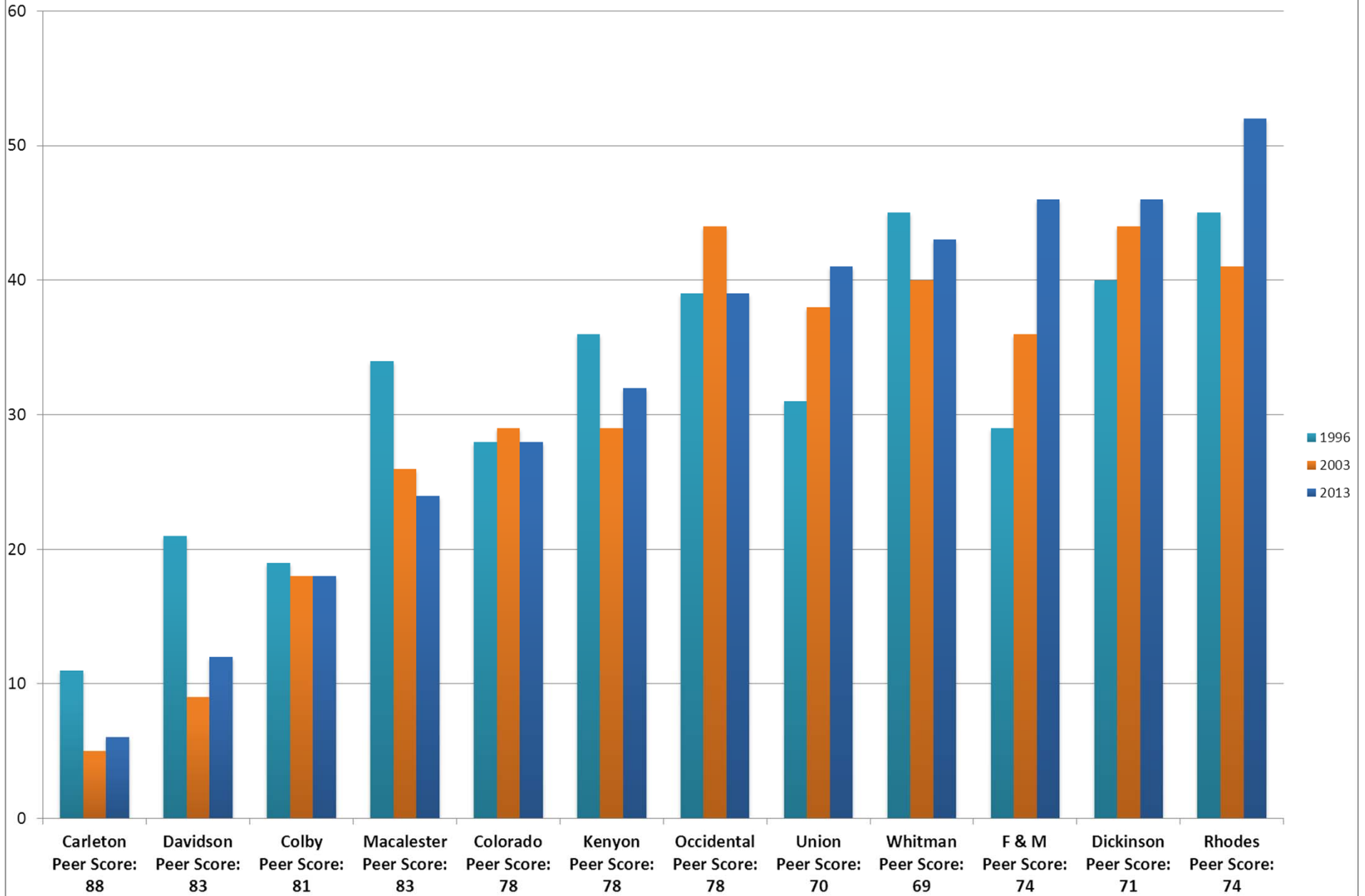


Entering Class High School Top 10% FY 2011-12



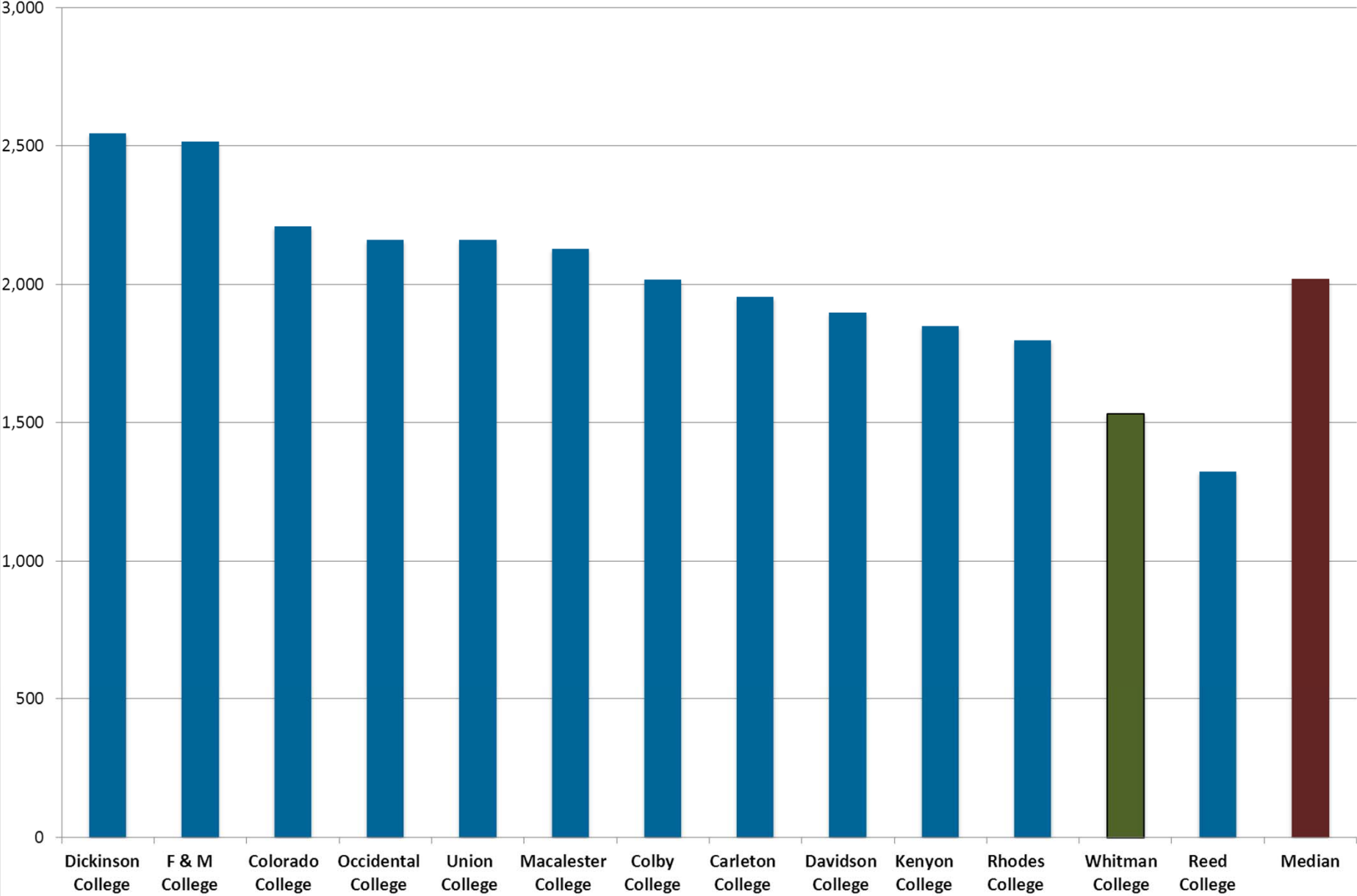
US News and World Report Rank

*Reed Data not Reported
2013 Peer Assessment Score Included

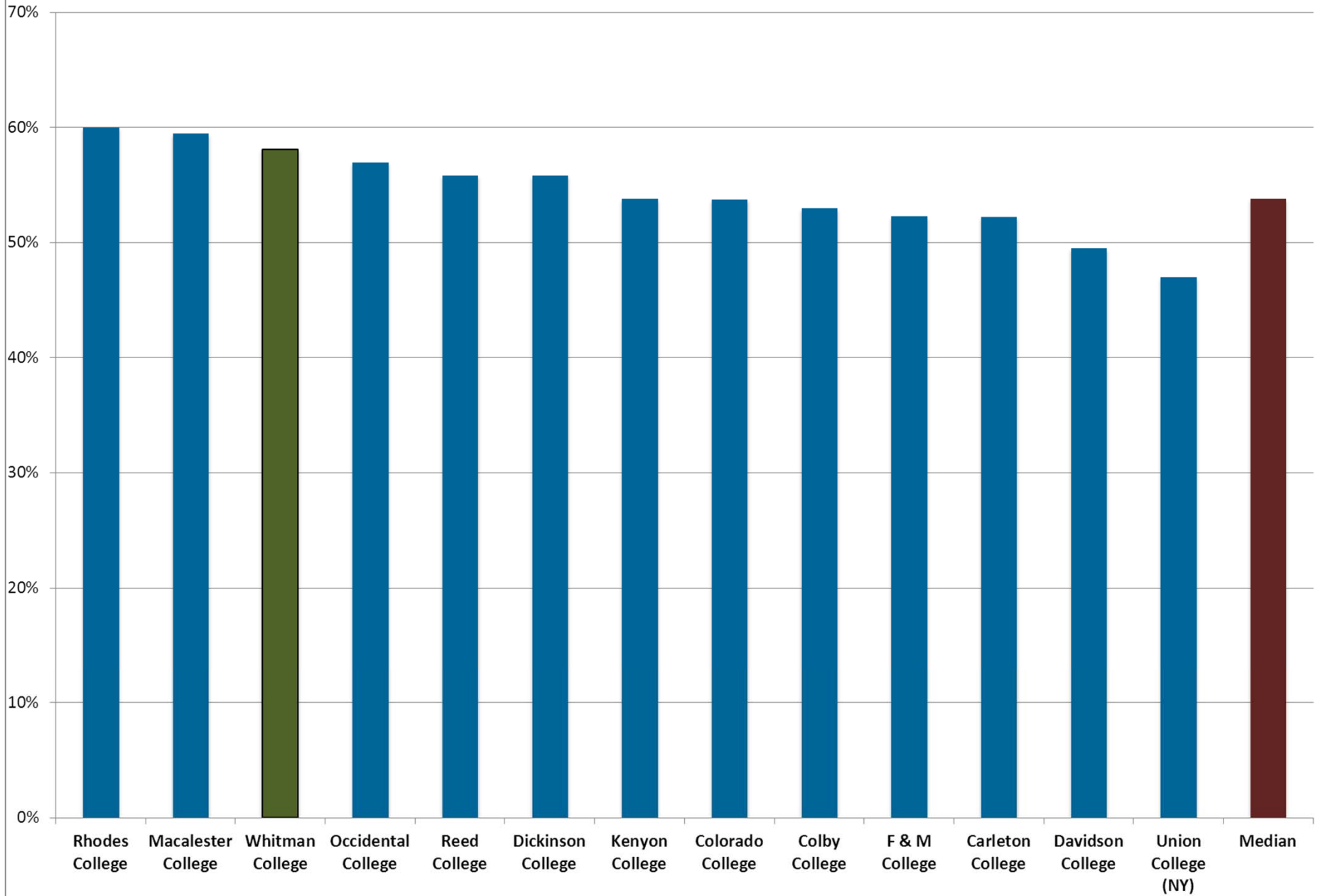


Student Demographics

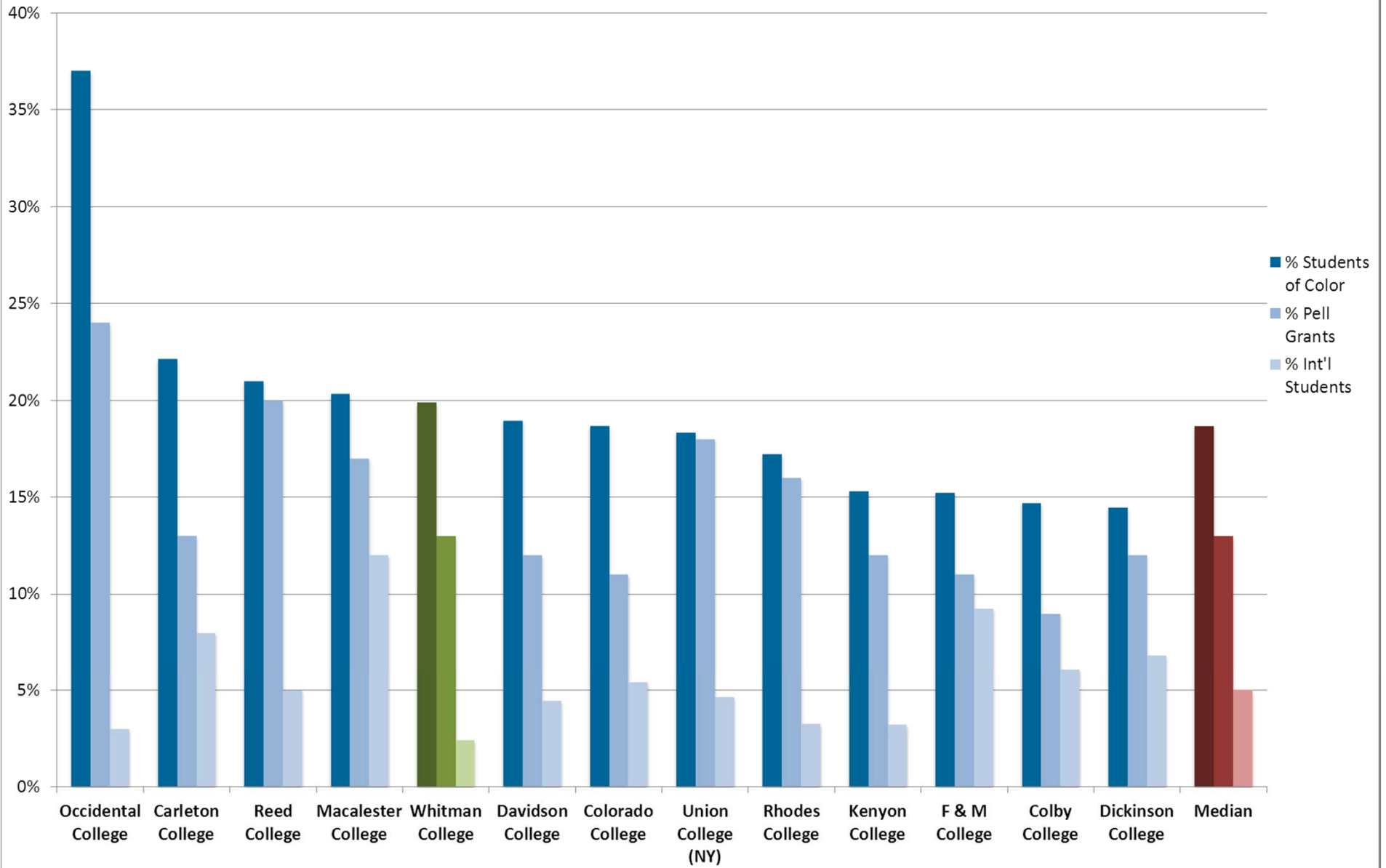
12 Month FTE Enrollment FY 2010-11



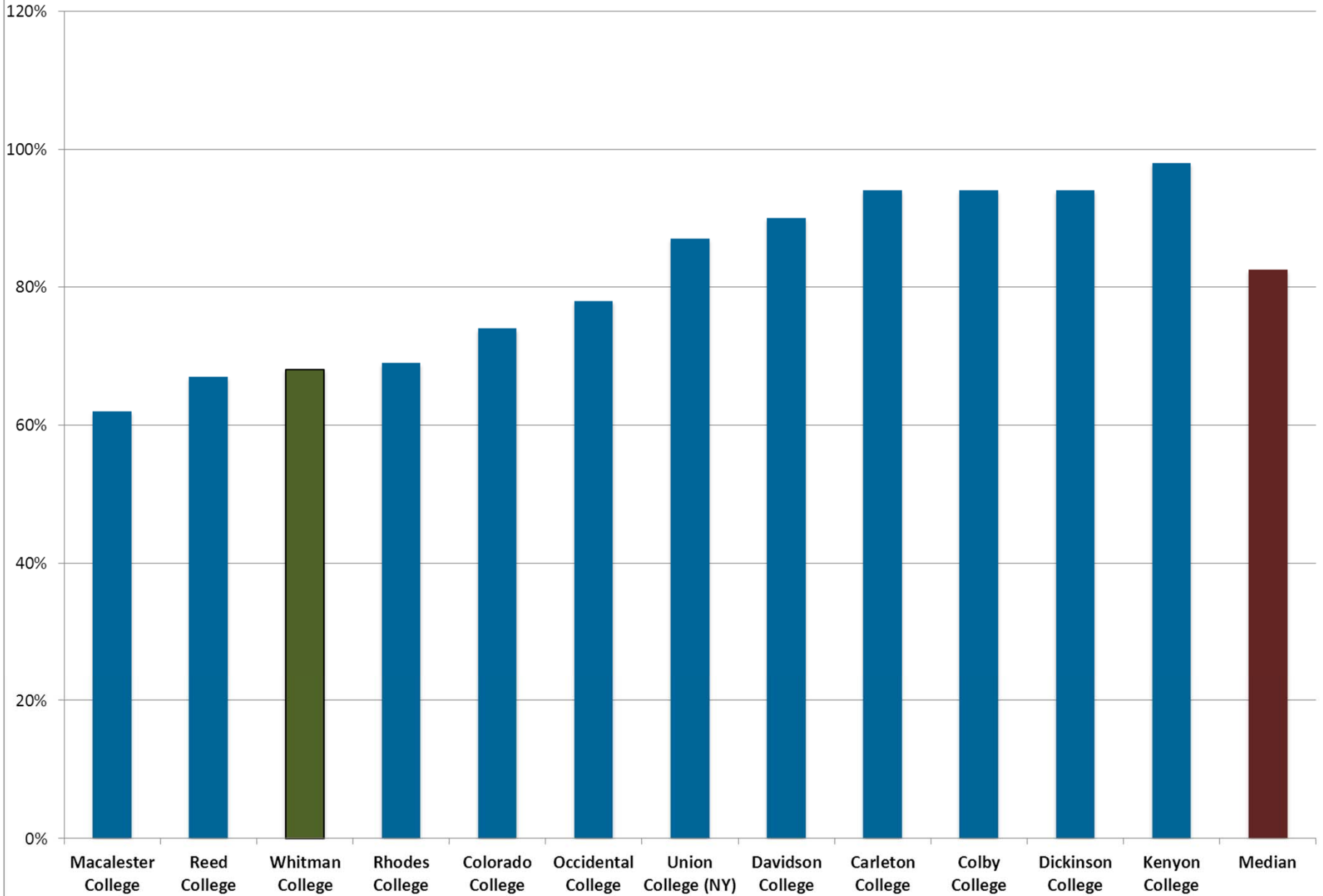
% Female Undergraduates FY 2011-12



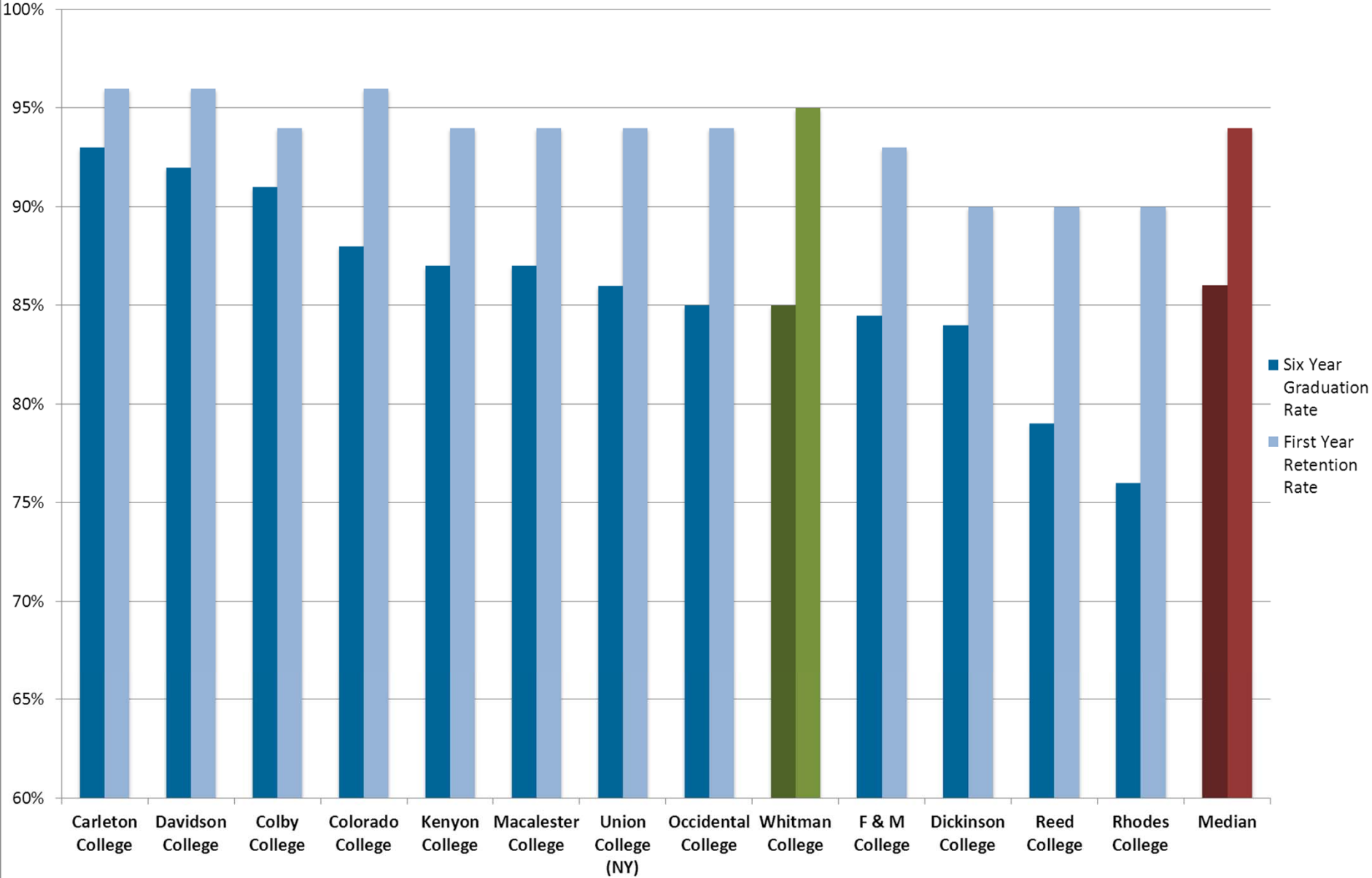
Percentage of Student Body of Color, Pell Grants, Int'l Students FY 2011-12



% Living on Campus FY 2011-12

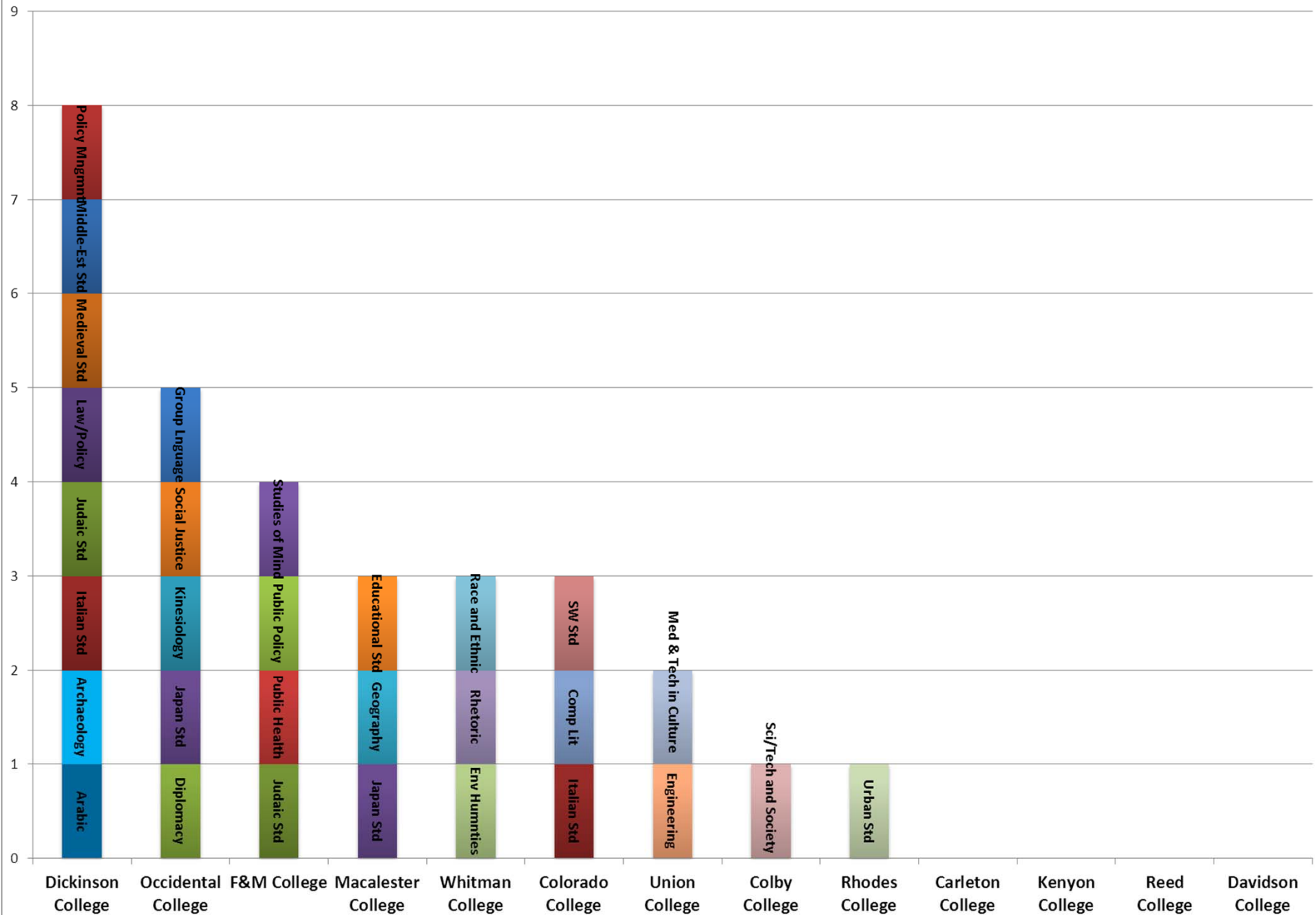


Six Year Graduation and First Year Retention Rate FY 2010-11

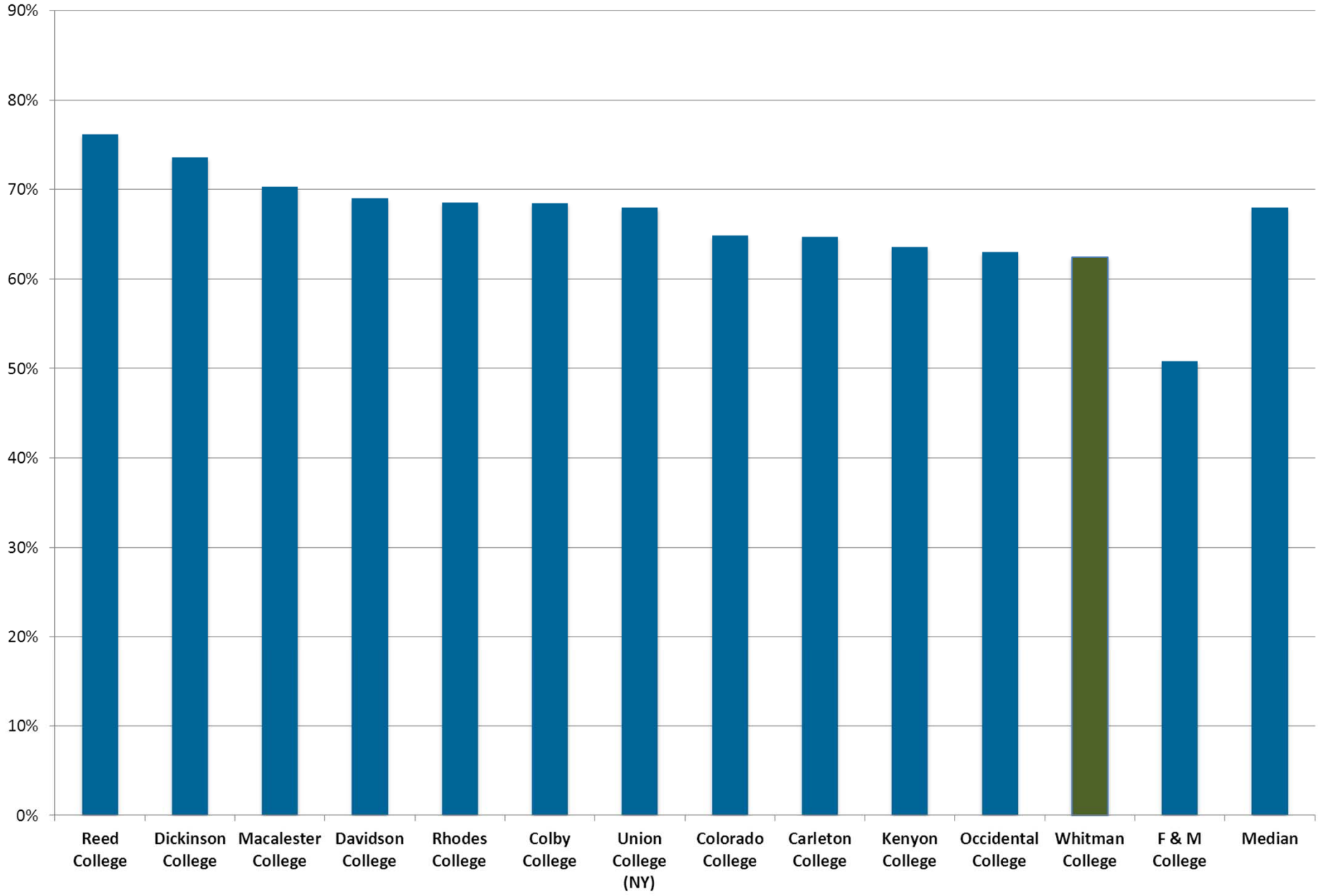


Academic Program

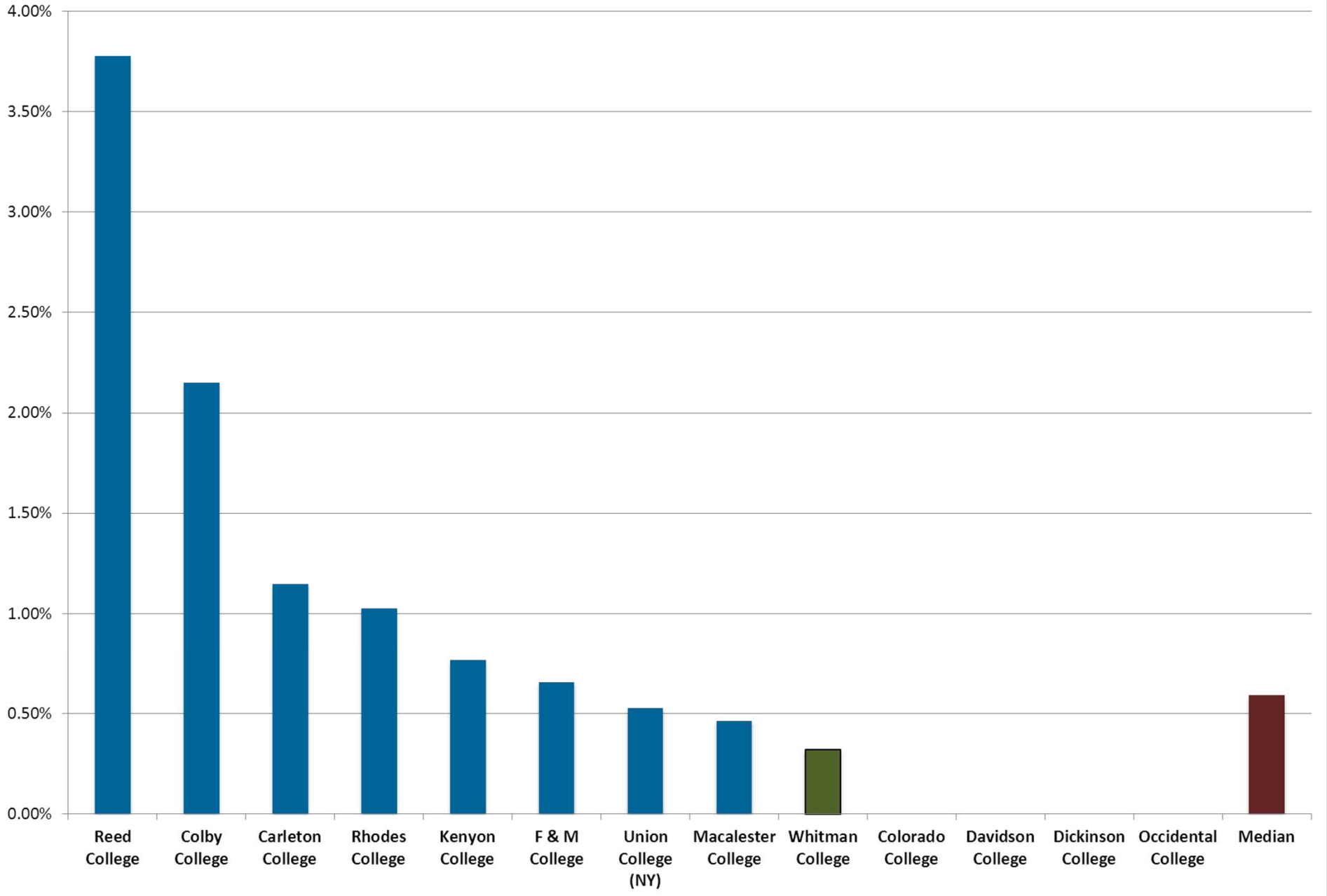
of Rare Majors (offered at 1-2 schools) 2011-12



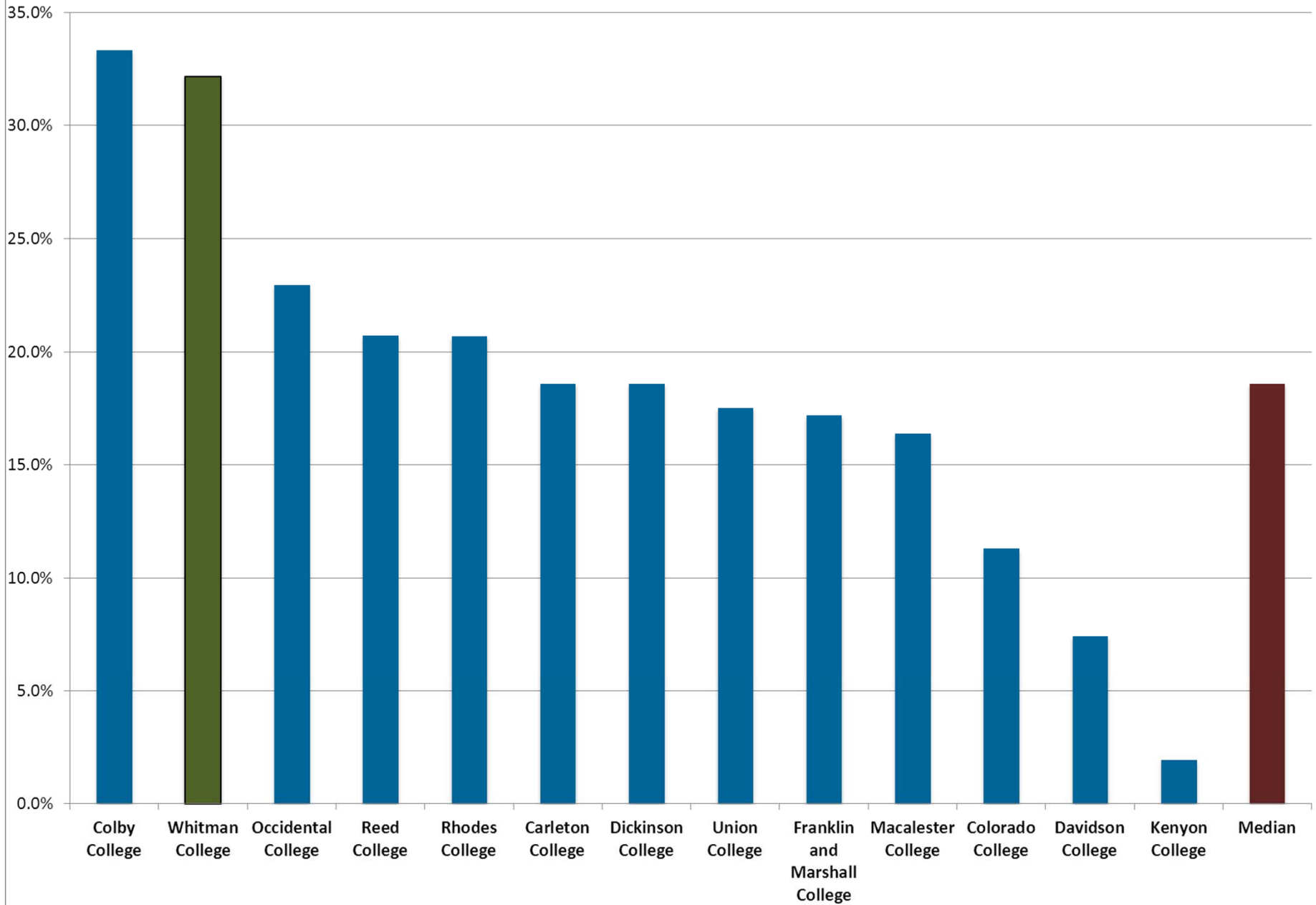
% Classes Under 20 FY 2011-12



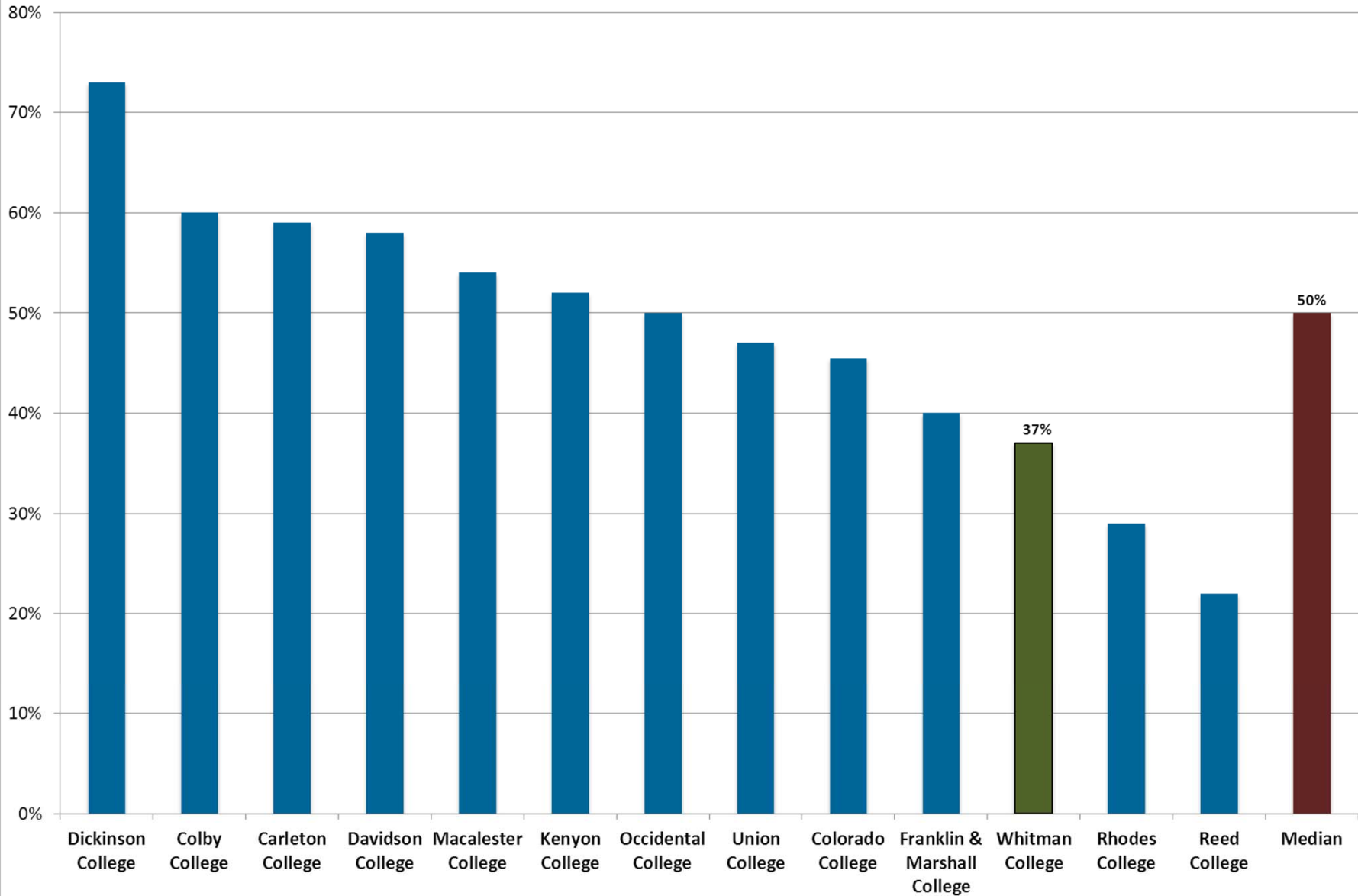
% Classes Over 50 FY 2011-12



% Faculty who are Non Tenure-Track FY 2010-11

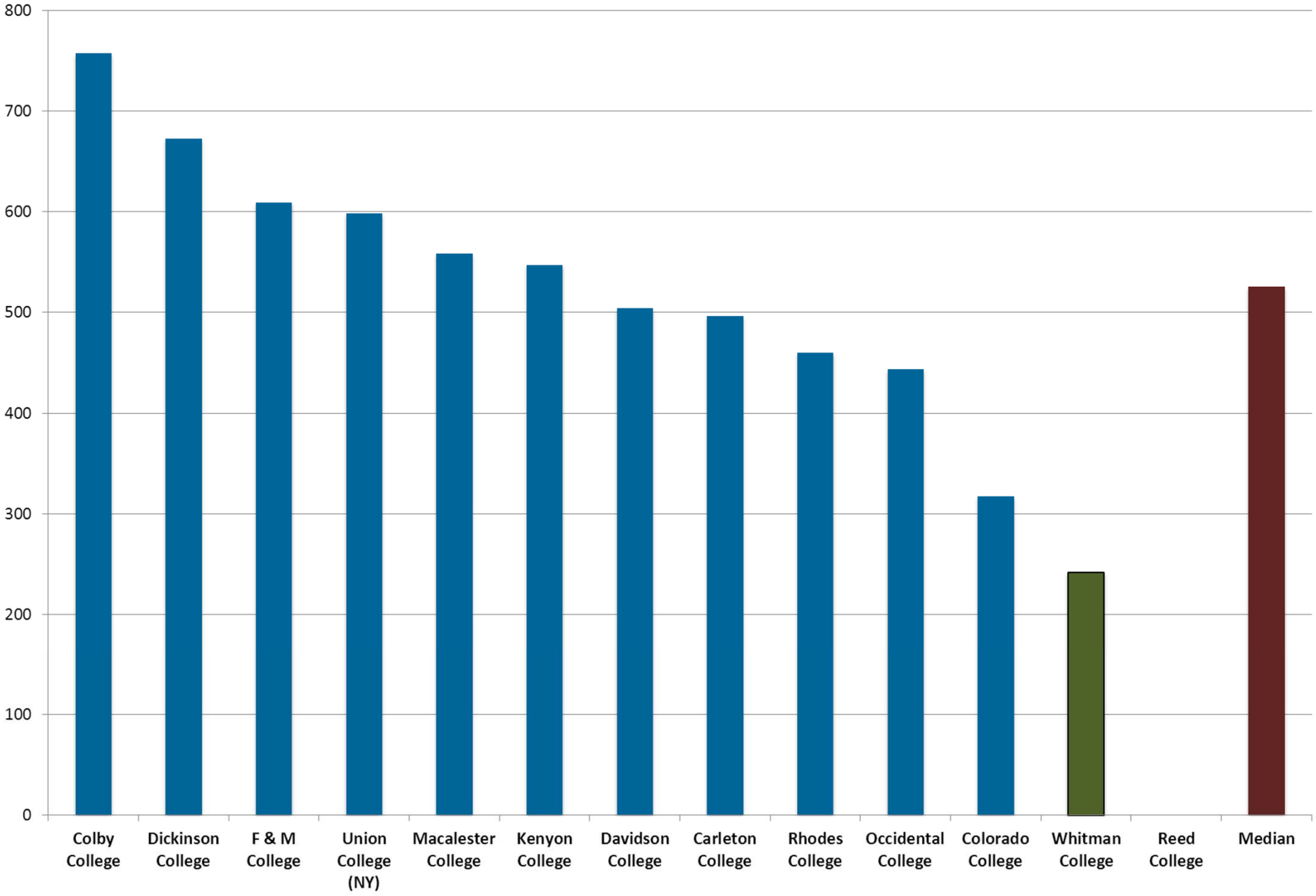


Study Abroad Semester/Term Participation FY 2011-12

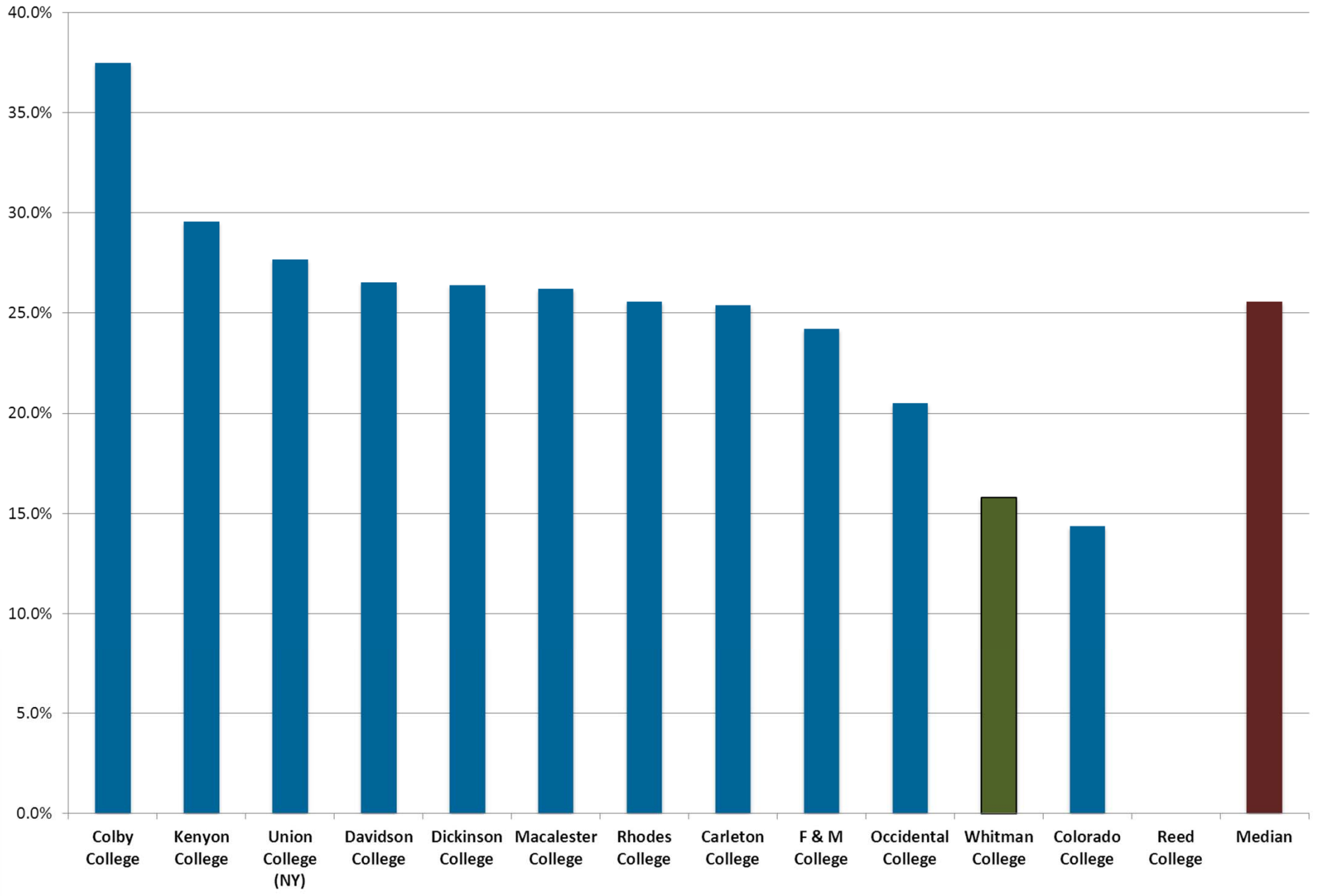


Athletics

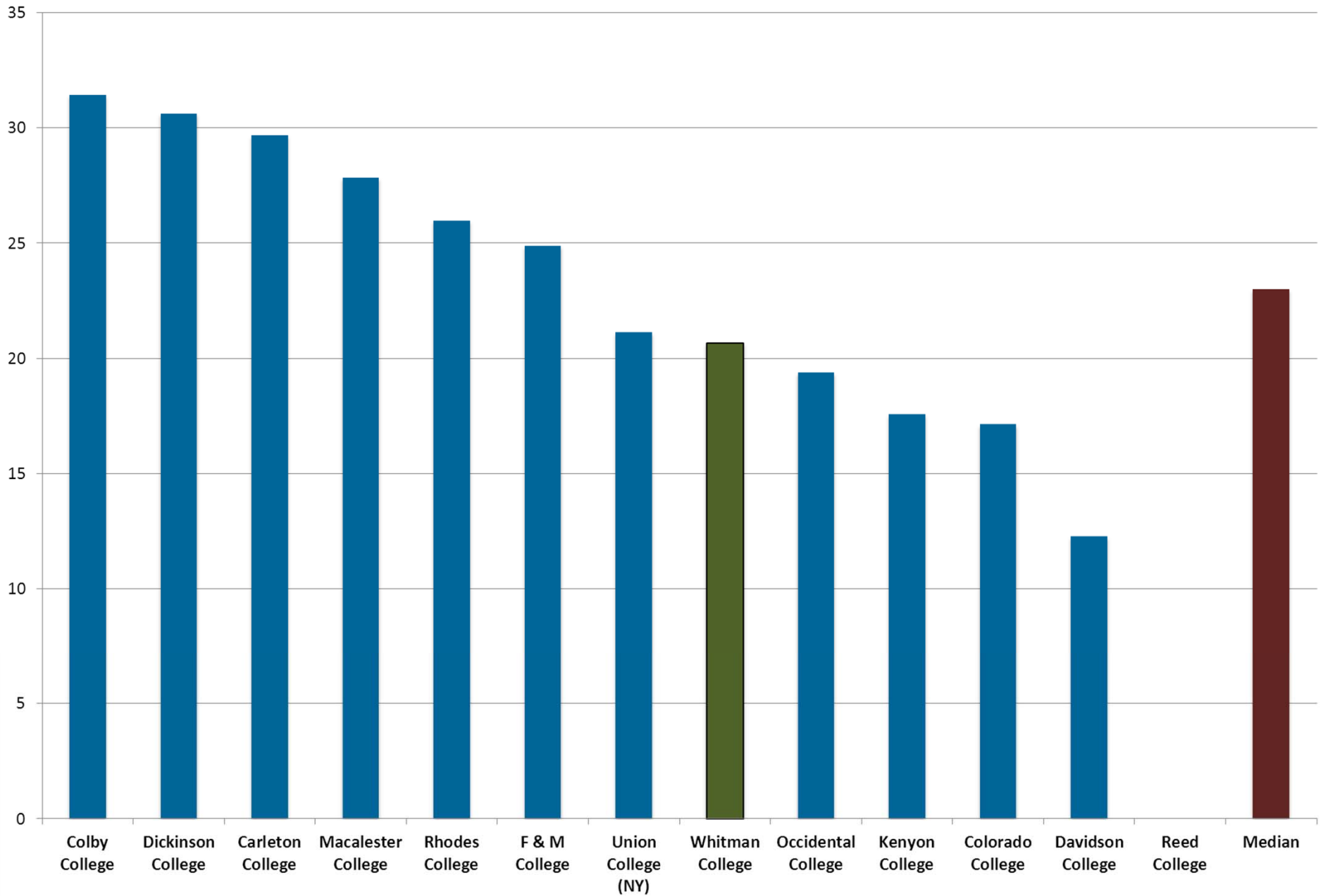
Total # Varsity Athletes FY 2010-11



% of Students who are Varsity Athletes FY 2010-11

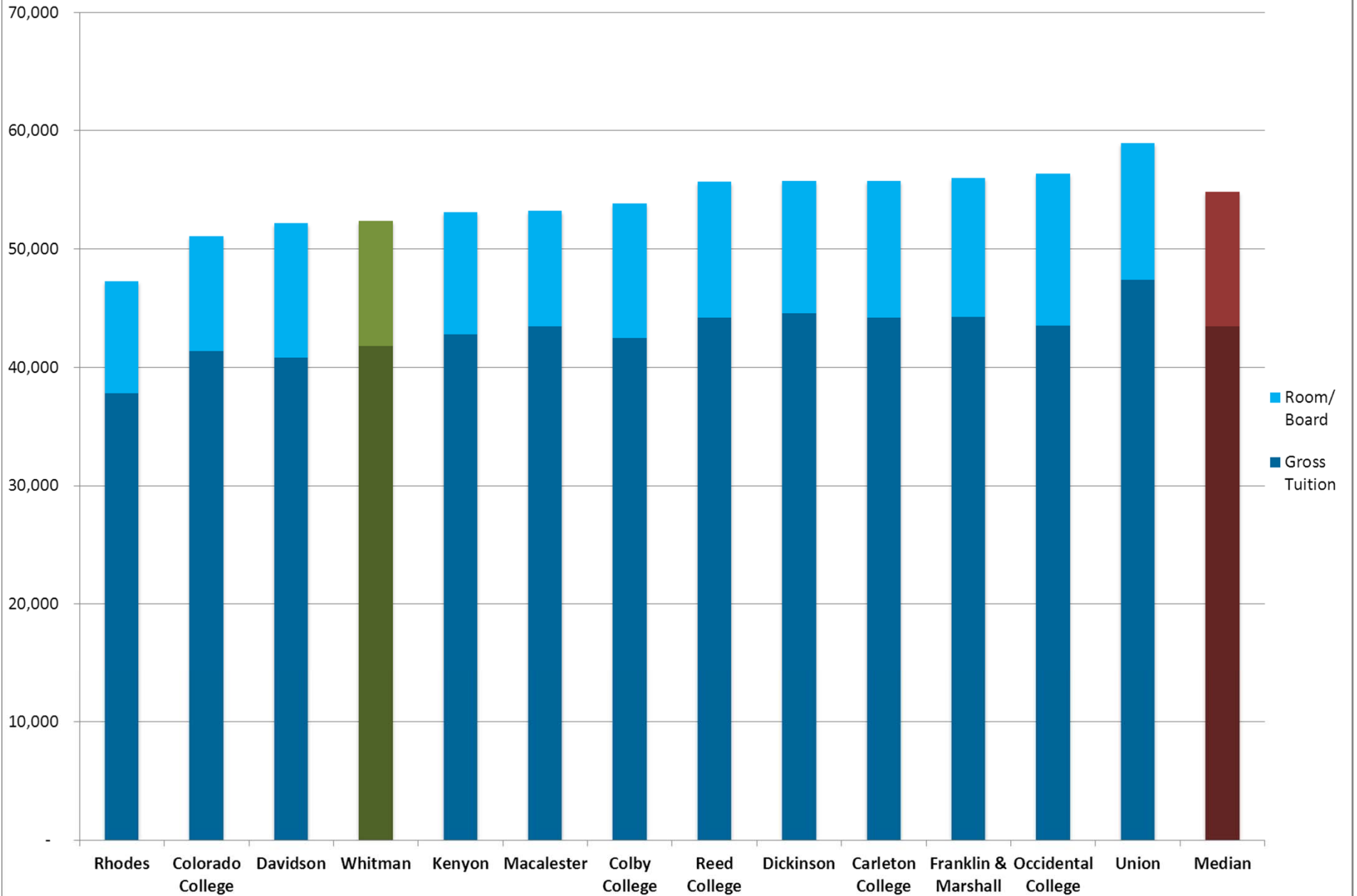


Total # Varsity Athletes/FTE Head & Asst Coach FY 2010-11

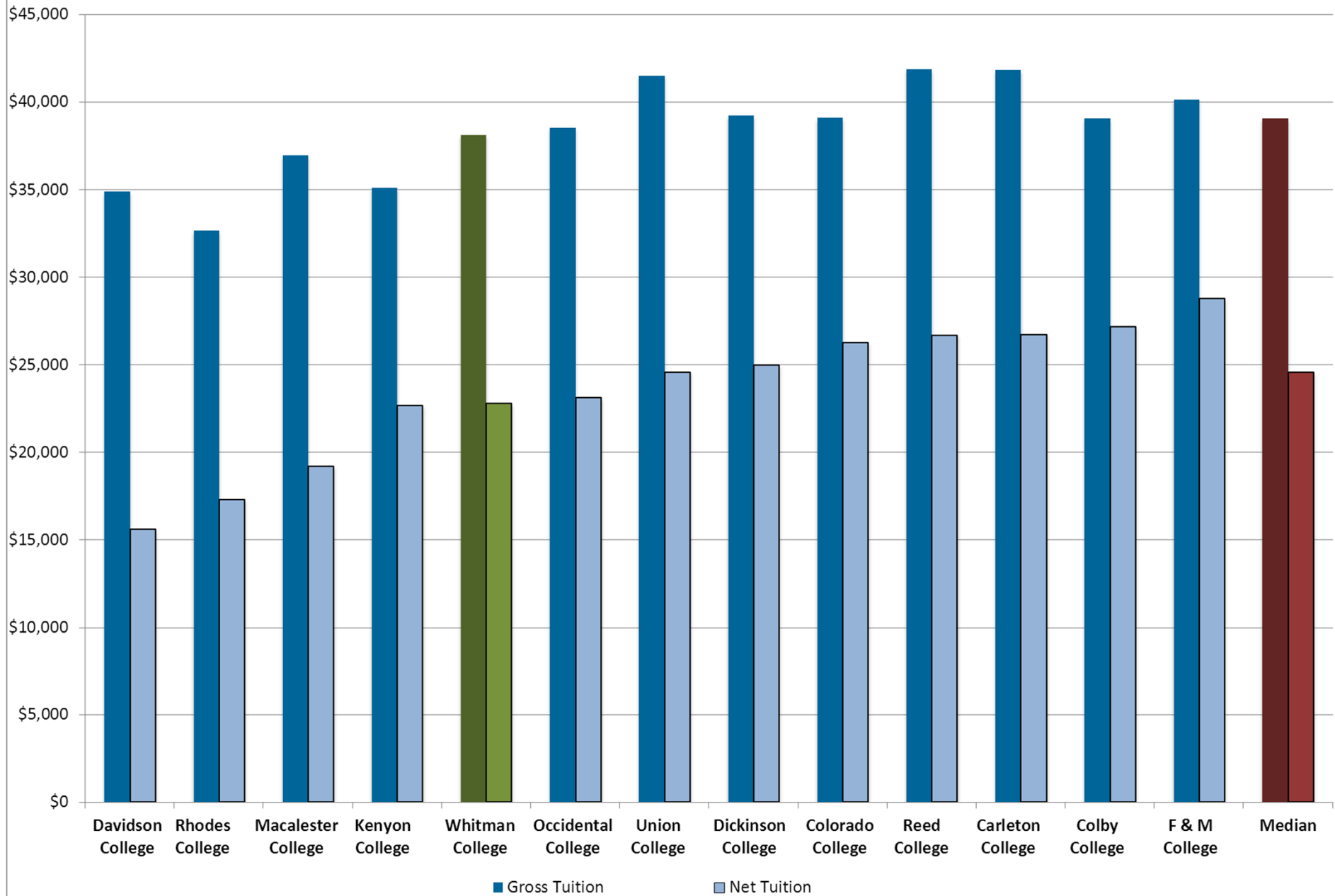


Tuition, Fees, and Financial Aid

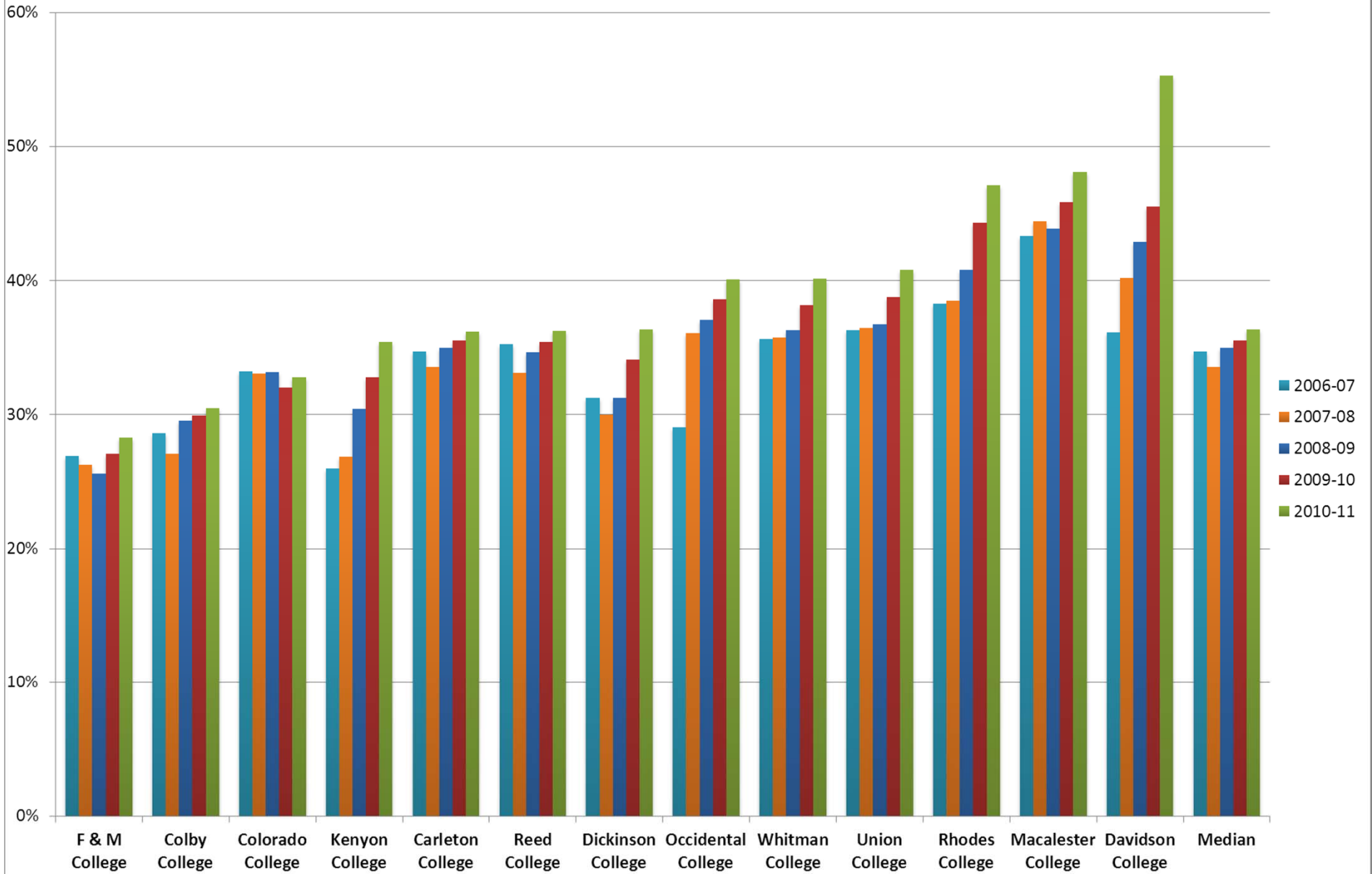
Total Fees = Gross Tuition + Room/Board Costs FY 2012-13



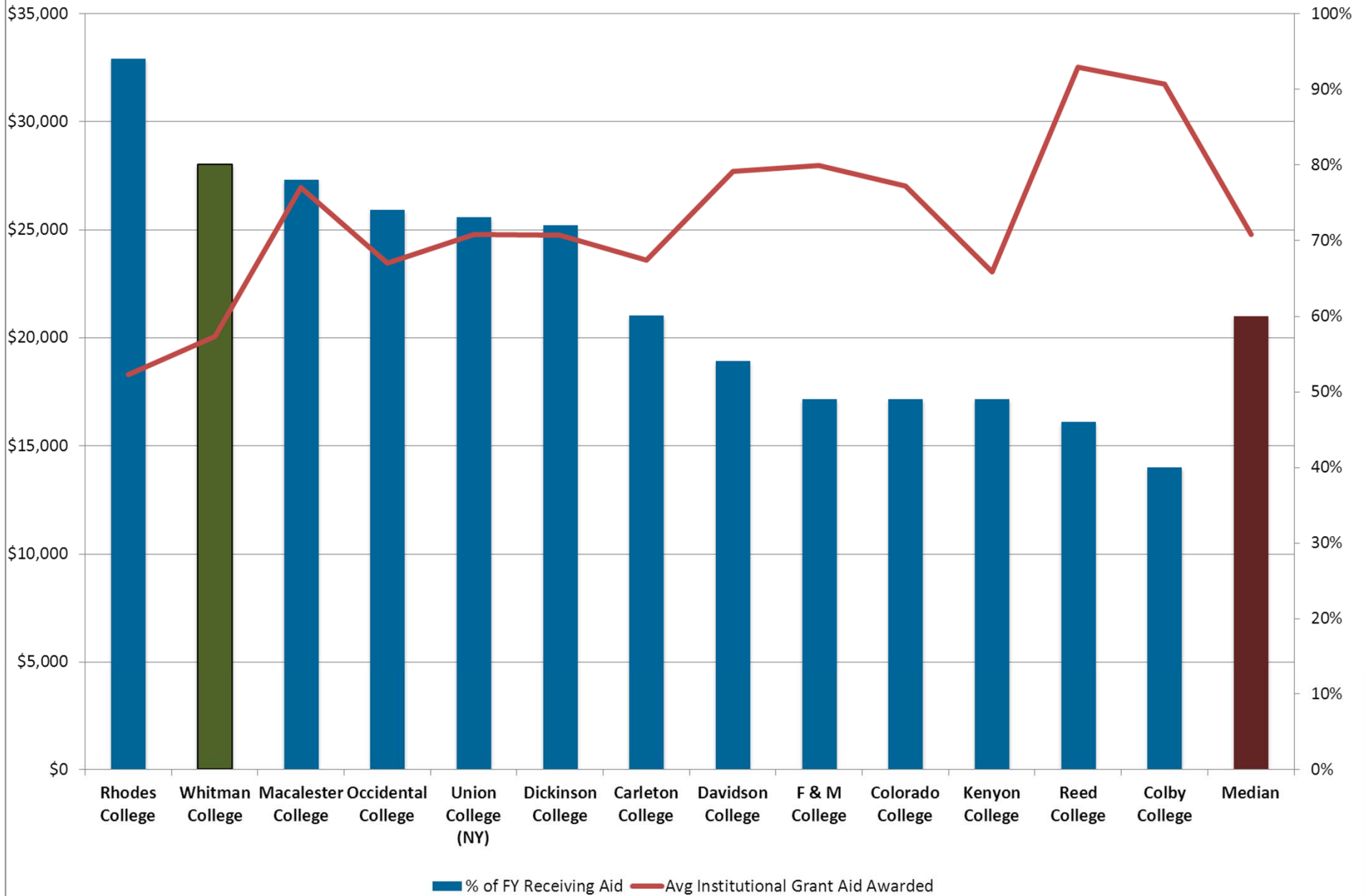
Gross/Net Tuition per FTE FY 2010-11



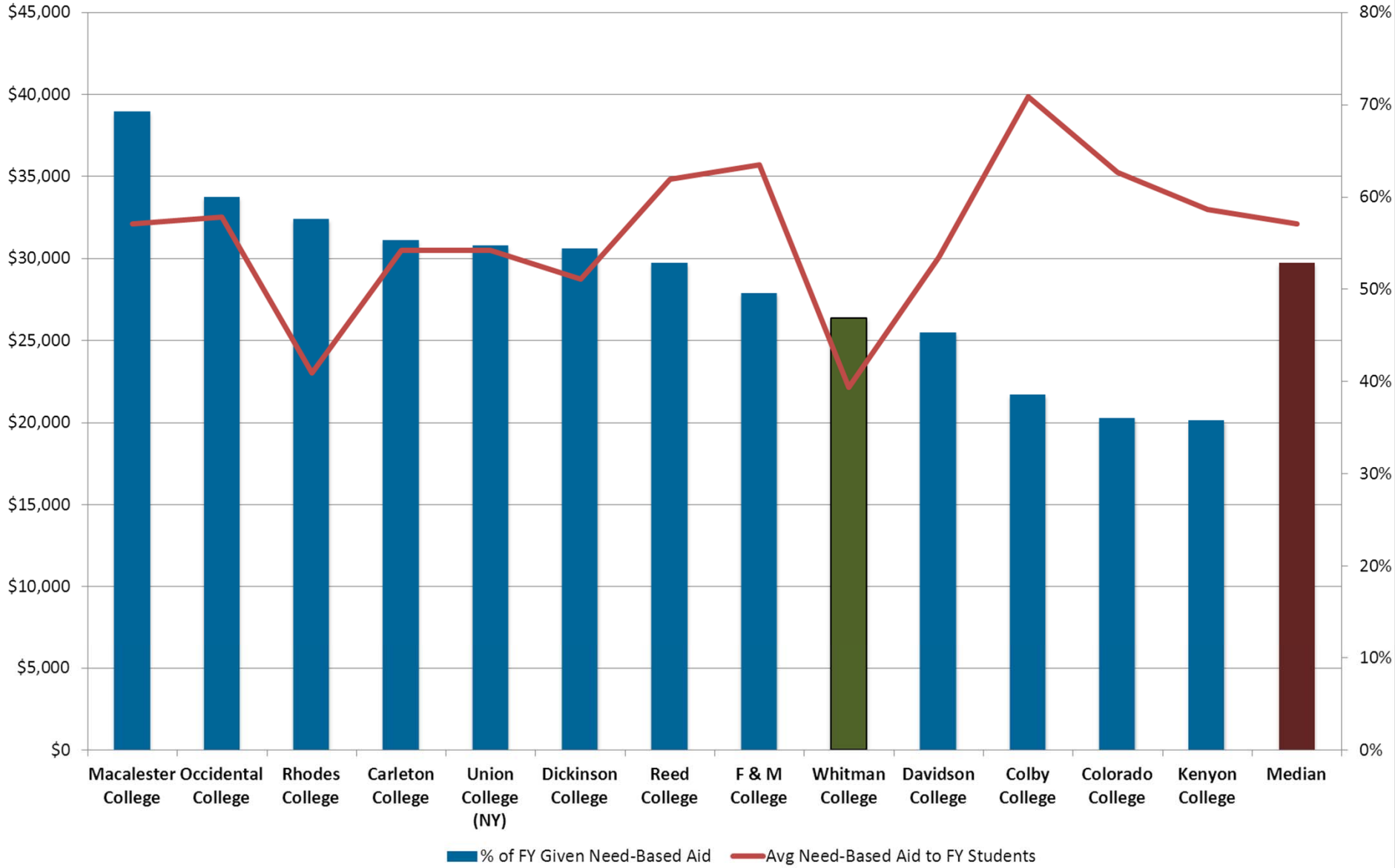
5 year Discount Rate History



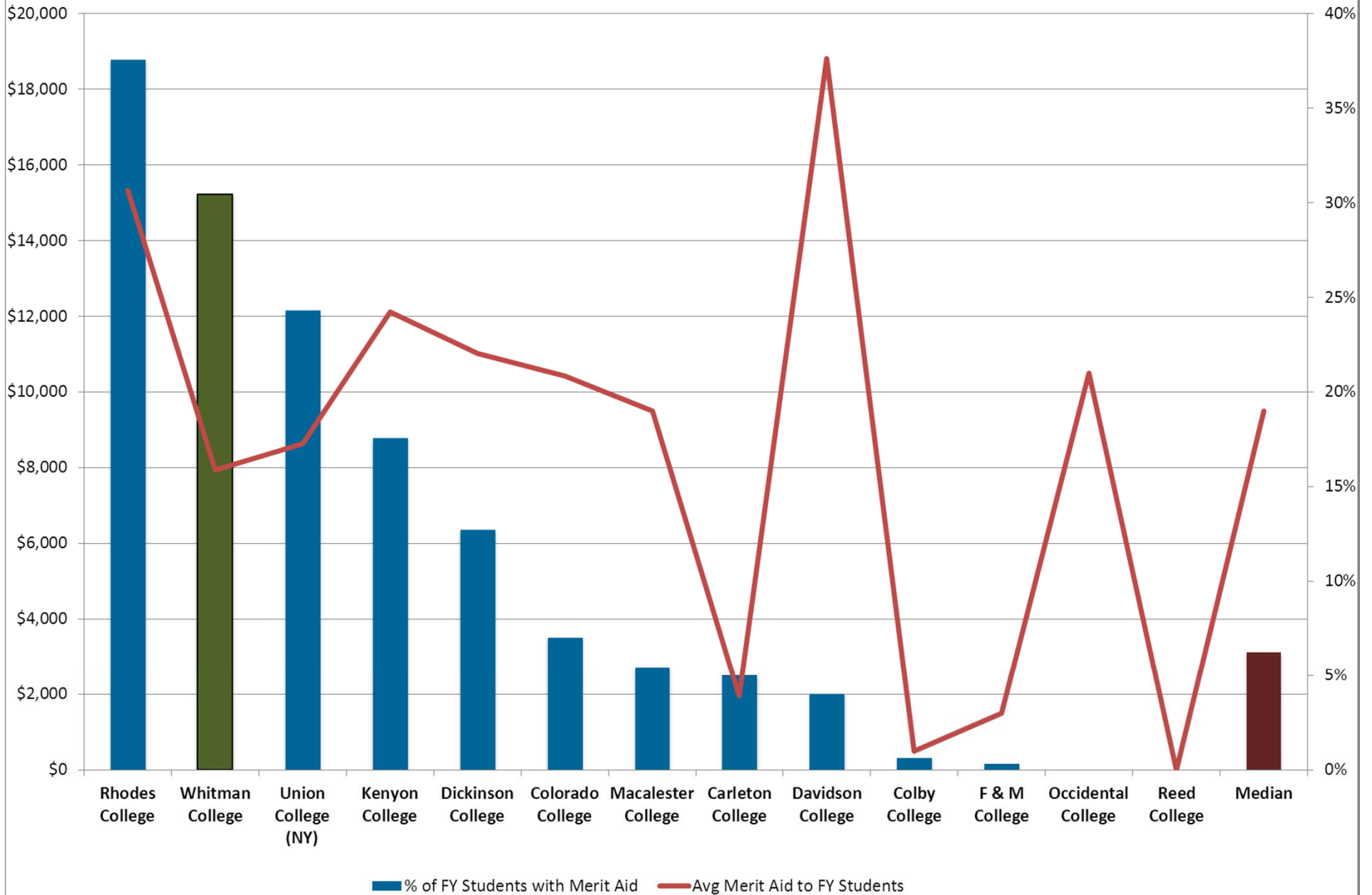
Avg Institution Grant Aid Awarded and % of FY Receiving Aid FY 2010-11



Avg Need-Based Aid Awarded and % of FY Students Receiving Need-Based Aid FY 2010-11

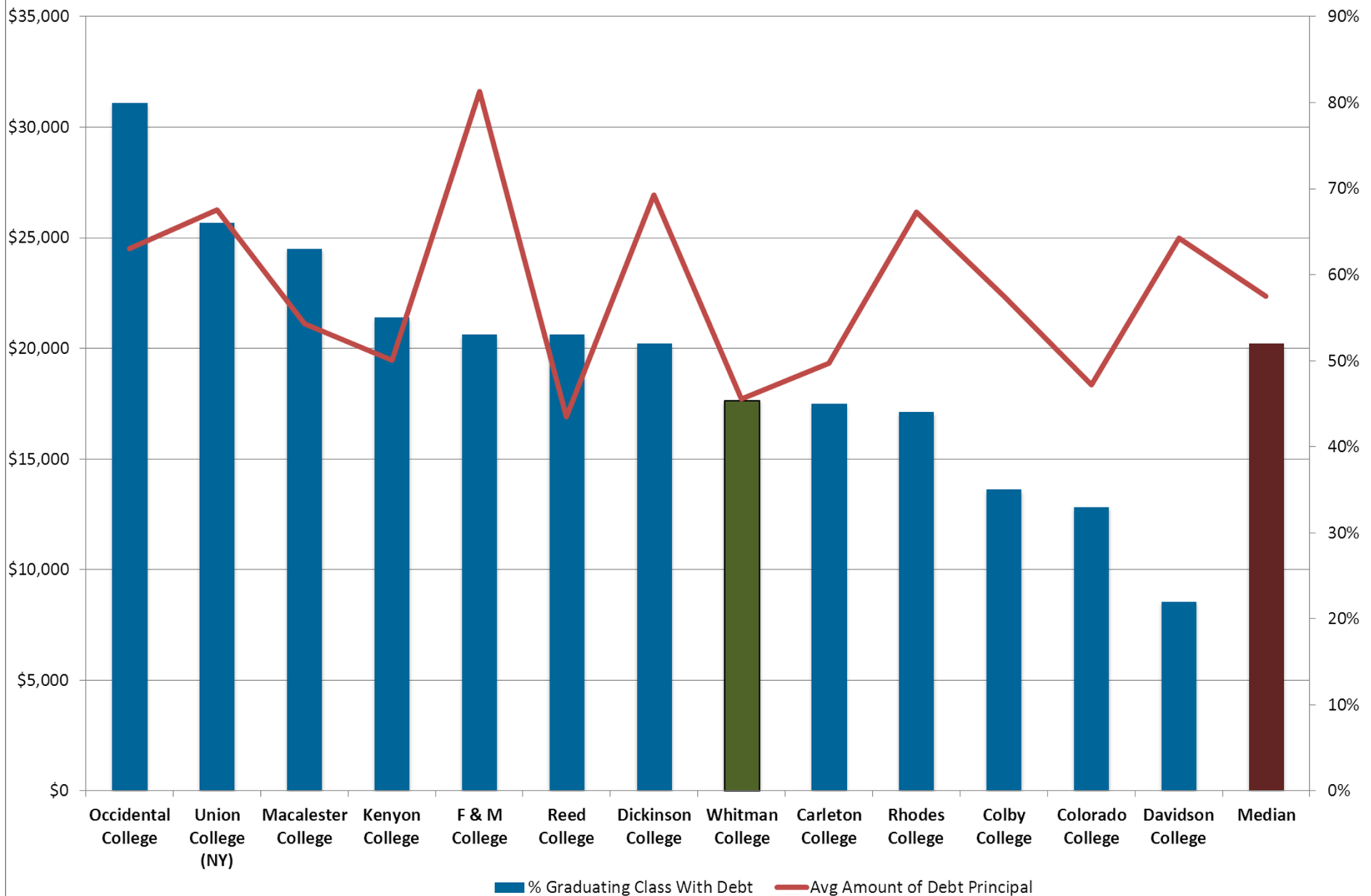


Avg Merit Aid Awarded and % of First Years Receiving Merit Aid FY 2010-11



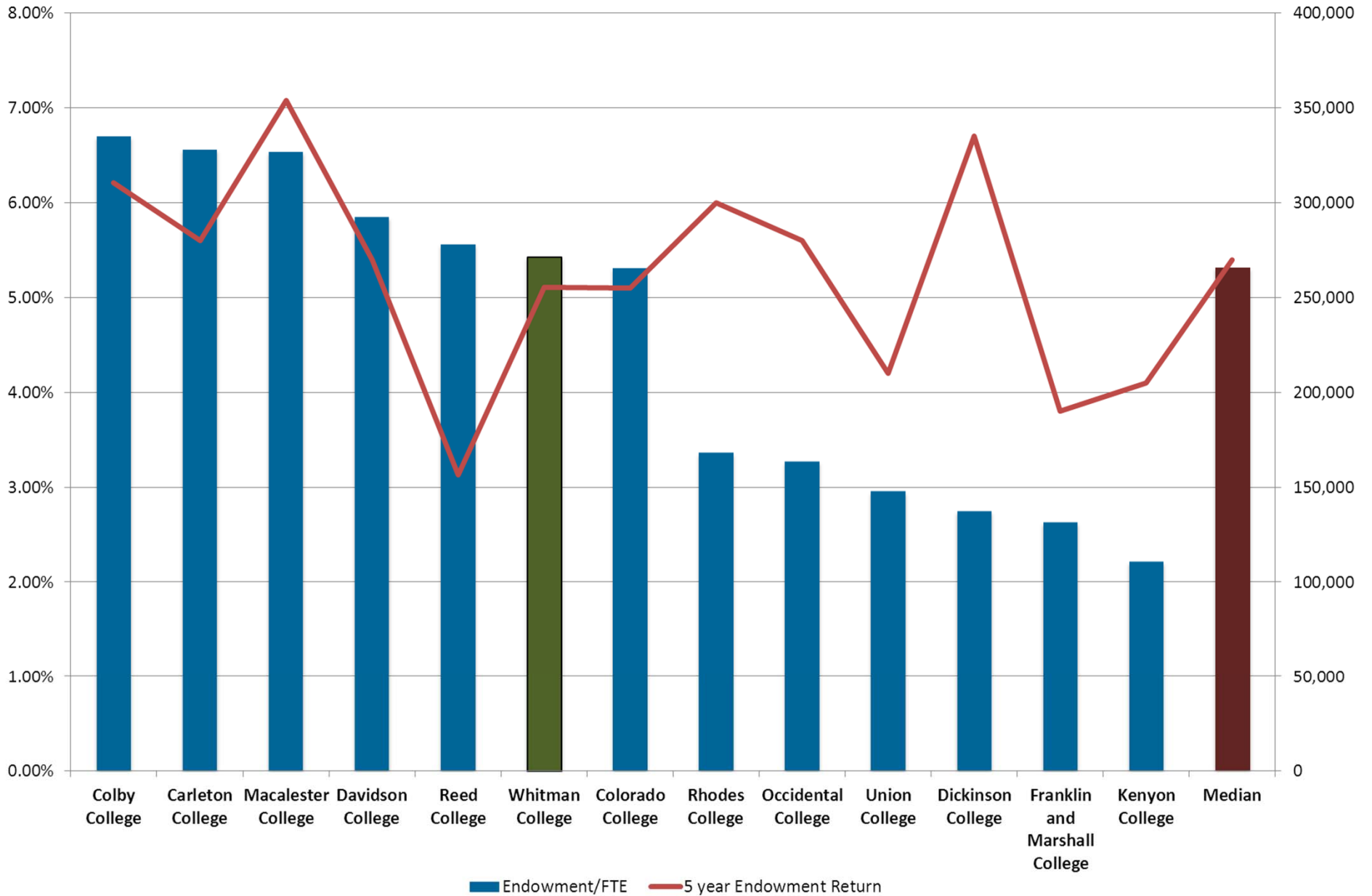
2010-11 Panel of 13

% of Graduating Class with Debt and Average Amount of Debt

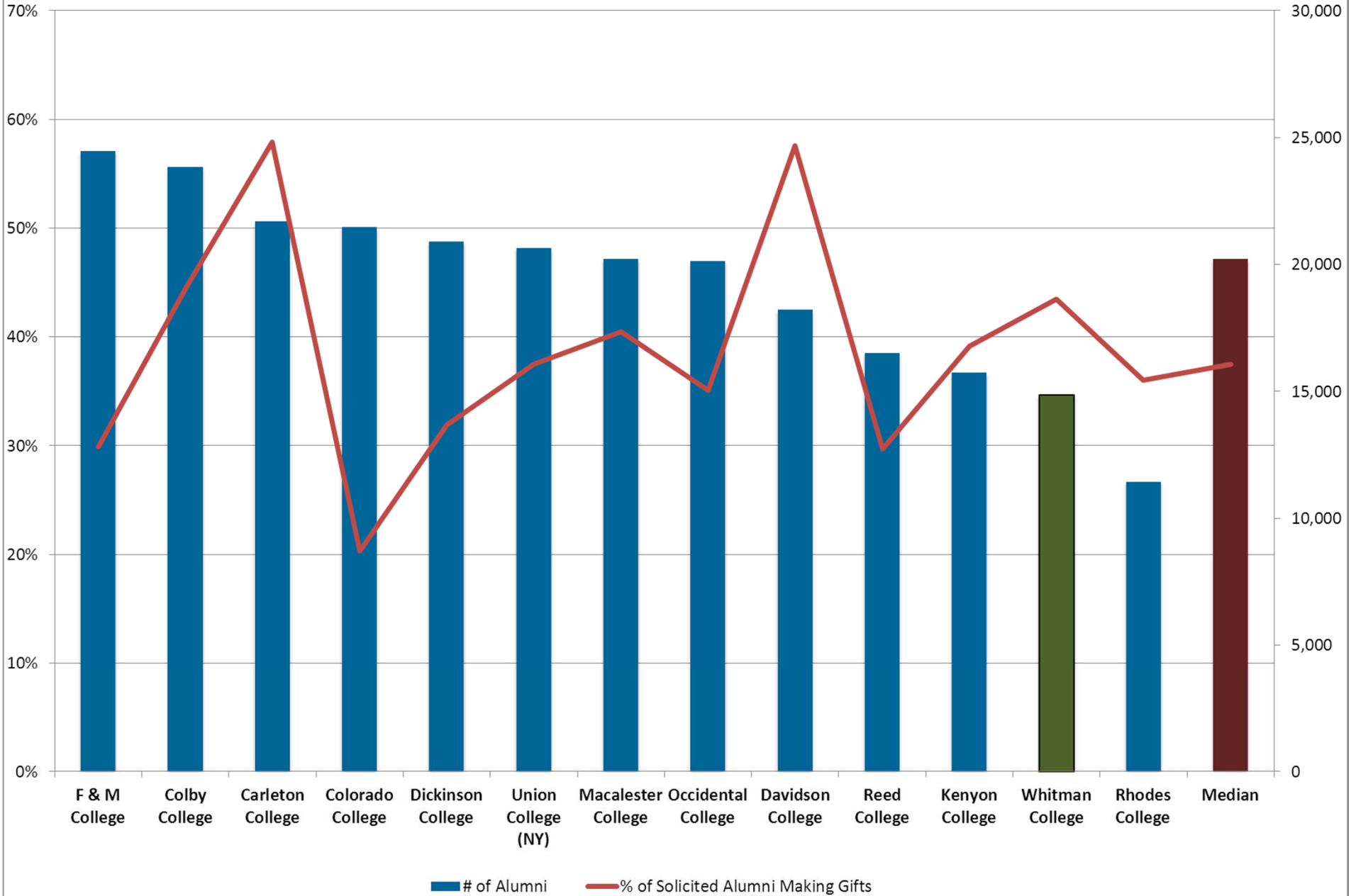


Endowment and Fundraising

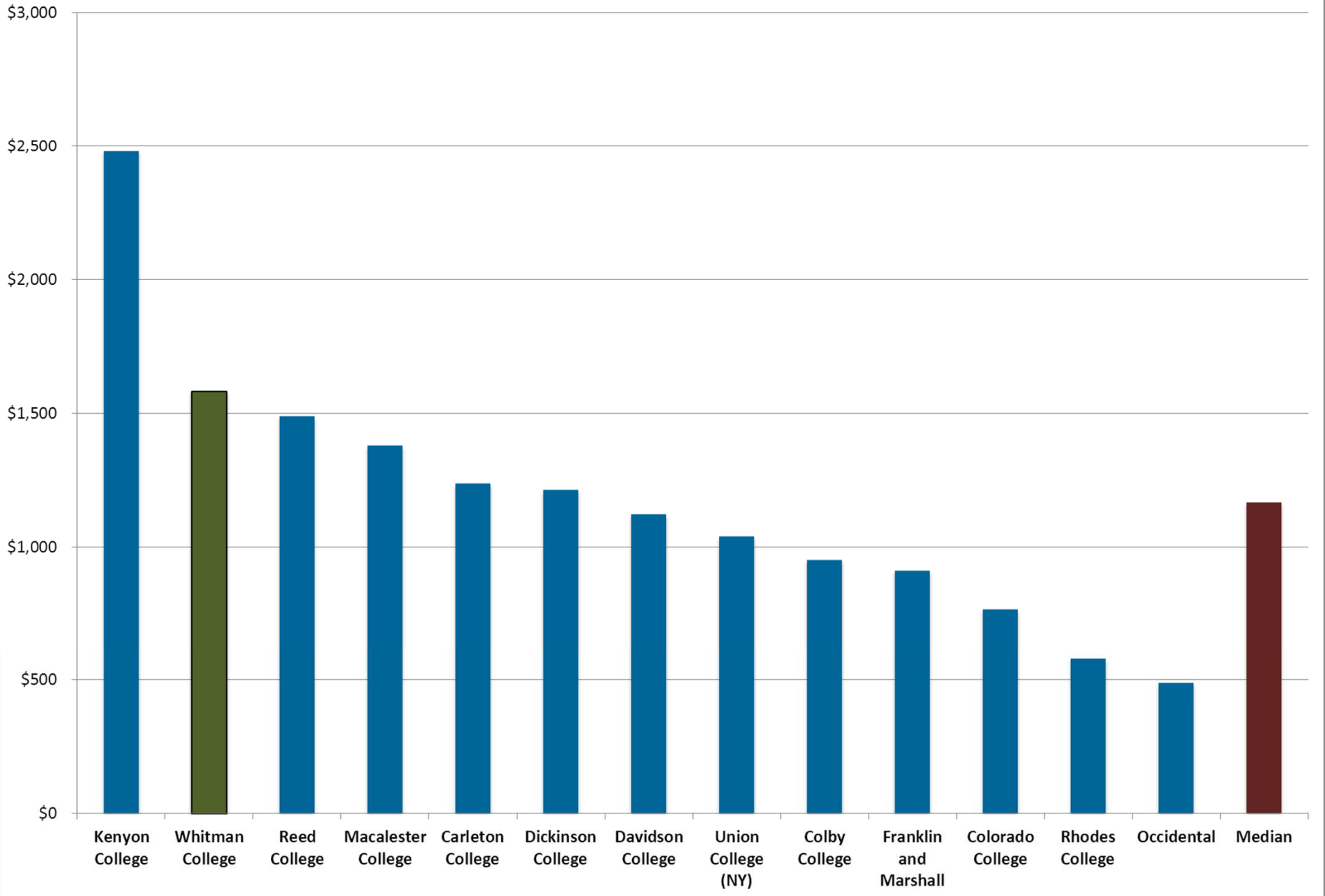
Endowment/FTE and 5 year Endowment Return FY 2010-11



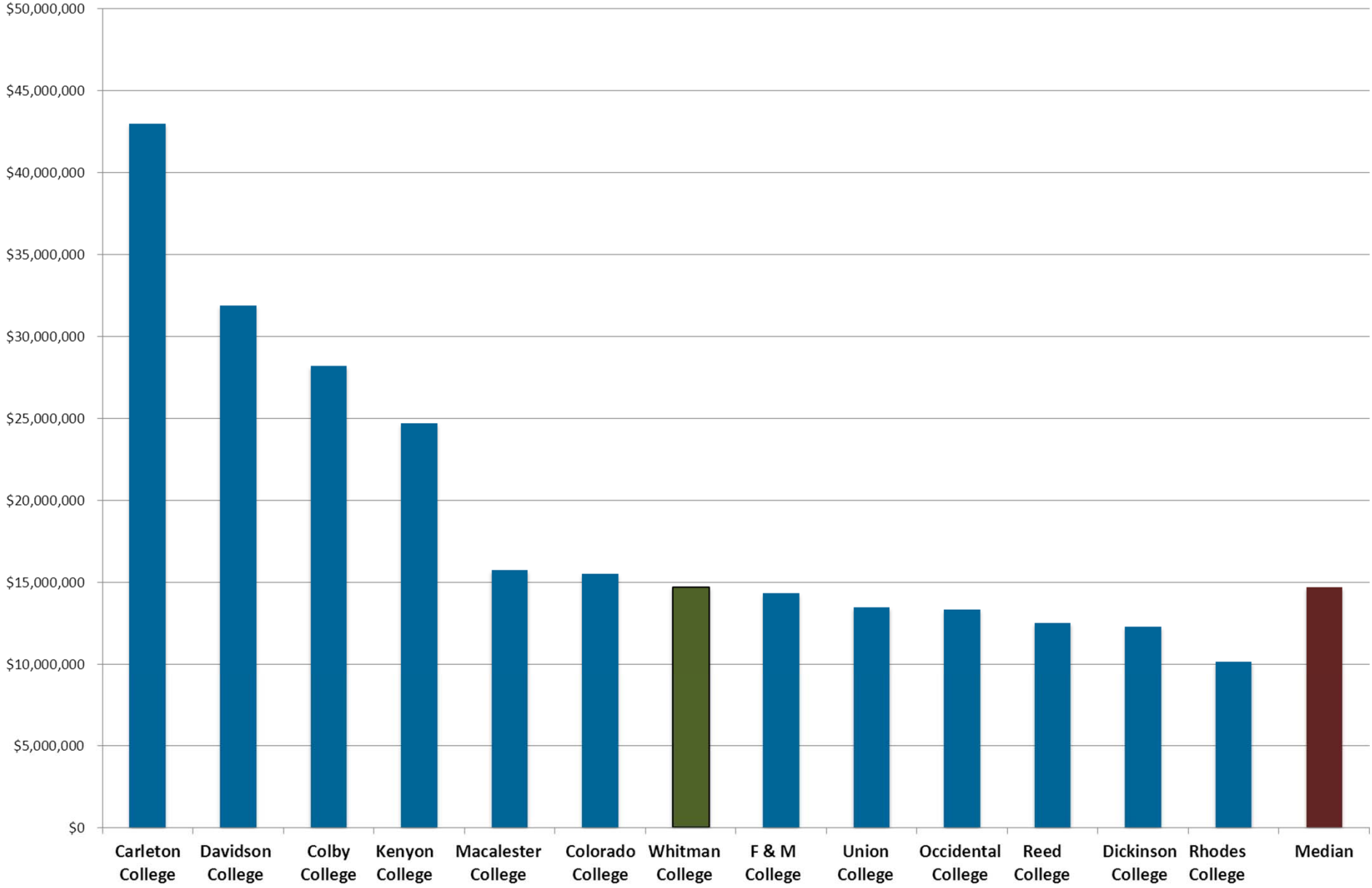
of Alumni and % of Solicited Alumni Making Gifts FY 2011-12



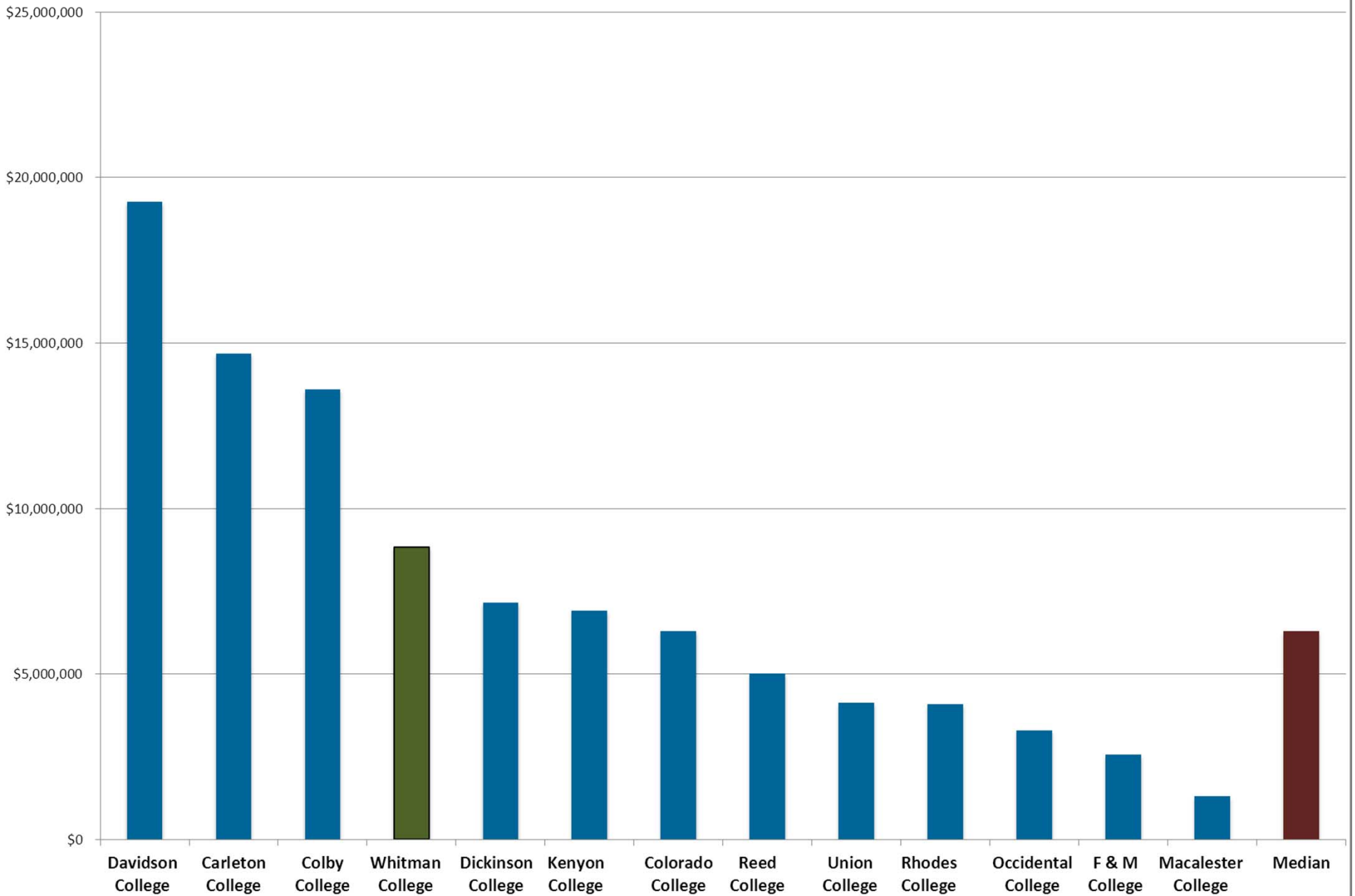
Average Donor Gift FY 2011-12



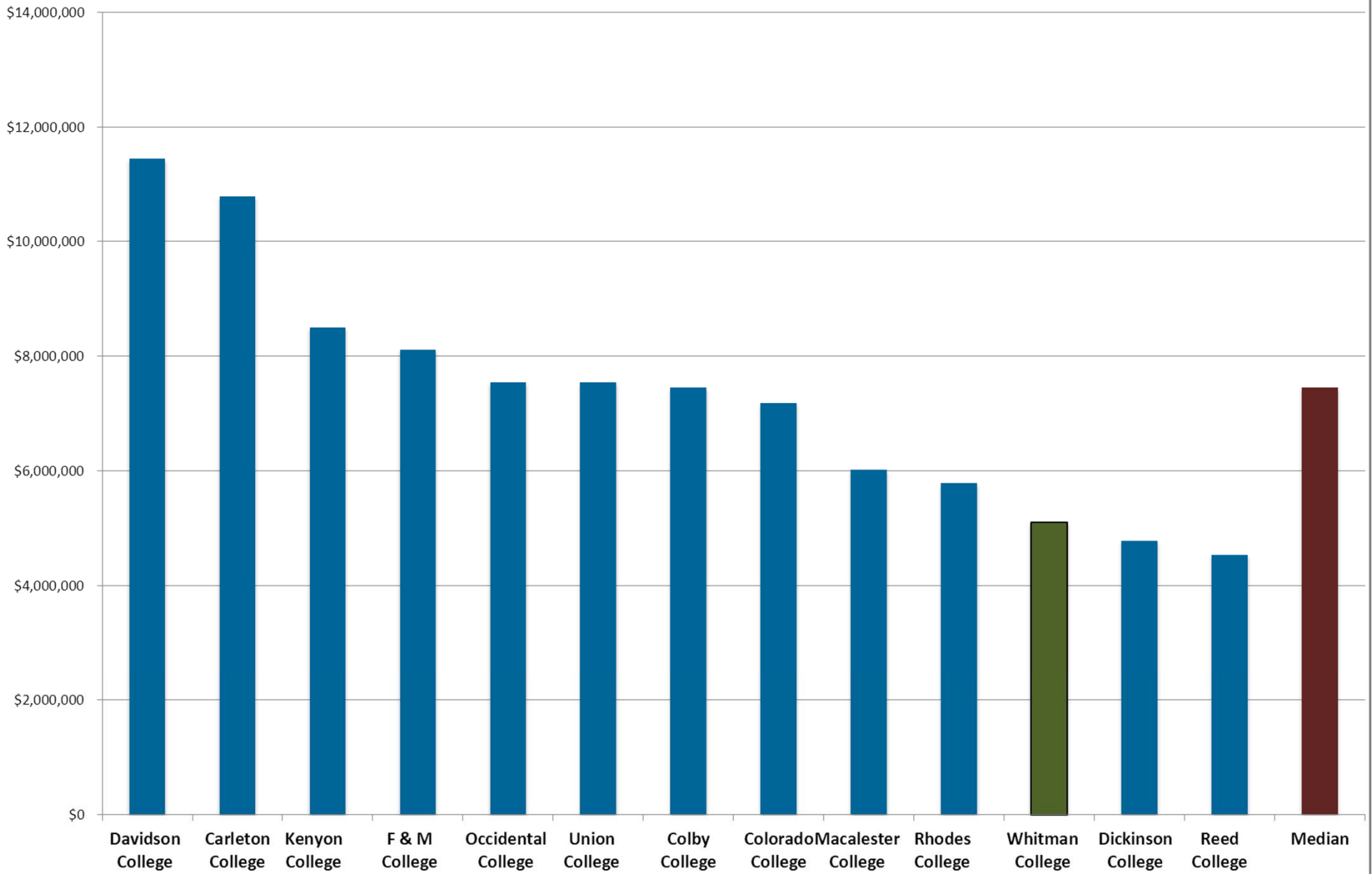
Total Gifts FY 2010-11



Total Gifts Classified to Endowment FY 2010-11

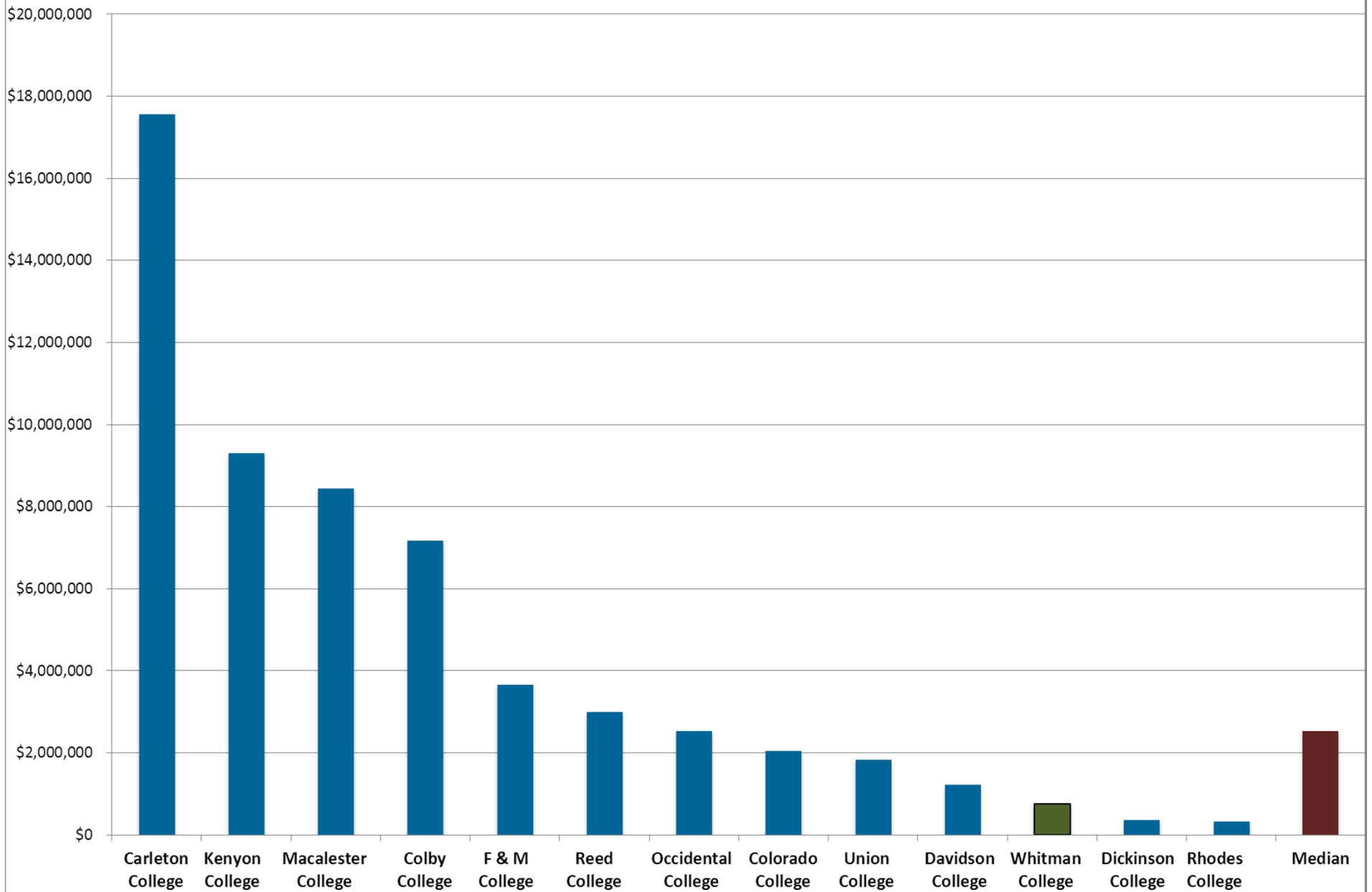


Total Gifts Classified to Current Operations/Unrestricted FY 2010-11



*Whitman amount of gifts that supported current fund in 2010/11 was approx \$1.5 million

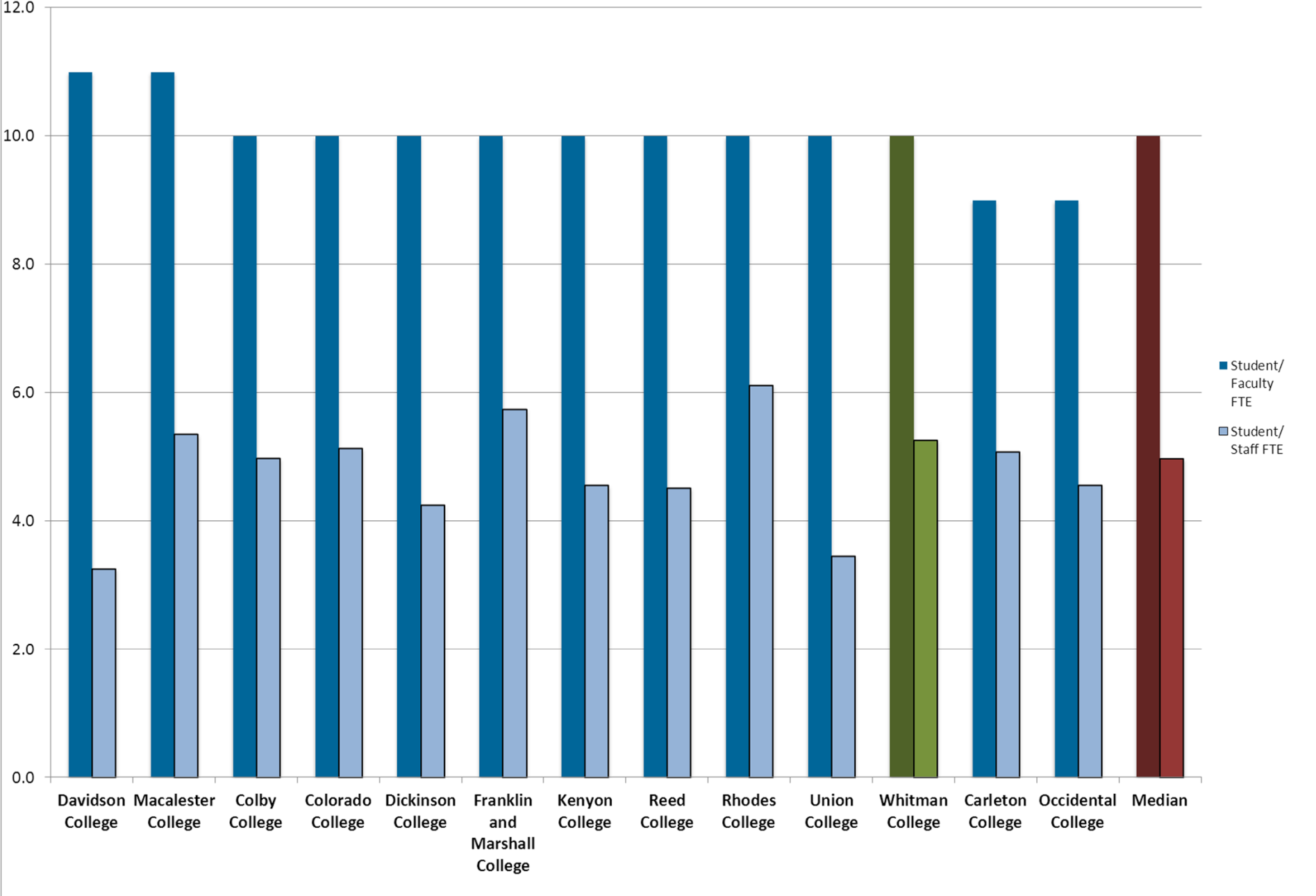
Total Gifts Classified to Property/Plant/Eqmnt FY 2010-11



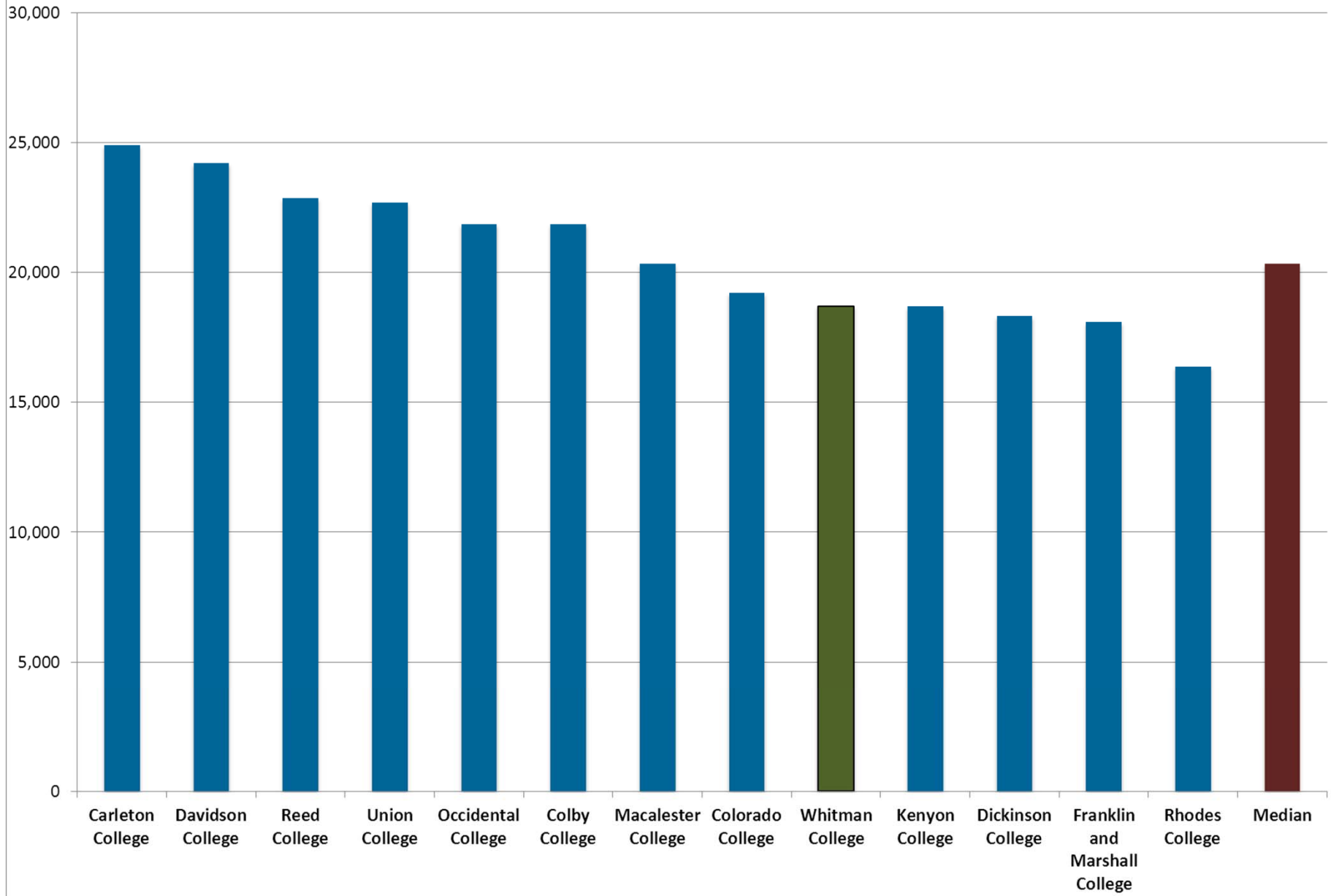
Staffing and Total Compensation

Faculty and Staff per Student FTE

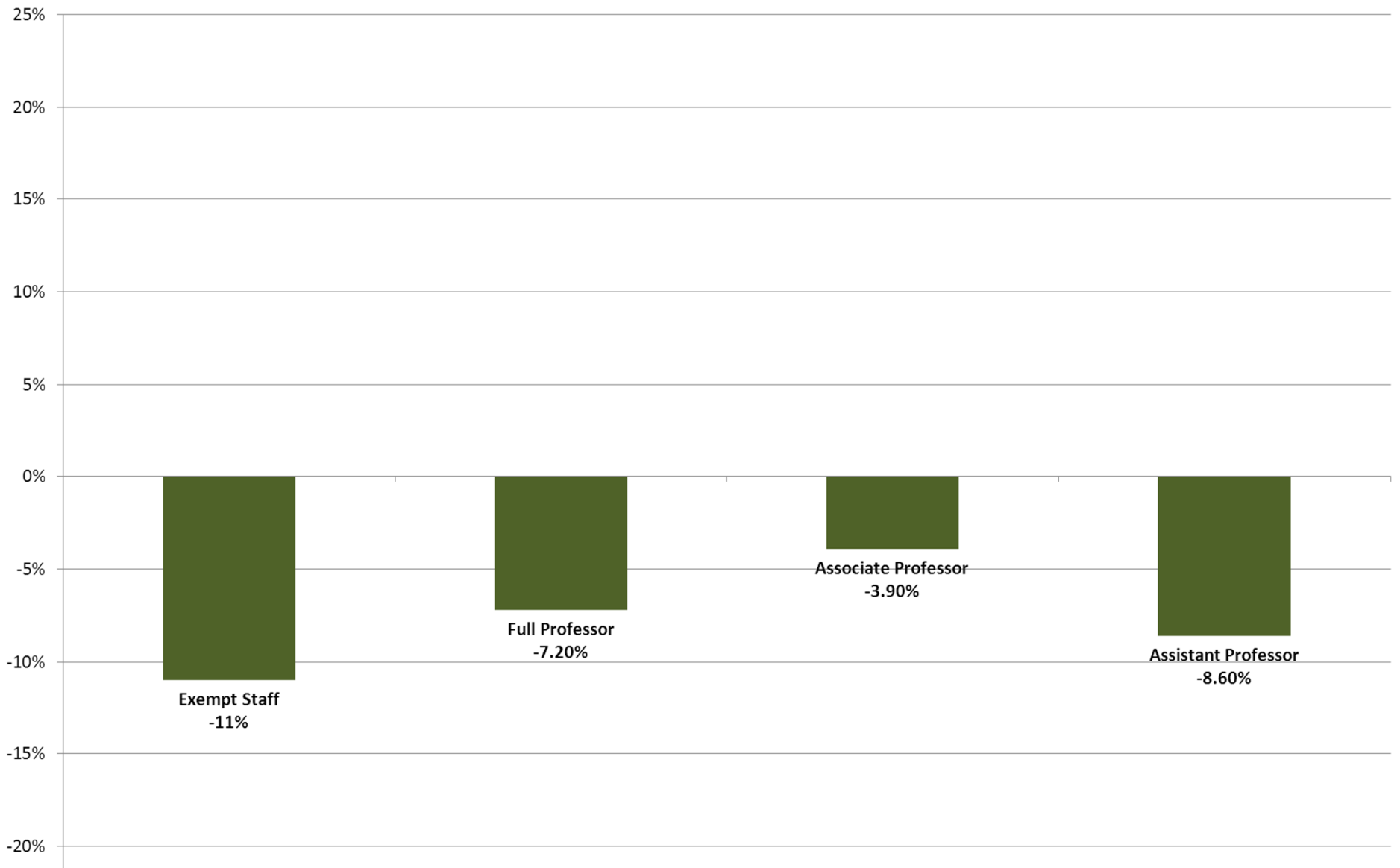
FY 2010-11



Total Salary/Student FTE FY 2010



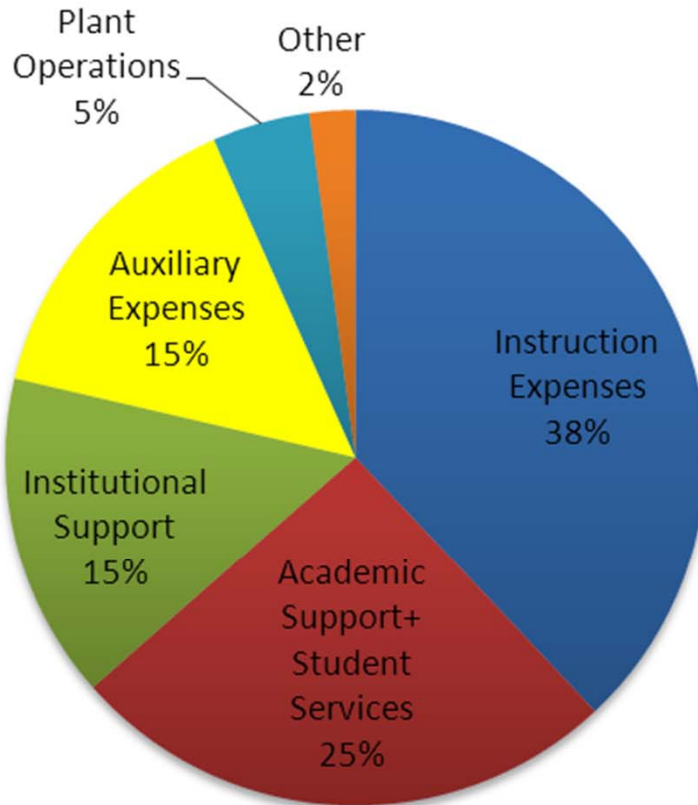
Whitman Salary % Above/Below FY 2011-12



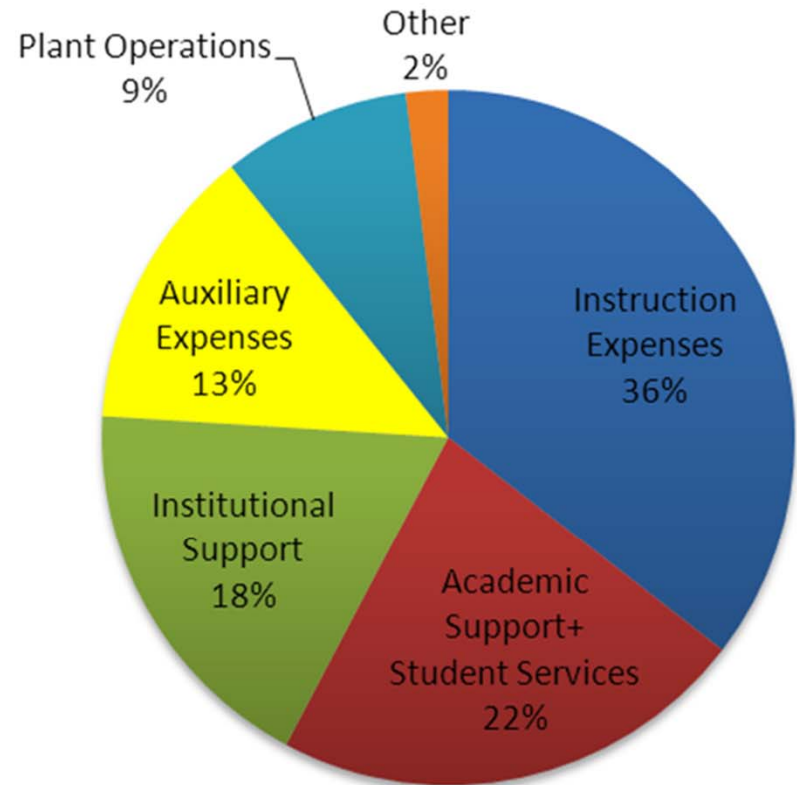
-Whitman Exempt Staff is as a % of Panel of 19 Median

Expenses

Whitman FY 2010 Expense Allocation

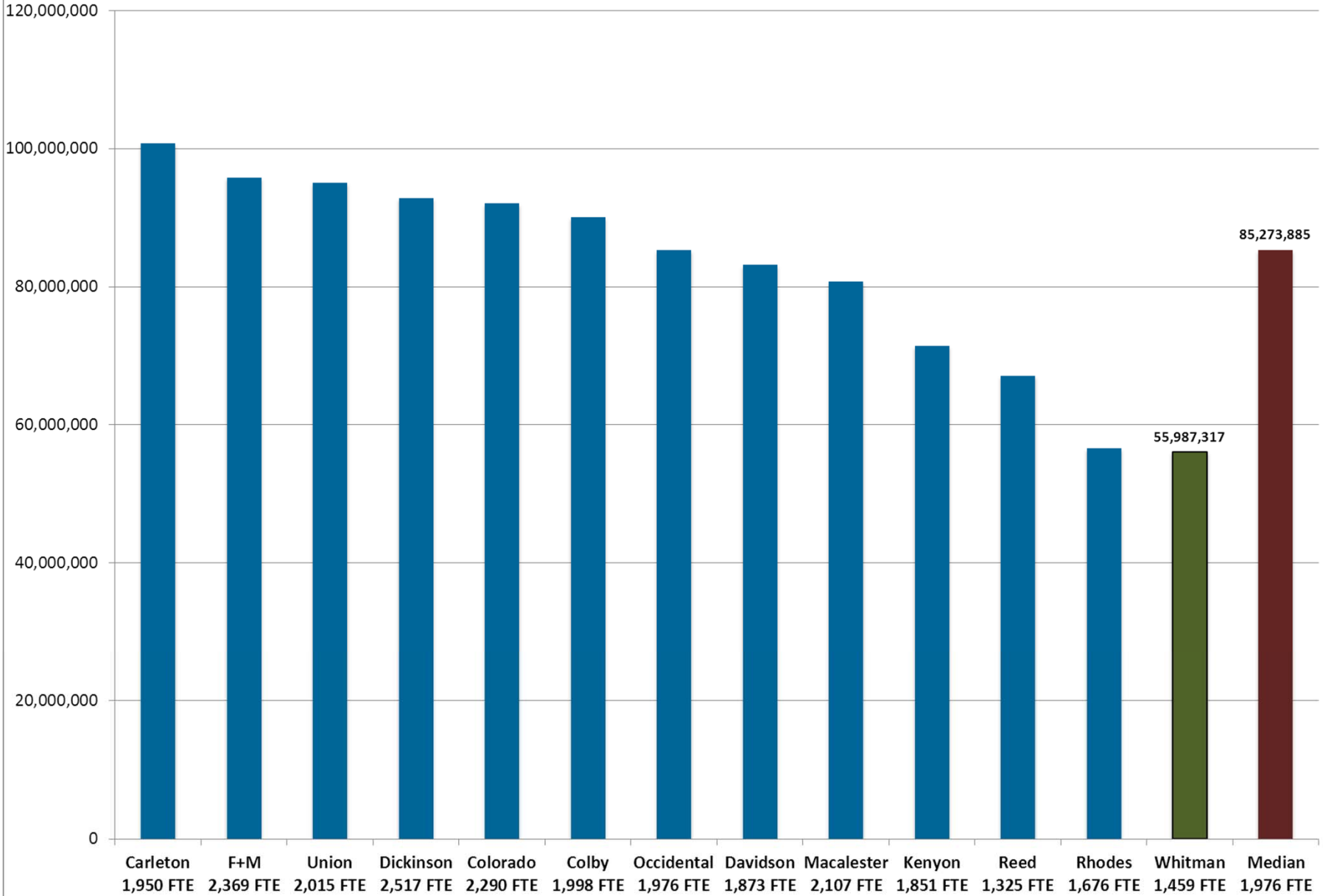


Panel of 13 FY 2010 Expense Allocation Median



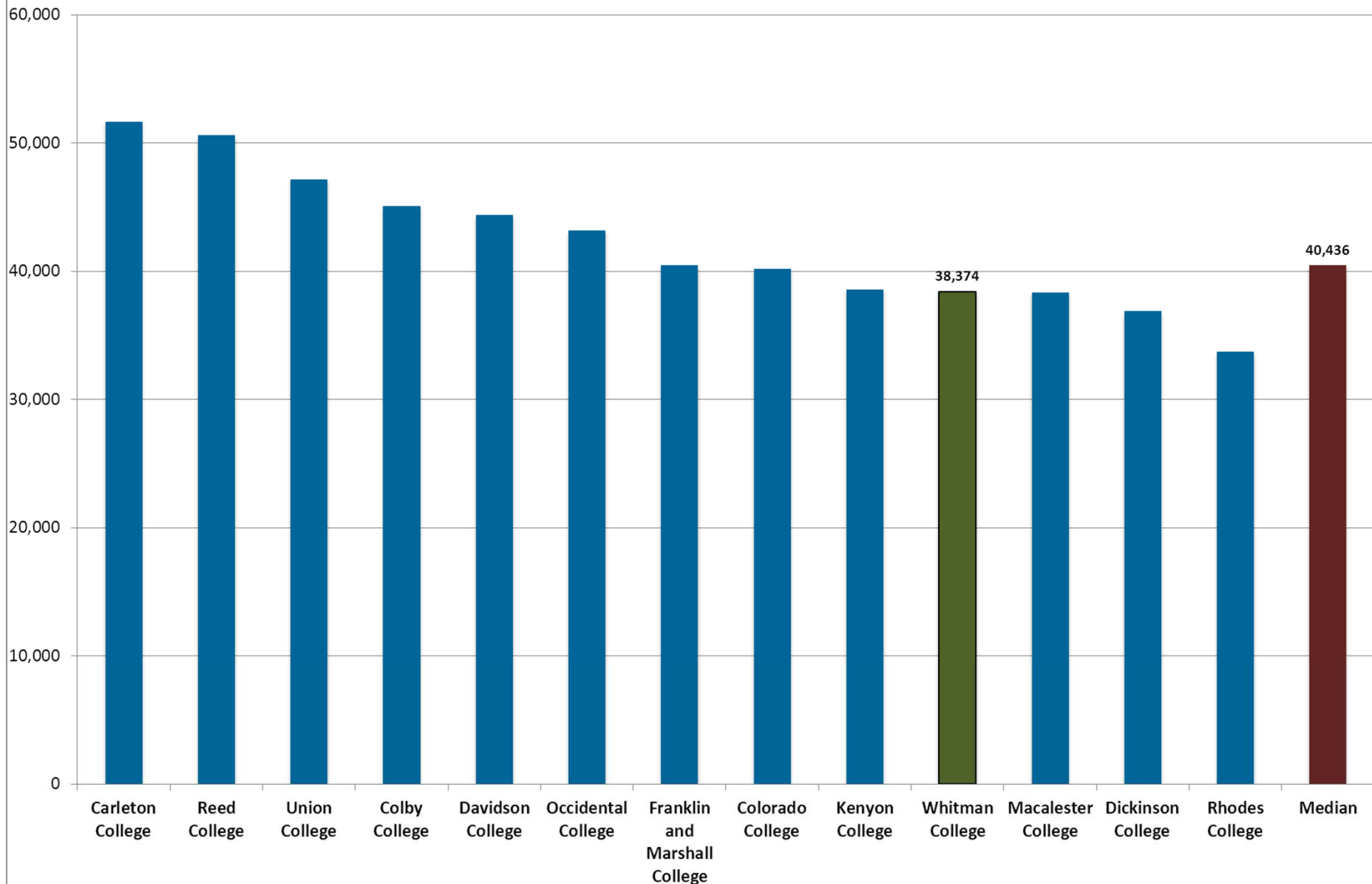
-Academic Support/Student Services expenses are combined
-Expenses do not include depreciation/amortization and interest charges

Total Expenses FY 2010



-Whitman total expenses were adjusted to be comparable to other panel schools to include an estimated \$2 million increase in instructional expenses due to the transition to the home based fee off-campus studies model. Expenses do not include depreciation/amortization and interest charges

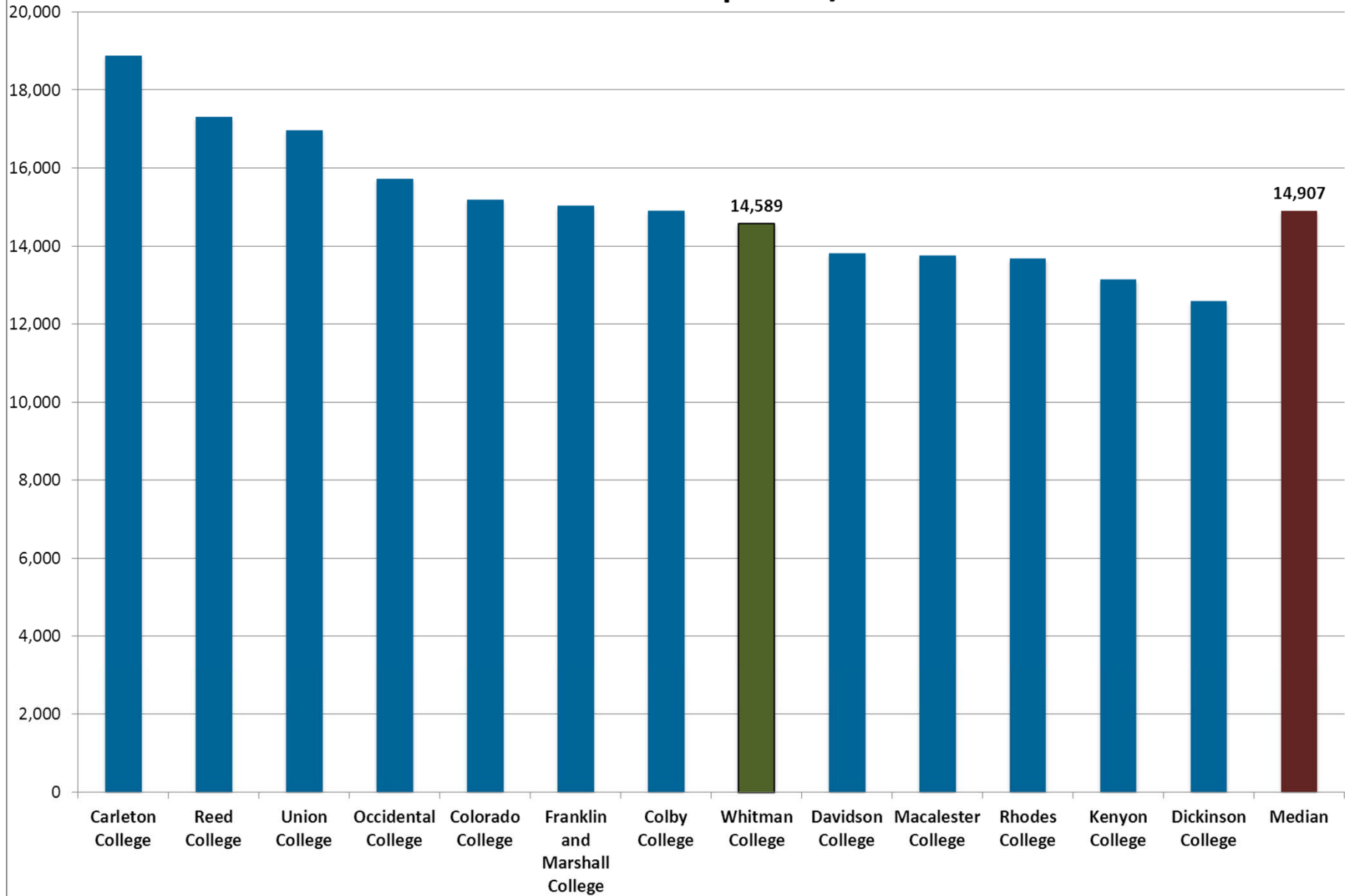
Total Expenses/FTE FY 2010



-Whitman total expenses were adjusted to be comparable to other panel schools and include an estimated \$2 million increase in instructional expenses due to the transition to the home based fee off-campus studies model. This results in approximately \$1,400 increase in total expenses/FTE.

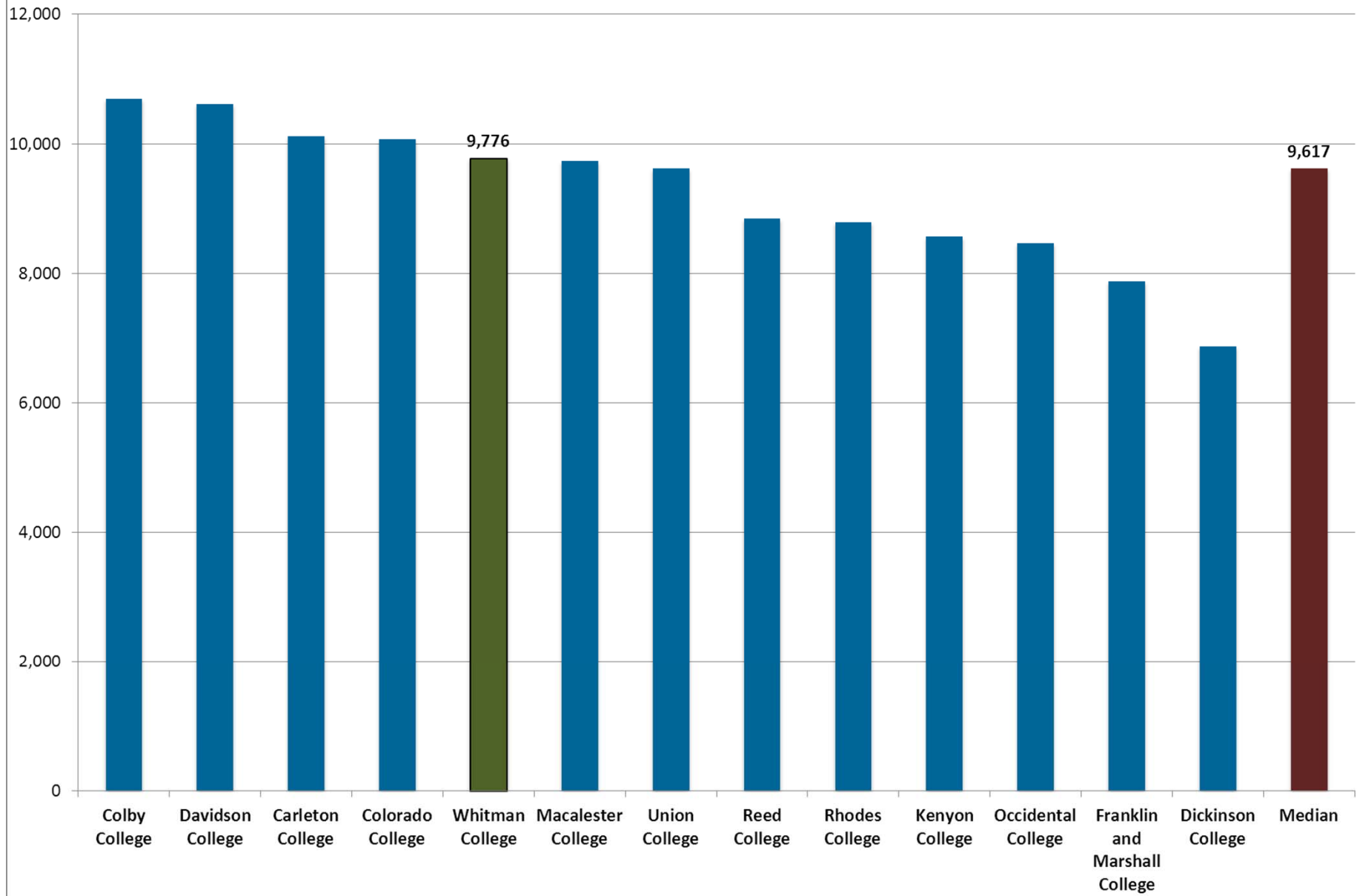
- Expenses do not include depreciation/amortization and interest charges

FY 2010 Panel of 13 Instruction Expenses/FTE



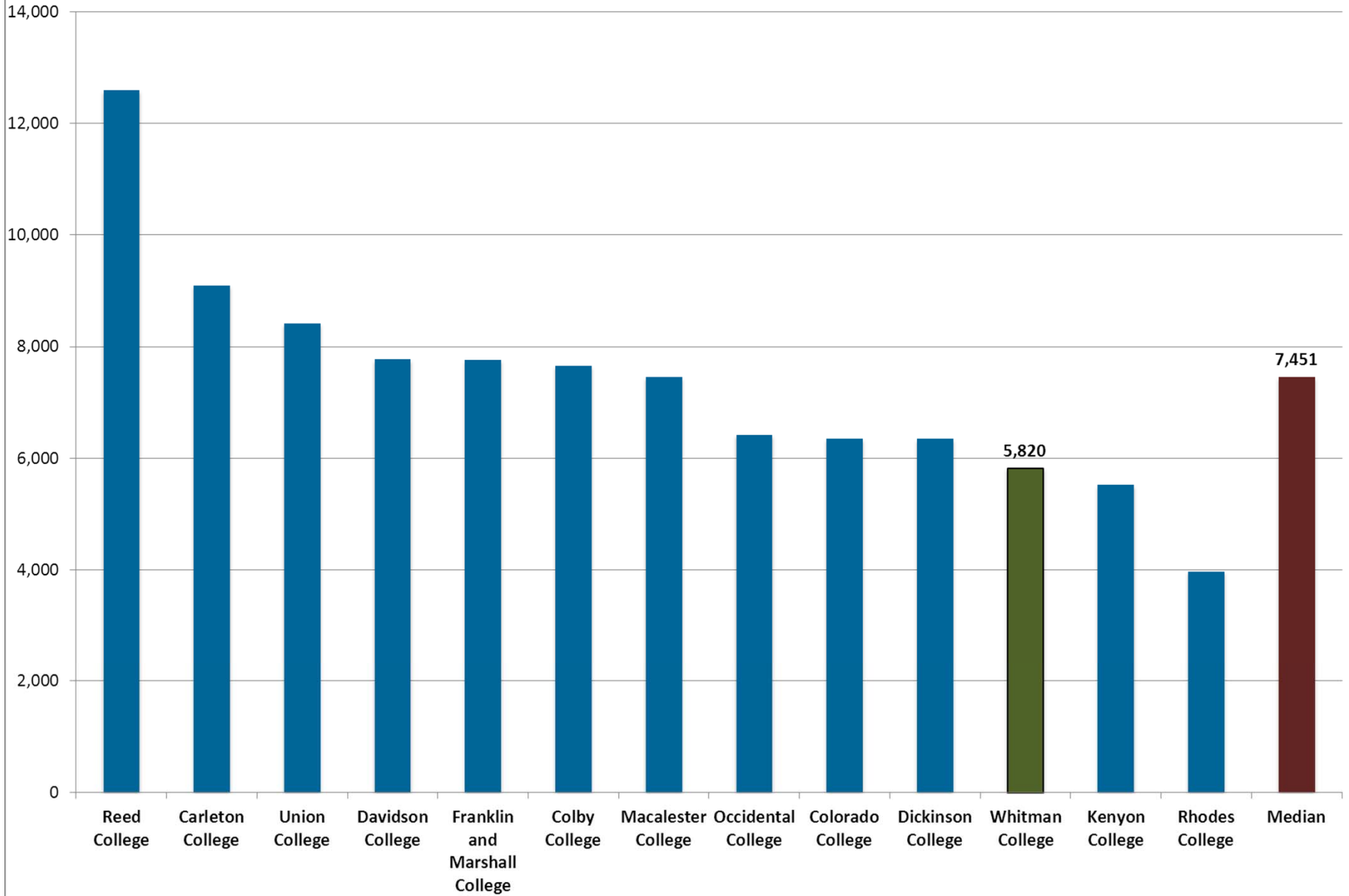
-Whitman instructional expenses were adjusted to be comparable to other panel schools and include an estimated \$2 million increase in instructional expenses with the transition to the home based fee off-campus studies model. This results in approximately \$1,400 increase in instructional support expenses/FTE.

Academic Support+Student Services Expenses/FTE FY 2010



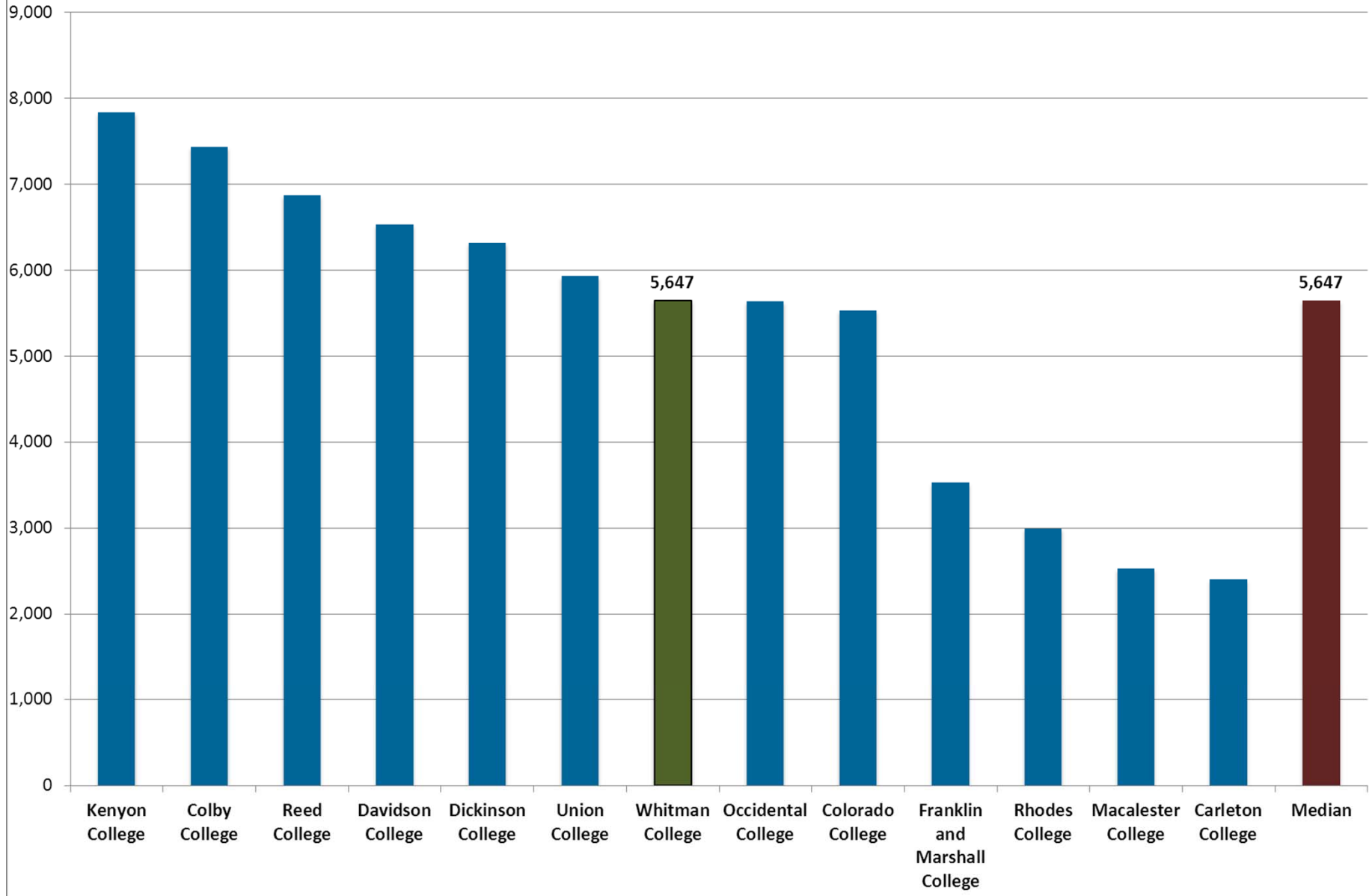
-Expenses do not include depreciation/amortization and interest charges

Institutional Support Services Expenses/FTE FY 2010



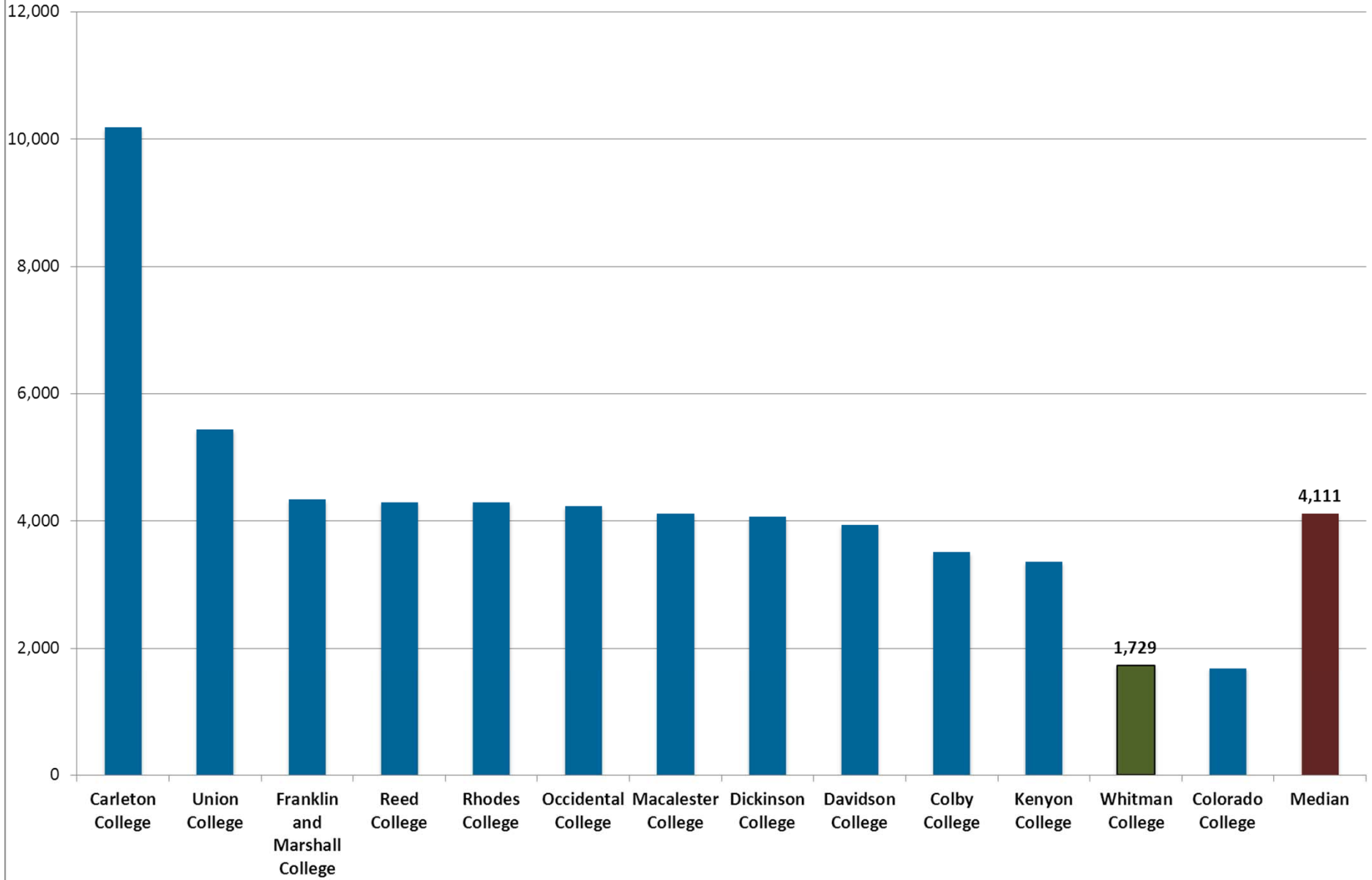
-Expenses do not include depreciation/amortization and interest charges

Auxiliary Services Expenses/FTE FY 2010



-Expenses do not include depreciation/amortization and interest charges

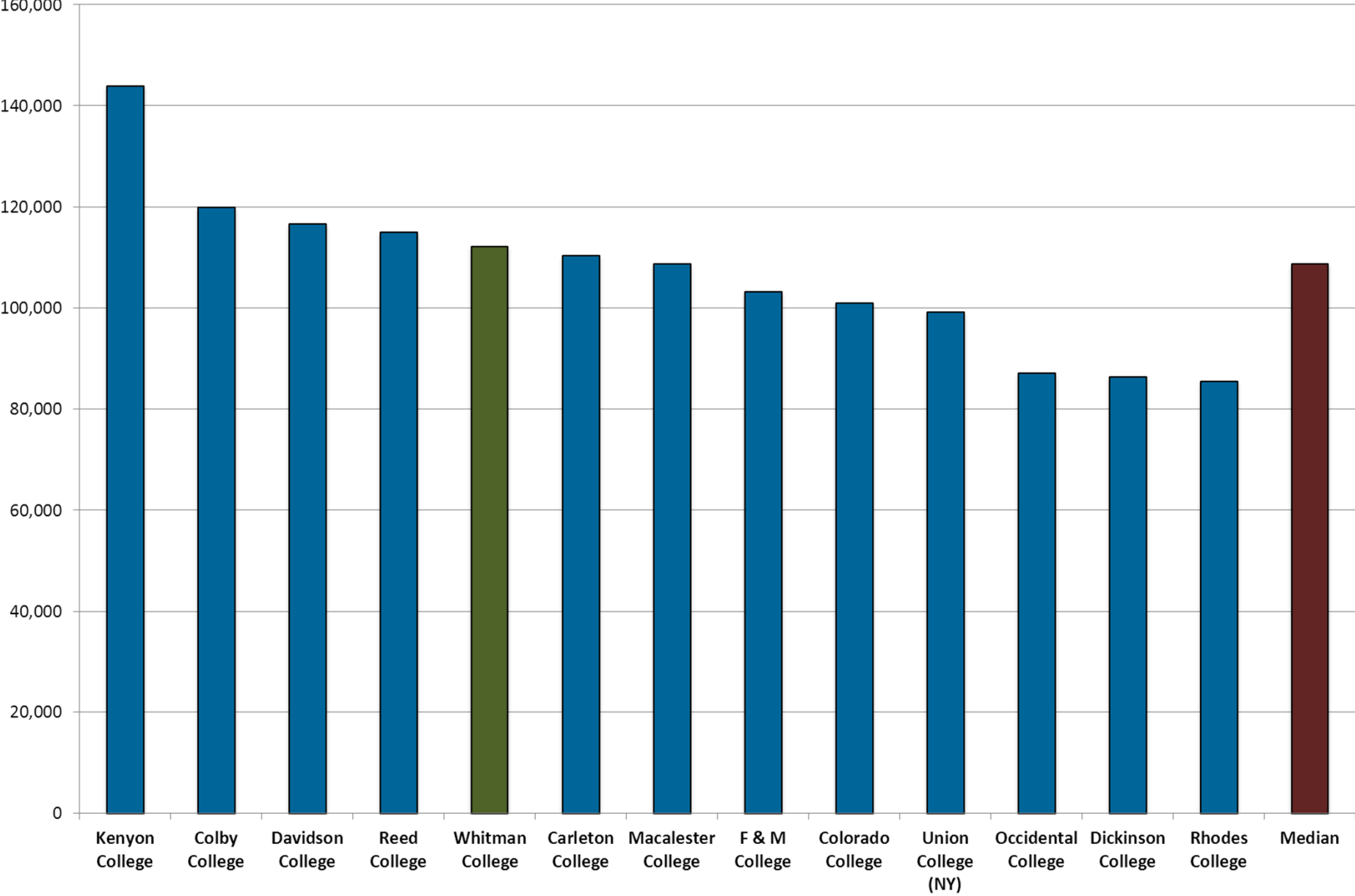
Plant Expenses/FTE FY 2010



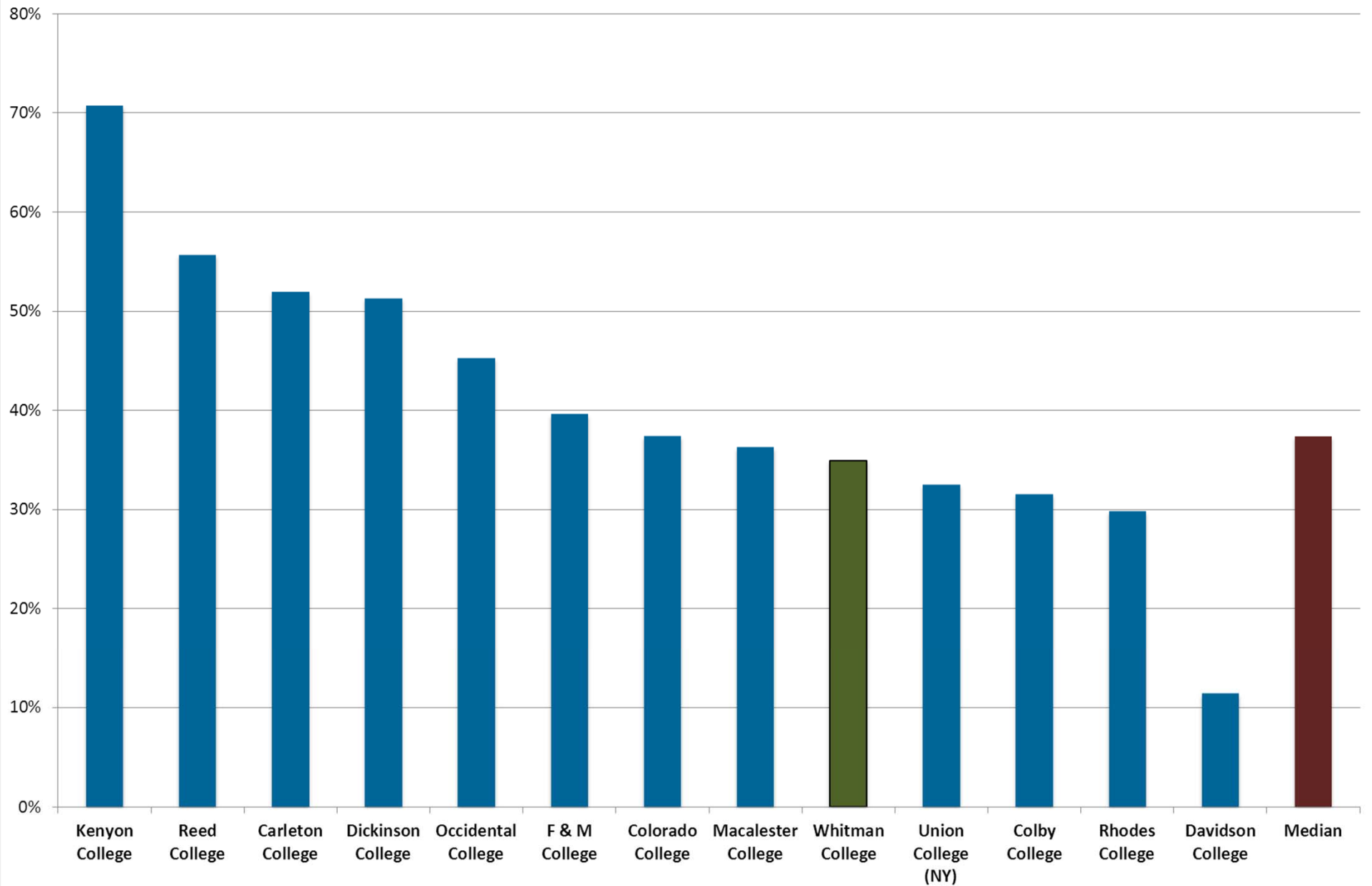
-Expenses do not include depreciation/amortization and interest charges

Facilities and Debt

Value of Building/Improvements/Const in Progress per FTE FY 2010-11



Debt as % Value of Building/Improvements/Const in Progress FY 2010-11



Long Term Debt as a Percentage of Endowment FY 2010-11

