

BUDGET ADVISORY COMMITTEE

OCTOBER 19, 2012

MEETING DOCUMENTS

TO: Budget Advisory Committee
FROM: Peter Harvey, Treasurer
RE: October 19, 2012 Committee Meeting Materials

Review of 2011-2012 Budget Results

Attached is the 2011-2012 year end budget report. The College ended the year with a \$2.3 million net tuition revenue surplus. The surplus was due to a combination of higher than expected enrollment levels, and lower than expected financial aid costs for both new students and returning students. Increased enrollment was due to several factors: a larger than expected first year class, strong retention of returning students, and a decrease in students studying abroad.

Academic and administrative departments had surpluses for the year of \$923,000. At the same time, departments spent down previous year surpluses by \$1.2 million, resulting in a decrease in departmental surpluses of \$300,000. The College had close to \$300,000 in surplus unrestricted gifts beyond those needed to support the operating budget. It is anticipated the net tuition revenue surplus and the surplus unrestricted gifts will be designated by the trustees to endowment to support top priorities in the capital campaign.

Overall, it was a strong year for the College. The admission and financial staff did a terrific job of recruiting new students and managing the financial aid budget. The faculty and staff should all be commended for their continued diligence in managing expenses carefully.

2012-2013 Forecast

The following is a comparison of fall 2011 with fall 2012:

	<u>Fall 2011</u>	<u>Fall 2012</u>
FTE Enrollment	1578	1518
Gross Tuition	31,701,167	31,725,564
Financial Aid	(11,788,110)	(11,112,464)
Net Tuition Revenue	19,913,057	20,613,100
Fall Overall Discount Rate	37.19%	35.03%
Fall First-Year & Transfer Discount Rate	31.4%	32.5%

Net Tuition Revenue Forecast

Preliminary forecasts estimate an overall discount rate for the year of 35.3% to 35.9%; well below the budget rate of 37%. The reduction is a combination of the first year class having a lower than projected discount rate, and returning students financial need not increasing as much as projected. Total enrollment for the year is projected to be 1475 to 1490 students. This is a reduction from last year by design to help alleviate enrollment pressures on class availability, and is slightly above budget enrollment of 1475 students.

There are still many unknown variables including spring transfer students, students going on and returning from leaves of absence, spring off-campus studies students, and the financial need of these students. Staff is forecasting a net tuition revenue surplus between \$1 million and \$1.3 million.

Budget Modeling

Attached is a budget model to help assess potential revenues and expenses for next year. The model is not meant to be a proposal, but rather the starting point for developing a budget proposal. Key assumptions included in the model include:

- 1465 on-campus students plus 89 off-campus studies students for a total enrollment of 1554 FTE
- 3.5% tuition increase
- 33.68% discount rate
- 5% endowment payout rate
- 3% faculty and staff salary pools
- 38.75% fringe benefits rate
- Reduction in life cycle contribution of \$343,000
- No new expenses added except those associated with new off-campus studies fee model

This will be the first year for students studying off-campus to pay Whitman tuition and be eligible for Whitman financial aid on all approved programs. There is a significant increase in the number of approved programs, and the programs selected are more closely aligned with Whitman's academic majors. As a result of the new fee model, tuition increases based on an estimated 89 students participating. The discount rate decreases overall, and the College will now pay the program fees directly to the off-campus programs.

Using these assumptions the model indicates \$2.4 million in funds available. With this significant financial flexibility, the College can consider lower tuition increases, further reductions in enrollment, or investing in key strategic priorities. Obviously, there will also be budget requests coming from budget officers and ASWC that will also be considered for funding.

The following is the financial impact of changing key budget assumptions:

10 FTE students	\$281,000
1% change in tuition	390,000
.5% change in discount rate	309,000
1% change in faculty and staff salary pools	387,000

Compensation for Faculty and Staff

Provost Kaufman-Osborn and Treasurer Harvey will give verbal presentations on how Whitman salaries compare to our fees.

Priorities for the College

Attached is the Whitman College Strategic Plan - 2012. The Strategic Plan includes the top priorities for each officer of the College.

At this meeting, President Bridges will be discussing his top priorities for the College.

Proposed 2012-2013 Planning Assumptions

At the November governing boards meetings, the Trustees will be asked to approve a set of planning assumptions for the administration to use in developing the 2013-14 budget. The attached proposed assumptions are meant to be broad enough to provide reasonable flexibility in finalizing the budget, but at the same time, provide realistic expectations of what changes should be to key elements such as tuition and salary pools.

At our meeting the committee will discuss the planning assumptions so that the committee's input can be considered before they are finalized and presented to the Trustees.

**Whitman College
Budget Report**

	2010/11 Approved Budget	% of Total	2010/11 Actual	2011/12 Revised Budget	% of Total	2011/12 Actual
CURRENT FUND SOURCES						
Full-time equivalent students	1,455		1,494	1,475		1,528
Annual tuition charge	38,450			40,180		
Annual tuition increase	5.0%			4.5%		
Discount rate	37.5%		40.5%	39.5%		37.8%
TUITION & FEES	55,944,750		57,460,388	59,265,500		61,401,477
LESS UNRESTRICTED FINANCIAL AID	(15,456,208)		(17,571,100)	(17,477,152)		(17,508,892)
LESS RESTRICTED FINANCIAL AID	<u>(5,523,073)</u>		<u>(5,678,266)</u>	<u>(5,932,721)</u>		<u>(5,708,668)</u>
SUBTOTAL INSTITUTIONAL AID	<u>(20,979,281)</u>		<u>(23,249,366)</u>	<u>(23,409,873)</u>		<u>(23,217,560)</u>
NET TUITION REVENUE	34,965,469	65%	34,211,022	35,855,627	64%	38,183,917
INSTRUCTIONAL FEES	267,068	0%	326,106	379,616	1%	375,760
PRIVATE GIFTS & GRANTS	1,150,000	2%	1,473,157	1,150,000	2%	1,448,473
FEDERAL FINANCIAL AID	365,000	1%	352,711	340,000	1%	336,783
ENDOWMENT INCOME	15,175,000	28%	15,175,000	16,457,962	29%	16,457,962
INVESTMENT INCOME	150,000	0%	55,181	100,000	0%	77,561
MISCELLANEOUS INCOME	257,000	0%	288,765	266,000	0%	268,847
ASWC FEES	458,786	1%	476,501	470,840	1%	486,701
SPONSORED PROGRAMS	250,000	0%	299,529	250,000	0%	249,054
AUXILIARY TRANSFER	<u>931,361</u>	<u>2%</u>	<u>931,361</u>	<u>991,339</u>	<u>2%</u>	<u>991,339</u>
SUBTOTAL EDUCATION & GENERAL	<u>53,969,684</u>	<u>100%</u>	<u>53,589,333</u>	<u>56,261,384</u>	<u>100%</u>	<u>58,876,397</u>
RESIDENCE HALLS	3,647,326	39%	3,837,088	3,829,693	39%	4,036,373
FOOD SERVICE	3,902,122	41%	4,186,052	4,058,207	42%	4,335,965
BOOKSTORE	1,232,471	13%	1,201,165	1,232,471	13%	1,140,977
OTHER AUXILIARY	<u>683,350</u>	<u>7%</u>	<u>646,272</u>	<u>630,995</u>	<u>6%</u>	<u>578,223</u>
SUBTOTAL AUXILIARY	<u>9,465,269</u>	<u>100%</u>	<u>9,870,577</u>	<u>9,751,366</u>	<u>100%</u>	<u>10,091,538</u>
TOTAL CURRENT FUND SOURCES	<u>63,434,953</u>		<u>63,459,910</u>	<u>66,012,750</u>		<u>68,967,935</u>

**Whitman College
Budget Report**

	2010/11 Approved Budget	% of Total	2010/11 Actual	2011/12 Revised Budget	% of Total	2011/12 Actual
CURRENT FUND USES						
Faculty salary change	2.0%			0.0%		
Staff salary change	2.0%			0.0%		
Fringe benefit rate - OPE	37.0%			0.0%		
INSTRUCTION	20,525,680	40%	19,709,032	21,043,283	40%	20,432,955
ACADEMIC SUPPORT	7,089,811	14%	6,570,296	7,252,468	14%	6,888,737
SPONSORED PROGRAMS	250,000	0%	215,452	250,000	0%	229,103
STUDENT SERVICES	6,796,502	13%	6,663,263	7,013,818	13%	7,265,415
INSTITUTIONAL SUPPORT	9,308,849	18%	9,177,998	9,540,808	18%	9,346,966
PHYSICAL PLANT	7,120,363	14%	6,923,457	7,691,308	15%	7,723,790
FEDERAL FINANCIAL AID	180,000	0%	176,772	183,750	0%	172,695
SUBTOTAL EDUCATION & GENERAL	<u>51,271,205</u>	<u>100%</u>	<u>49,436,270</u>	<u>52,975,435</u>	<u>100%</u>	<u>52,059,661</u>
RESIDENCE HALLS	3,185,326	36%	2,745,247	3,364,693	36%	3,571,371
FOOD SERVICE	3,877,570	43%	4,013,912	4,025,906	44%	4,303,665
BOOKSTORE	1,206,721	13%	1,155,449	1,206,721	13%	1,115,220
OTHER AUXILIARY	683,350	8%	640,597	630,995	7%	578,223
SUBTOTAL AUXILIARY	<u>8,952,967</u>	<u>100%</u>	<u>8,555,205</u>	<u>9,228,315</u>	<u>100%</u>	<u>9,568,479</u>
SUBTOTAL OPERATING EXPENSES	<u>60,224,172</u>		<u>57,991,475</u>	<u>62,203,750</u>		<u>61,628,140</u>
CAMPUS REPLACEMENT RESERVE	2,097,698	80%	2,097,698	2,205,949	81%	2,205,949
AUXILIARY REPLACEMENT RESERVE	512,302	20%	512,302	523,051	19%	523,051
SUBTOTAL REPLACEMENT RESERVE	<u>2,610,000</u>	<u>100%</u>	<u>2,610,000</u>	<u>2,729,000</u>	<u>100%</u>	<u>2,729,000</u>
ENROLLMENT CONTINGENCY	600,781		600,781	1,080,000		1,080,000
TOTAL CURRENT FUND USES	<u>63,434,953</u>		<u>61,202,256</u>	<u>66,012,750</u>		<u>65,437,140</u>
NET SOURCES / (USES)	<u>0</u>		2,257,654	<u>0</u>		3,530,795
Department net (surplus) / deficit			(2,182,982)			(923,624)
Net tuition revenue (surplus) / deficit			153,666			(2,328,290)
Unrestricted gift income (surplus) / deficit			(323,157)			(298,473)
Investment & misc income (surplus) / deficit			94,819			19,592
NET BUDGET BALANCE			<u>0</u>			<u>0</u>

Whitman College Budget Model-

	12/13 Approved	% Total	13/14 Estimated	% Total
CURRENT FUND SOURCES				
ASSUMPTIONS				
Tuition Charge	41,790		43,250	
Annual Full-Time Paid Equivalent Students	1,475		1,554	
Tuition Charge Increase	#REF!		3.50%	
Tuition Discount Rate	37.00%		-33.68%	
Endowment Payout Rate	5.10%		5.00%	
Assumed Endowment Growth	19.60%	Actual	7.00%	
Room Rate Change	4.00%		3.50%	
Board Rate Change	4.00%		3.50%	
TUITION & FEES	61,640,250		67,210,500	
UNRESTRICTED INSTITUTIONAL AID	17,283,820	75.8%	(16,070,698)	71.0%
RESTRICTED INSTITUTIONAL AID	5,523,073	24.2%	(6,567,205)	29.0%
SUBTOTAL INSTITUTIONAL AID	22,806,893		(22,637,903)	
NET TUITION REVENUE	38,833,358	64%	44,572,597	66%
INSTRUCTIONAL FEES	379,616	1%	379,616	1%
PRIVATE GIFTS & GRANTS	1,150,000	2%	1,150,000	2%
FEDERAL FINANCIAL AID	340,000	1%	340,000	1%
ENDOWMENT INCOME	17,474,612	29%	18,529,998	28%
INVESTMENT INCOME	50,000	0%	50,000	0%
MISCELLANEOUS INCOME	266,000	0%	266,000	0%
ASWC INCOME	484,965	1%	499,514	1%
SPONSORED PROGRAMS	410,000	1%	410,000	1%
AUXILIARY TRANSFER	1,001,440	2%	1,001,440	1%
SUBTOTAL EDUCATION & GENERAL	60,389,990	100%	67,199,165	100%
RESIDENCE HALLS	3,968,000	36%	4,106,880	36%
FOOD SERVICE	4,220,000	41%	4,367,700	41%
BOOKSTORE	1,245,000	12%	1,255,198	12%
OTHER AUXILIARY	660,000	7%	666,148	6%
SUBTOTAL AUXILIARY	10,093,000	100%	10,395,926	100%
TOTAL CURRENT FUND SOURCES	70,482,990		77,595,091	

Whitman College Budget Model

	12/13 Approved	% Total	13/14 Estimated	% Total
CURRENT FUND USES				
ASSUMPTIONS				
Faculty Salary Change	5.00%		3.00%	
Staff Salary Change	5.00%		3.00%	
Fringe Benefit Rate - OPE	39.00%		38.25%	
INSTRUCTION	22,302,382	39%	26,090,059	42%
ACADEMIC SUPPORT	7,822,095	14%	8,195,195	13%
SPONSORED PROGRAMS	410,000	1%	410,000	1%
STUDENT SERVICES	7,578,662	13%	7,723,310	13%
INSTITUTIONAL SUPPORT	10,151,240	18%	10,413,027	17%
PHYSICAL PLANT	8,603,246	15%	8,697,336	14%
FEDERAL FINANCIAL AID	180,000	0%	180,000	0%
SUBTOTAL EDUCATION & GENERAL	<u>57,047,625</u>	<u>100%</u>	<u>61,708,927</u>	<u>100%</u>
RESIDENCE HALLS	3,499,000	37%	3,637,880	37%
FOOD SERVICE	4,157,257	44%	4,304,700	44%
BOOKSTORE	1,240,000	13%	1,245,198	13%
OTHER AUXILIARY	660,000	7%	666,148	7%
SUBTOTAL AUXILIARY	<u>9,556,257</u>	<u>100%</u>	<u>9,853,926</u>	<u>100%</u>
SUBTOTAL OPERATING EXPENSE	66,603,882		71,562,853	
CAMPUS REPLACEMENT RESERVE	2,289,257	81%	1,941,000	78%
AUXILIARY REPLACEMENT RESERVE	536,743	19%	542,000	22%
SUBTOTAL REPLACEMENT RESERVE	<u>2,826,000</u>	<u>100%</u>	<u>2,483,000</u>	<u>100%</u>
ENROLLMENT CONTINGENCY	1,053,108		1,125,000	
TOTAL CURRENT FUND USES	<u>70,482,990</u>		<u>75,170,853</u>	
NET SOURCES / (USES)	<u>0</u>		<u>2,424,238</u>	

**The Whitman College Strategic Plan
2012**

Mission (Goal) Whitman College is committed to providing an excellent, well-rounded liberal arts and sciences undergraduate education. It is an independent, nonsectarian, and residential college. Whitman offers an ideal setting for rigorous learning and scholarship and encourages creativity, character, and responsibility. Through the study of humanities, arts, and social and natural sciences, Whitman's students develop capacities to analyze, interpret, criticize, communicate, and engage. Concentration on basic disciplines, in combination with a supportive residential life program that encourages personal and social development, is intended to foster intellectual vitality, confidence, leadership, and the flexibility to succeed in a changing technological, multicultural world.

Assumptions: All strategies and tactics support the mission of the college and will be implemented in a cost effective and sustainable manner.

Objective 1 Provide exceptional opportunities for student learning by offering an excellent liberal arts and sciences curriculum

Lead Staff

Strategy 1.1 Strengthen general education components of academic program such as Encounters, cross-disciplinary teaching initiatives, and global studies

Tactic 1.1.1	Enhance skills in written and oral articulation for all students by, e.g., completing tenure-track searches in Composition as well as Rhetoric; continuing to integrate Written and Oral Communications Initiative into major programs as well as General Studies; and beginning to reorganize the Writing Center	Kaufman-Osborn, Perfetti, Committee of Division Chairs
Tactic 1.1.2	Enable students to better integrate what they learn in different courses as well as to integrate their curricular and extra-curricular activities	Kaufman-Osborn, Perfetti
Tactic 1.1.3	Strengthen interdisciplinary programs (e.g., by providing adequate staffing and formal institutionalization in processes of faculty governance)	Kaufman-Osborn
Tactic 1.1.4	Sustain and expand Cross-Disciplinary Learning and Teaching Initiative	Kaufman-Osborn
Tactic 1.1.5	Explore and expand opportunities for faculty appointments that support cross-disciplinary curricular initiatives	Kaufman-Osborn, Committee of Division Chairs
Tactic 1.1.6	Issue call for Innovation in Teaching and Learning proposals for 2013-14	Kaufman-Osborn
Tactic 1.1.7	Ensure quality of instruction in <i>Encounters</i> (by, e.g., increasing tenure-track participation)	Kaufman-Osborn, Apostolidis
Tactic 1.1.8	Assess existing major programs in light of strategic planning of curriculum	Kaufman-Osborn, Committee of Division Chairs
Tactic 1.1.9	Explore ways to further extend the impact of the Global Studies Initiative on student learning by e.g., 1) creating linkages with short-and long-term, foreign and domestic off-campus study programs and globally-oriented internship opportunities; 2) establishing connections with existing interdisciplinary area studies programs; 3) fostering integration, when appropriate, of various visiting educator programs and campus lectures and related events; 4) engaging in assessment of the current state of language teaching across the curriculum and generation of specific recommendations for increasing the role of language study	Kaufman-Osborn, Walters, Brick
Tactic 1.1.10	Secure endowment to sustain and expand Global Studies Initiative	Kaufman-Osborn, Bogley, Sinnott

**The Whitman College Strategic Plan
2012**

Lead Staff

Tactic 1.1.11	Examine and, where appropriate, implement recommendations of Working Group on Global Education (WGGE)	Kaufman-Osborn, Brick, Walters
Tactic 1.1.12	Explore and, if possible, implement recommendations of Working Group on Short-term Study-Abroad Opportunities (WGSOSO)	Kaufman-Osborn, Walters, Brick
Tactic 1.1.13	Conduct first year of four-year longitudinal study of student intellectual and personal growth	Kaufman-Osborn

Strategy 1.2 Provide ongoing support for excellent teacher/scholars by ensuring competitive salaries; strengthening mentoring program for new faculty; supporting innovation; and increasing financial support for start up budgets, scholarship and faculty/student research.

Tactic 1.2.1	Hire qualified faculty to fill tenure-track positions in Economics, Psychology, Politics (W.O. Douglas), Rhetoric (Nielen-Anderson), Composition (Mellon), German Studies-Environmental Humanities, Music, Spanish (Mellon), Dance (Mellon), History, Sociology	Kaufman-Osborn, Committee of Division Chairs
Tactic 1.2.2	Informed by "Building on Excellence, 2010," in order to build on existing curricular strengths, add at least one new tenure track position in established area of academic program	Kaufman-Osborn
Tactic 1.2.3	Reward merit performance and provide competitive faculty salaries at all ranks by moving toward median of Panel of 13	Kaufman-Osborn
Tactic 1.2.4	Examine flexible tenure track appointments (part-time, shared positions, etc.)	Kaufman-Osborn
Tactic 1.2.5	Refine and expand mentoring program for newly-hired tenure-track faculty	Clearfield
Tactic 1.2.6	Assess implementation of move to a five course teaching load	Kaufman-Osborn, Schmitz
Tactic 1.2.7	Conduct external review of the Department of Religion	Kaufman-Osborn, Janning
Tactic 1.2.8	Provide support for participation in national meetings on pedagogy and academic administration (e.g., workshops for department chairs)	Kaufman-Osborn, Perfetti
Tactic 1.2.9	Reorganize governance structure of Center for Teaching and Learning	Kaufman-Osborn, Perfetti
Tactic 1.2.10	Develop multiple ways to integrate technology into teaching	Kaufman-Osborn, Terrio, Perfetti, Sprunger
Tactic 1.2.11	Identify ways to evaluate non-classroom modes of teaching within faculty review process	Janning
Tactic 1.2.12	Secure adequate support for faculty/student research (e.g., summer research grants) by, e.g., replenishing Parents Fund	Kaufman-Osborn
Tactic 1.2.13	Reduce current reliance on non tenure track faculty by filling remaining three of eight Mellon Foundation-funded conversion positions and explore options for additional conversions, including internal sabbatical leave replacement positions	Kaufman-Osborn

**The Whitman College Strategic Plan
2012**

Lead Staff

Strategy 1.3 Strengthen faculty development opportunities to enhance teaching, scholarship, and leadership

Tactic 1.3.1	Work with Northwest 5 Consortium (Reed, Willamette, Lewis and Clark, University of Puget Sound and Whitman) to share resources and increase collaboration to strengthen teacher-scholar model	Kaufman-Osborn, Perfetti
Tactic 1.3.2	Provide opportunities for faculty, especially untenured tenure-track faculty, to enhance strategies for developing productive scholarly agendas	Kaufman-Osborn, Perfetti
Tactic 1.3.3	Develop brochure to publicize and celebrate scholarship of Whitman faculty	Kaufman-Osborn, Corkrum, Wardwell
Tactic 1.3.4	Increase understanding of the diverse mentoring needs of faculty, including career stages, disciplinary backgrounds, and personal backgrounds	Perfetti, Clearfield
Tactic 1.3.5	Continue to enhance the new informal review processes for untenured tenure-track faculty and identify ways in which reviews conducted in the fourth year should differ from those conducted in the second year	Perfetti
Tactic 1.3.6	Mobilize Center for Teaching and Learning to engage in outreach aimed at involving faculty more deeply in reflection about teaching and learning	Perfetti
Tactic 1.3.7	Provide leadership development opportunities for department chairs and other campus leaders	Perfetti
Tactic 1.3.8	Improve communication of standards and expectations for faculty development in the areas of research, teaching, and service	Perfetti

Strategy 1.4 Strengthen key non-curricular elements of academic program to enhance student learning out of the classroom by improving student advising; strengthening the Off-Campus Studies office; enhancing the number and quality of applications for post-baccalaureate grants and fellowships; and providing effective library resources

Tactic 1.4.1	Evaluate and, where appropriate, modify pre-major advising program	Perfetti, Carson, Dunn
Tactic 1.4.2	Continue to build Penrose archives and collections	Kaufman-Osborn, Corkrum
Tactic 1.4.3	a) Continue to transition to the home tuition fee model which will go into effect fall 2013. Transition to this new model includes increasing our Partner Program offerings from 44 to 80+ programs worldwide and developing affiliation agreements with those programs	Kaufman-Osborn, Brick
	b) Provide funding to Whitman faculty site visits to Off-Campus Studies programs so that faculty can help vet programs and study abroad can be better integrated into the Whitman Curriculum	
	c) Purchase blanket international medical insurance coverage for all Whitman students, faculty and staff which would reduce administrative burden and provide more comprehensive risk protection for Whitman	
Tactic 1.4.4	Maintain student applications for and receipt of post-baccalaureate grants and fellowships	Perfetti, Raether

**The Whitman College Strategic Plan
2012**

Lead Staff

Strategy 1.5 Assess and modify administration of academic program to better meet the needs of the students and assist our faculty in developing a multi-year curriculum and staffing plans for academic departments and interdisciplinary programs; implementing improved assessment mechanisms; and enhancing the work of department chairs and interdisciplinary program directors

Tactic 1.5.1	Develop two-year curriculum and staffing plans for academic departments and interdisciplinary programs, and refine web-based Curriculum Planning Tool (which generates enrollment projections on the basis of these plans)	Kaufman-Osborn, Committee of Division Chairs
Tactic 1.5.2	Review, revise, and update new department chairs handbook at end of 2012-13 academic year	Kaufman-Osborn, Perfetti
Tactic 1.5.3	Align NWCCU Accreditation requirements with existing assessment activities	Kaufman-Osborn, Perfetti, Janning
Tactic 1.5.4	Review criteria used in making appointments to endowed chairs and professorships	
Tactic 1.5.5	In accordance with practice adopted in 2009-10, conduct a 360 review of one PDF direct report per year	Kaufman-Osborn
Tactic 1.5.6	Refine procedures and role of Curriculum Committee in reviewing, modifying, and approving curriculum plans of all academic departments in accordance with comprehensive needs of the academic program	Schmitz, Kaufman-Osborn
Tactic 1.5.7	Convert 0.5 FTE assistant dean position to 1.0 associate dean for academic affairs	Kaufman-Osborn
Tactic 1.5.8	Create a 0.5 FTE staff position to provide administrative support for the Provost/Dean of Faculty office	Kaufman-Osborn
Tactic 1.5.9	Revamp current system of administering student evaluations	Committee of Division Chairs

Objective 2 Deliver a strong co-curricular program that focuses on student learning and leads to success in college

Strategy 2.1 Develop resources, programming and infrastructure to heighten the ability of our students as graduates to compete for top jobs, research opportunities, graduate training and other professional opportunities

Tactic 2.1.1	Hire an Assistant Director of the Student Engagement Center with a business and entrepreneurial background. Programming/conference funds will be needed for this person	Leavitt, Cleveland
Tactic 2.1.2	Seek additional support for internships; long-term goal is to provide enough internships for every student to have one internship opportunity during their time at Whitman	Cleveland, Carson, Leavitt
Tactic 2.1.3	Fund an ongoing Technology Fellow position to provide support for the SEC with appropriate technologies to connect students with people, opportunities and information. This is currently funded with temporary funds (A Fellow position is a one to two year position filled by recent Whitman graduates)	Cleveland, Carson, Leavitt

**The Whitman College Strategic Plan
2012**

Lead Staff

Tactic 2.1.4	Increase hours of the existing administrative assistant at the SEC from 10 months to 12 months in order to provide additional administrative support	Cleveland, Carson, Leavitt
Tactic 2.1.5	Increase by 4 weeks the position of the Community Outreach Coordinator	Cleveland, Carson, Leavitt
Tactic 2.1.6	Launch pilot program of an event focused on entrepreneurship in spring 2013 and 2014 and provide ongoing funding if successful	Cleveland, Carson, Leavitt
Tactic 2.1.7	Fund an Internship Fellow for the SEC to centralize and coordinate internship opportunities	Cleveland, Carson, Leavitt
Tactic 2.1.8	Hire an Alumni Coordinator to develop and expand our contacts with alumni, enhance interaction with recent graduates and develop networks for students and alumni around the country. Position will develop alumni information database of recent graduates	

Strategy 2.2 Affirm a campus environment that acknowledges the importance of differences among individuals and groups

Tactic 2.2.1	Provide program support for Stuart Religious Counselor	Cleveland
Tactic 2.2.2	Continue to incorporate the core value of diversity in all stages of faculty and staff searches	Kaufman-Osborn, Hopwood, Perfetti
Tactic 2.2.3	Promote Intercultural Center Program Advisor to Assistant Director in order to take on greater responsibilities such as planning, fall orientation for international students, creation of new programs, mentor and advise students	Cleveland
Tactic 2.2.4	Explore ways to raise the level and priority of multicultural issues and diversity on campus by researching how our new group of comparison schools approaches the issues. This research should include some schools that have campus-wide positions that lead diversity efforts	Cleveland, Ozuna
Tactic 2.2.5	Review and critique the job description of the Associate Dean of Students, Intercultural Programs and Services/Director of the Intercultural Center to determine if the description reflects the best interests of the college	Cleveland
Tactic 2.2.6	Begin discussions on the process and timing to develop a Diversity Plan for Whitman and bring in a consultant to assist with this effort	Bridges, Cleveland, Kaufman-Osborn, Schmitz

Strategy 2.3 Develop programs that enhance the personal development, health and safety of students

Tactic 2.3.1	Develop and implement comprehensive student learning outcomes and assessment procedures in all Student Services departments	Tavelli, Maxwell, Carson, Carter
Tactic 2.3.2	Assess possibilities of creating a leadership development program	Maxwell, Leavitt, Adams
Tactic 2.3.3	Sustain the Green Dot sexual assault prevention program	Maxwell
Tactic 2.3.4	Assess and develop plans to enhance the sophomore experience. Explore and evaluate the potential of an August Sophomore Orientation program	Tavelli, Carson, Dunn

**The Whitman College Strategic Plan
2012**

Lead Staff

Tactic 2.3.5	Use software to enhance the ability of Student Affairs Intervention team and the Dean of Students Office to flag students of concern. Another module of the program generates an ePortfolio for co-curricular transcripts, which highlight student skills and experiences. The SEC uses a module to focus on job opportunities	Cleveland, Carson, Tavelli, Maxwell, Leavitt
Tactic 2.3.6	Fully implement College title IX plan and processes	Cleveland, Carson
Tactic 2.3.7	Develop outreach programs to educate faculty, staff and student groups concerning Title IX, harassment, bullying, sexual misconduct and grievance procedures and policies	Cleveland, Carson, Kaufman-Osborn

Strategy 2.4 Deliver strong varsity athletics, club sports and intramural programs that offer teamwork and leadership experiences for students

Tactic 2.4.1	Develop ongoing education programs for coaches, captains, athletic student leaders over critical issues impacting teams and programs. Send athletic department representatives to annual NCAA Conference	Cleveland, Kaufman-Osborn, Carson, Snider
Tactic 2.4.2	Examine ways of improving athletic recruitment efforts	Kaufman-Osborn, Snider
Tactic 2.4.3	Monitor and ensure compliance with Title IX, especially in terms of varsity athletics and club sports, for example, by taking initial steps to add women's lacrosse	Kaufman-Osborn, Snider
Tactic 2.4.4	Continue funding for two full-time assistant athletic coaches when W Club funding expires	Kaufman-Osborn, Snider
Tactic 2.4.5	Provide support and strategic direction for W Club	Snider

Objective 3 Ensure the enrollment, retention, and graduation of an academically talented and diverse group of students that meets net tuition revenue goals and ensures a balanced budget

Strategy 3.1 Meet net tuition revenue and enrollment targets

Tactic 3.1.1	Enroll 400 first-year students and 20 transfer students in the entering class	Cabasco
Tactic 3.1.2	Ensure enrollment of 1,475 FTE	Cabasco
Tactic 3.1.3	Continue need-sensitive financial aid policy for new students, with a target of 34% discount rate	Cabasco, Ponti
Tactic 3.1.4	Retain and partner with a financial aid consultant to optimize net tuition revenue goals	Cabasco
Tactic 3.1.5	Balance discount rate goals with academic profile and diversity goals	Cabasco, Ponti

Strategy 3.2 Increase the number of completed applications

Tactic 3.2.1	Implement relationship management software pool for recruitment	Cabasco
Tactic 3.2.2	Implement addition of student search to high school seniors	Cabasco

**The Whitman College Strategic Plan
2012**

Lead Staff

Tactic 3.2.3	Expand student search with additional purchase of names	Cabasco
Tactic 3.2.4	Implement expansion of counselor visit program	Cabasco
Tactic 3.2.5	Add 2nd counselor visit	Cabasco
Tactic 3.2.6	Enhance outreach with additional brochure, including mailing costs	Cabasco
Tactic 3.2.7	Implement new videos and multimedia	Cabasco
Tactic 3.2.8	Assess test-optional admission policy	Cabasco

Strategy 3.3 Enhance admission operations to support enrollment and net tuition revenue goals

Tactic 3.3.1	Update website virtual tours	Cabasco
Tactic 3.3.2	Upgrade Visit Program Coordinator	Cabasco

Strategy 3.4 Improve retention rate to 95% and graduation rate to 90%

Tactic 3.4.1	Continue enrollment management committee to monitor and coordinate retention efforts	Cabasco
Tactic 3.4.2	Review and analyze retention and graduation rate data to determine potential areas where Whitman can improve	Cabasco, Christopherson

Strategy 3.5 Enhance recruitment and outreach programs for qualified applicants and enrollees who are students of color and/or students from a broad range of socioeconomic backgrounds

Tactic 3.5.1	Develop and implement outreach to WISE program alumni	Cabasco
Tactic 3.5.2	Continue to cultivate and develop relationships with community-based organizations	Cabasco
Tactic 3.5.3	Continue to enhance Visit Scholarship Program	Cabasco

Objective 4 Enhance fund raising to realize the vision for Whitman's future. Tell the Whitman story broadly to enhance the national reputation of the college

Strategy 4.1 Advance the Now Is the Time Campaign

**The Whitman College Strategic Plan
2012**

Lead Staff

Tactic 4.1.1	Expand cultivation and solicitation of high capacity prospective donors whose connections to Whitman are less developed than those giving during campaign's quiet phase	Bogley
Tactic 4.1.2	Exceed \$125,000,000 in total campaign commitments by June 30, 2013 to stay on pace to reach campaign goal by June 30, 2015	Bogley
Tactic 4.1.3	Modernize phonathon program utilizing professional telephony technology to improve efficiency and results in phonathon program	Dohe
Tactic 4.1.4	Purchase low-end laptop computers and storage cart to support technology-driven phonathon	Dohe
Tactic 4.1.5	Utilize campaign website and other communications mechanisms to inspire giving for specific projects and in general	Tinhof
Tactic 4.1.6	Conduct Alumni Census and enter data for fundraising support and college outcomes assessment	Schmitz, B. Kennedy
Tactic 4.1.7	Expand number of campaign events and receptions featuring programs that show the impact of philanthropic support on the three initiatives of the campaign to allow greater access to potential campaign donors	Bogley, Schmitz
Tactic 4.1.8	Expand utilization of regional volunteer committees by calling upon members to encourage attendance at campaign events and following up with assigned prospective donors	Bogley
Tactic 4.1.9	Develop budget proposal for implementation of new model for reunion weekend fall 2014	Schmitz
Tactic 4.1.10	Assess the success and impact of the self-supporting alumni trips program	Schmitz
Tactic 4.1.11	Seek funding to support relocation of alumni relations program	Bogley

Strategy 4.2 Raise funds for campaign priorities and other special initiatives

Tactic 4.2.1	Build Whitman's Academic Strength through gifts and grants to deepen and broaden the curriculum, strengthen the faculty, expand opportunities for student-faculty research, improve student learning, an expanded internship program, and necessary equipment and technology to support the initiatives	Bogley
Tactic 4.2.2	Endow Whitman's commitment to access and affordability through expanded need and merit-based scholarships	Bogley
Tactic 4.2.3	Build Whitman's financial strength through increased funding of unrestricted endowments and increased unrestricted giving to support the annual operating budget through the Annual Giving program	Bogley

Strategy 4.3 Begin implementation of key recommendations from communications external review

Tactic 4.3.1	Establish campus editorial/content committee with representation from admission, alumni, development, athletics, student services, and faculty	Wardwell
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**The Whitman College Strategic Plan
2012**

Lead Staff

Tactic 4.3.2	Establish advisory panel of alumni and parents with marketing and communications expertise	Wardwell
Tactic 4.3.3	Reconsider the segmentation strategies utilized for alumni publications	Bogley, Schmitz, Wardwell
Tactic 4.3.4	Retain a consulting firm to develop a strategic communications plan for the college based on the operational objectives of admission, alumni, development, and athletics, and national visibility priorities	Wardwell
Tactic 4.3.5	Retain a highly specialized public relations firm to plan and execute regional and national media relations program	Wardwell

Strategy 4.4 Build communications office infrastructure to support the college's strategic plan

Tactic 4.4.1	In accordance with a primary recommendation of the communications external review, add a communications officer position with focus on digital communications	Wardwell
Tactic 4.4.2	Expand video footage acquisition program to better tell the Whitman story in a compelling manner	Wardwell
Tactic 4.4.3	Complete implementation of Ingeniux Content Management System (CMS)	Wardwell
Tactic 4.4.4	Establish web content owners group to better utilize the CMS and web capabilities and increase individual departmental ownership of content	Wardwell

Objective 5 Provide the resources necessary to support excellent staff and facilities

Strategy 5.1 Support a culture of excellence, innovation and collaboration that attracts and retains quality staff, honors employee contributions and invest in developing people to ensure organizational sustainability

Tactic 5.1.1	Provide competitive staff salaries compared to peer institutions and reward merit performance	Harvey, Hopwood
Tactic 5.1.2	Review performance assessment and compensation management plans to better align them with college goals and values	Hopwood
Tactic 5.1.3	Continue to support access to adequate child care services through Kids Place and by facilitating the sharing of information on other community resources	Hopwood
Tactic 5.1.4	Continue to support trailing spouses finding employment at Whitman and throughout the Walla Walla Valley	Hopwood, Kaufman-Osborn
Tactic 5.1.5	Conduct two to three external reviews of administrative departments per year	Hopwood
Tactic 5.1.6	Develop succession planning strategies for key administrative staff positions	Hopwood
Tactic 5.1.7	Launch Leadership Development Program with emphasis on action-based learning, knowledge, core competencies, and leadership values	Hopwood

Strategy 5.2 Ensure that Whitman facilities support the evolving needs of the college

Tactic 5.2.1	Ensure appropriate funding to replace facilities components in accordance with life cycle plan by reviewing life cycle funding model annually	Harvey
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**The Whitman College Strategic Plan
2012**

Lead Staff

Tactic 5.2.2	Complete administrative facilities renovations as funding permits. Priority one: Communications, Academic Resources Center, Dean of Students, Off-Campus Studies in summer of 2013	Harvey, Kaufman-Osborn, Cleveland, Cabasco
Tactic 5.2.3	Continue to renovate science facilities as needed to accommodate new faculty positions	Kaufman-Osborn, Harvey, Beck
Tactic 5.2.4	Augment Science Equipment Maintenance budget, with aim of eventually providing adequate funding for purchase of maintenance contracts	Kaufman-Osborn
Tactic 5.2.5	Continue to incorporate sustainable design elements into renovations and new construction projects where practicable	Park
Tactic 5.2.6	Continue to incorporate barrier free design elements into renovations and new construction where practicable	Park

Strategy 5.3 Promote long term financial stability through effective planning

Tactic 5.3.1	Review strategic plan annually to ensure priorities are linked with budget modeling	Budget Officers
Tactic 5.3.2	Promote technology to reduce non essential travel expenditures and reduce printing and postage expenses	Budget Officers
Tactic 5.3.3	Regularly review programs to ensure they are still central to the mission	Budget Officers
Tactic 5.3.4	Explore opportunities to reallocate existing resources to fund new initiatives and priorities	Budget Officers
Tactic 5.3.5	Promote sustainability practices to more efficiently utilize resources and facilities	Budget Officers
Tactic 5.3.6	Refine the zero-based contingent faculty staffing model, adopted in 2010-11, in order to cost-effectively allocate contingent faculty positions	Kaufman-Osborn

Objective 6 Continuously enhance the overall student experience, in partnership with faculty and staff, to develop in our students the characteristics and flexibility to succeed in an ever-changing world through the creative and innovative use of technology

Strategy 6.1 Assist faculty in the pursuit of academic excellence through innovative and creative uses of technology in teaching and learning

Tactic 6.1.1	Identify effective faculty development programmatic activities to enhance teaching and learning through the innovative and creative use of technology	Sprunger, Lubbers
Tactic 6.1.2	Proactively support faculty success through improved pre-arrival mechanisms, improved new faculty orientation, attending and providing feedback on faculty candidates and actively partnering with the Provost's Office and the CDC	Terrio, Sprunger
Tactic 6.1.3	Assess usability and feature gaps for students and faculty in CLEo (online/course/learning management system); prioritize gaps and implement improvements	Osterman, Sprunger
Tactic 6.1.4	Inventory current faculty use of technology in teaching, learning and scholarship to promote and reinforce the use of existing technologies that are being utilized by faculty and students in teaching and learning	Sprunger, Lubbers

**The Whitman College Strategic Plan
2012**

Lead Staff

Tactic 6.1.5	Continue to assess and improve technology enhanced learning spaces on campus, working with the Division Chairs to identify priorities and establish operating budget to upgrade prioritized learning spaces on an annual basis	Sprunger, Loney & Division Chairs
Tactic 6.1.6	In partnership with the library, identify digital initiatives that advance teaching, learning and/or scholarship	Terrio, Corkrum

Strategy 6.2 Ensure effective and efficient processes and procedures through the use of technology that promote community success

Tactic 6.2.1	Continually assess the training needs of the community to address current and future needs	WCTS Leadership Team
Tactic 6.2.2	Develop a business intelligence and analytics strategy that can be used for assessment, strategic planning and decision-making at the college	Terrio and Budget Officers
Tactic 6.2.3	Investigate workflow system(s) for electronic routing (and signature) of forms/documents, build the business case and determine associated costs	Quiner, Osterman
Tactic 6.2.4	Assess current online documentation offerings and update as necessary to provide self-help tools to the campus community	Chavre
Tactic 6.2.5	Implement new bookstore point-of-sales and inventory system, to provide better tracking of inventory and reporting of sales	Smith, Osterman
Tactic 6.2.6	Implement the event scheduling and management system (EMS) and the online calendar strategy to provide better event management, easier space scheduling and a robust calendar of events to various audiences	O'Connell, Quiner
Tactic 6.2.7	Investigate and develop an Identity Management Strategy to provide automated provisioning and deprovisioning of access to information based on new hires, moves, and terminations	Quiner, Osterman
Tactic 6.2.8	Implement new Helpdesk software solution for to provide better call/ticket tracking and reporting, a robust knowledgebase for improved self-help, and enhanced IT asset management/tracking	Chavre
Tactic 6.2.9	Develop a PR strategy for WCTS so that we are effectively communicating with the community	Terrio, Wardwell
Tactic 6.2.10	Investigate ways to enhance and improve project management for technology related projects across the campus (i.e. creation of a Project Manager position)	Terrio

Strategy 6.3 Maintain a robust technology infrastructure and security posture to support the operations of the College and protect its information assets

Tactic 6.3.1	Continue to implement a redundant and flexible network and server architecture	Kelly
Tactic 6.3.2	Increase the operating budget for infrastructure and security initiatives that arise throughout the year	Kelly, Osterman
Tactic 6.3.3	Complete phase 1 of wireless upgrade (residence halls and large public venues) and secure funding for phase 2 and 3 of wireless upgrade to 802.11n	Kelly
Tactic 6.3.4	Update the comprehensive Disaster Recovery Plan to provide a broader roadmap towards recovery data, systems and applications as well as identify risks	Osterman, Kelly, Quiner

**The Whitman College Strategic Plan
2012**

Lead Staff

Tactic 6.3.5	Scan for and secure (encrypt) personally identifying information on network and local drives	Osterman, Kelly
Tactic 6.3.6	Secure funding for and implement secure workstations for staff that have access to confidential/sensitive data and information so that they are less vulnerable to viruses and malware	Osterman, Kelly
Tactic 6.3.7	Partner with HR to develop a robust employee (and student?) information security education program	Osterman, Hopwood
Tactic 6.3.8	Finalize information security policy to provide processes and procedures to protect the College's information assets	Osterman, Terrio
Tactic 6.3.9	Assist offices with business continuity plans to maintain operations in the event of an extended outage	Osterman, Kelly, Terrio
Tactic 6.3.10	Add a systems/storage administrator position in response to the growing number of servers and growing size of storage arrays to administer and maintain	Terrio
Tactic 6.3.11	Secure budget for ongoing (annual) license/maintenance cost for new Ingeniux Content Management System	Terrio, Bogley
Tactic 6.3.12	Implement centralized antivirus management solutions to keep workstations up-to-date with current virus definitions and secure funding and implement centralized patch management to keep Windows computers at current patch levels for operating system as well as other browser plugins, (i.e. Java)	Kelly, Osterman

Strategy 6.4 Foster student success and enrich the overall student experience (with technology)

Tactic 6.4.1	Enhance advising tools to provide flexible communication (dynamic grouping) with advisees	Osterman, Chavre
Tactic 6.4.2	Assess the adaptive/assistive technology needs of the college	Osterman, Chavre
Tactic 6.4.3	Work with Student Affairs to implement portfolio tools for demonstrating curricular and co-curricular activities (see tactic 2.3.5)	Osterman, Cleveland
Tactic 6.4.4	Provide meaningful student employment in WCTS that creates opportunities for students to develop technology and information aptitudes (marketable/practical skills)	Chavre, Sprunger, Quiner
Tactic 6.4.5	Work with campus constituents, including ASWC, STAC, Institutional Research and Residence Life to assess how students use technology in their learning and college experience to better determine their needs and expectations about what the college should be providing	Terrio, Osterman
Tactic 6.4.6	Rewrite student matriculation and registration tools to fit within the portal environment to have all tools within the same familiar environment (the My Whitman Portal)	Osterman

Strategy 6.5 Promote and support collaborative opportunities that advance Whitman strategic priorities/initiatives

**The Whitman College Strategic Plan
2012**

Lead Staff

Tactic 6.5.1	Work with the Provost's office to determine the feasibility of hosting a meeting of the NW5C that brings together faculty, technologists and librarians	Sprunger, Perfetti, Corkrum
Tactic 6.5.2	Host the NWDUG (Northwest Ellucian [formerly Datatel] Users Group) conference in the summer of 2013	Quiner
Tactic 6.5.3	Promote participation by Whitman staff and faculty (outside of WCTS) in consortial events/activities such as Information Services Instruction Support (ISIS) and the EDUCASE Learning Initiative by offering stipends towards registration and travel as a pilot	Terrio, Sprunger
Tactic 6.5.4	Continue to partner with the library on areas of records retention, archives and digital repository towards creating a records retention policy and determining a long term strategy for a digital repository	Terrio, Corkrum

PROPOSED 2013 - 2014 PLANNING ASSUMPTIONS

	<u>2012-2013</u>	<u>Proposed 2013 - 2014 Before OCS</u>	<u>Proposed 2013-2014 After OCS</u>
Budgeted Enrollment (Forecast: 1475 - 1490) (10 students = \$281,000)	1475	1450 - 1475	1540 - 1570
Target first year & transfer students	400 FTE	400 - 420 FTE	400 - 420 FTE
Enrollment Contingency	40 FTE \$1,053,000	35 - 45 FTE 984,000-1,265,000	35 - 45 FTE 984,000-1,265,000
Tuition Increase (1% = \$390,000)	4.0%	2.0 - 4.0%	2.0 - 4.0%
Tuition Discount (Excluding Federal Support) (Forecast: 35.3 - 35.9%) (.50% = \$309,000)	37.0%	34.5 - 35.5%	33.2 - 34.2%
Target first year & transfer discount rate	34%	34%	34%
Endowment Payout	5.1%	5.0%	5.0%
Investment Income	\$50,000	\$50,000	\$50,000
Private Gifts and Grants	\$1,150,000	\$1,150,000-\$1,350,000	\$1,150,000-\$1,350,000
Life Cycle Contributions	\$2,826,000	\$2,483,000	\$2,483,000
Salary Pool for Faculty (1% = \$199,000)	3.0%	2.5 - 4.0%	2.5 - 4.0%
Salary Pool for Staff (1% = \$188,000)	3.0%	2.5 - 4.0%	2.5 - 4.0%
Fringe Benefit Rate (.50% - \$145,000)	39%	38 - 38.5%	38 - 38.5%
Room Increase (1% = \$40,000)	4%	2.0 - 4.0%	2.0 - 4.0%
Board Increase (1% = \$42,000)	4%	2.0 - 4.0%	2.0 - 4.0%

