

**BUDGET ADVISORY COMMITTEE**

**NOVEMBER 11, 2011**

# Whitman College

Request form for 2012/2013 budget

Prioritize:  
 Highest - A  
 Medium - B  
 Lowest - C

## President

	Description of budget request (note here if one-time expense)	Department or budget name	Department Datatel number	Personnel costs without OPE	Non- personnel costs	Responsible staff person or position	Priority
	<b>Total for all pages</b>			<b>0</b>	<b>25,000</b>		
1	Guest Speaker Budget for William O'Douglas and Walt Whitman Lectures	President's Office	1-00-59-10001	0	25,000	George Bridges	A
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# Whitman College

Request form for 2012/2013 budget

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President

Memo or justification

1	Request for \$25K annually to fund two guest speaker programs in need of permanent endowment: William O'Douglas lecture has been previously funded through the Dean of the Faculty using \$4,500 from the Groseclose endowment. In order to raise caliber of guest speaker and fully endow annual lecture series, \$10K needed for speaker fee going forward. Walt Whitman lecture was previously funded through the Dean of the Faculty Groseclose Endowment (up to \$8,500) and remainder of expenses were covered by the President's Office (Hewlett-Mellon fund). Funding for this was stopped after '08/'09 budget crunch. Typically need \$10K for speaker fee for Poet Laureate. Additionally, both lectures require additional \$5K to cover costs associated with speaker travel, accommodations, lecture, dinner, student workshops, and publicity. Total requested funding: \$25K
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# Whitman College

Request form for 2012/2013 budget

Prioritize:  
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## Provost & Dean of the Faculty

	Description of budget request (note here if one-time expense)	Department or budget name	Department Datatel number	Personnel costs without OPE	Non- personnel costs	Responsible staff person or position	Priority
	<b>Total for all pages</b>			<b>159,436</b>	<b>59,398</b>		
	<b>REDUCTIONS</b>						
1	Conversion from slide library to digital media	Art History	1-54-19-20432		(3,500)	Rebecca Hanrahan	A
2	Convert from semester workshops to weekly meetings model	General Studies Stipends	1-50-11-20096		(3,000)	TKO	A
3	Capture un-needed funds	GS - Crit. & Alt.	1-50-19-20097		(3,500)	TKO	A
	<b>REALLOCATIONS</b>						
4	Distribute replacement funds among Division capital budgets	Acad Furniture Replace	1-50-29-20467		(3,000)	TKO	A
5	Distribute replacement funds among Division capital budgets	Division I Capital Fund	1-53-29-20651		1,000	TKO	A
6	Distribute replacement funds among Division capital budgets	Humanities Capital Fund	1-54-29-20026		1,000	TKO	A
7	Distribute replacement funds among Division capital budgets	SERF - Science Equip Replacement Fund	1-55-19-20200		1,000	TKO	A
8	Transfer savings from NS student-to-staff conversion to Visiting Writers	Native Speakers	1-50-29-20007		(5,000)	TKO	A
9	Transfer savings from NS student-to-staff conversion to Visiting Writers	Visiting Writers	1-54-29-20009		5,000	TKO	A

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## Provost & Dean of the Faculty

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10	Transfer discontinued Lat. Am. Studies program funds to RAES	Latin American Studies	1-50-19-20541		(500)	TKO	A
11	Transfer discontinued Lat. Am. Studies program funds to RAES	Race & Ethnic Studies	1-50-19-20527		500	TKO	A
12	ADD Sponsored Program Coord. position to staff salary pool	PDOF Office	1-50-20-20001	26,485		TKO	A
13	Reduce Grants Matching budget to cover Sponsored Program position; use Grant Writers Reserve for grants matching funds	Grants Matching Funds	1-52-29-20572		(26,485)	TKO	A
<b>STAFF SALARIES</b>							
14	INCREASE hours for Adm. Asst. from 960 to 1820 hrs.	Fellowships & Grants	1-50-29-20479	10,320		TKO	A
15	Apply surplus funds to Fellows. & Grants Adm. Asst. increase in hours	Undergraduate Conference	1-52-29-20025		(4,003)	TKO	A
16	INCREASE hours for FCVA Adm. Asst. from 1450 to 1820 hours	Division II Office	1-54-19-20093	4,559		TKO	A
17	INCREASE Lang. Learning Center staff wages to coordinator level.	Division II Office	1-54-19-20093	3,785		TKO	A
18	INCREASE Theatre Adm. Asst from 1352 to 1452 hours	Division II Office	1-54-19-20093	1,319		TKO	A
19	INCREASE (upgrade) Geo Tech position	Division III Office	1-55-19-20094	15,315		TKO	A
20	ADD Biology Part-time Lab Assistant position	Division III Office	1-55-19-20094	17,685		TKO	A

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## Provost & Dean of the Faculty

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21	ADD Science Outreach Coordinator position	Division III Office	1-55-19-20094	19,968		TKO	A
22	ADD Off-Campus Studies Assistant	Off-Campus Studies	1-62-29-20032	35,000		TKO	A
23	ADD Men's and/or Women's Asst. Basketball Coach position	SSRA Assistant Coaches	1-58-41-20590	25,000		TKO	A
<b>ACADEMIC DEPARTMENTS</b>							
24	Increase student work study hours for assisting with courses	Economics	1-53-19-20052		1,500	Brian Dott	A
25	Increase funds for Sr. Art Major trip to NYC	Division I Art	1-54-19-20059		2,110	Rebecca Hanrahan	A
26	Increase in minimum wage for students	Art-Bloomquist	1-54-18-20060		37	Rebecca Hanrahan	A
27	Increase in minimum wage for students	Art-Timm-Ballard	1-54-18-20062		18	Rebecca Hanrahan	A
28	Increase in minimum wage for students	Art-Page	1-54-18-20063		131	Rebecca Hanrahan	A
29	Upgrade budget for conversion to tenure track position	Art-Blocker	1-54-18-20065		1,275	Rebecca Hanrahan	A
30	Increase wages for sculpture studio assistants	Art-Acuff	1-54-18-20365		803	Rebecca Hanrahan	A
31	Increased support for new office space and faculty in Olin Hall	Division II Office	1-54-19-20093		4,000	Rebecca Hanrahan	A

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## Provost & Dean of the Faculty

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32	Increased housing costs	Music Travel	1-57-19-20045		500	Rebecca Hanrahan	A
33	Increase for piano tuning	Music	1-57-19-20071		1,000	Rebecca Hanrahan	A
34	Increase costs of piano maintenance	Piano Maintenance	1-57-19-20334		1,000	Rebecca Hanrahan	A
35	Increase in student hours, supplies, shipping costs	Theatre	1-59-26-20003		14,500	Rebecca Hanrahan	A
36	Increases in services, supplies and student wages due to enrollments	Biology	1-55-19-20075		10,000	Kendra Golden	A
37	Increases in supplies and student wages due to increased enrollments	Chemistry	1-55-19-20076		3,000	Kendra Golden	A
38	Increase in minimum wage for students	Geology	1-55-19-20078		110	Kendra Golden	A
39	Increase in minimum wage for students	Astronomy	1-55-19-20083		663	Kendra Golden	A
40	Increase in minimum wage for students	Mathematics	1-54-19-20080		400	Kendra Golden	A
	<b>SHEEHAN GALLERY</b>						
41	Increase in minimum wage for students	Sheehan Gallery	1-54-29-20006		1,500	TKO	A

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## Provost & Dean of the Faculty

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	<b>PENROSE LIBRARY</b>						
42	Contractual & inflationary adjustments, databases	Library	1-60-21-20002		26,099	TKO	<b>A</b>
43	ONE-TIME request - Library: London Times supplmt. content; JSTOR X	Library	1-60-21-20002		4,240	TKO	<b>A</b>
44	ONE-TIME request: Registrar - document support systems	Library	1-61-42-20107		7,000	TKO	<b>A</b>
	<b>PDOF OFFICE</b>						
45	Capital account for equipment in Library, Registrar's Office, etc.	PDOF Capital Fund	1-50-29-xxxxx		20,000	TKO	<b>A</b>

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	<b>Total for all pages</b>			<b>85,164</b>	<b>213,595</b>		
	<b>STAFF SALARIES</b>						
1	ADD Men's and/or Women's Asst. Basketball Coach position	SSRA Assistant Coaches	1-58-41-20590	25,000			<b>B</b>
2	ADD Debate Coach	Instructional Salaries	1-51-11-20050	18,000			<b>C</b>
3	ADD Theatre Technical Director position	Instructional Salaries	1-51-11-20050	42,164			<b>C</b>
	<b>ACADEMIC DEPARTMENTS</b>						
4	Student wages and associated costs of new tenure-track hire	Economics	1-53-19-20052		5,000		<b>C</b>
5	Associated costs of new tenure-track hire	Politics	1-53-19-20056		3,500		<b>C</b>
6	Increase student hours and wages	Art-Acuff	1-54-18-20365		750		<b>B</b>
7	PDX trip	Art-Acuff	1-54-18-20365		1,500		<b>C</b>
8	Expenses related to possible course in "Punishment"	Philosophy	1-54-19-20072		200		<b>C</b>
9	Increased cost associated with new offices and tenure track faculty	Division II Office	1-54-19-20093		2,000		<b>B</b>

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## Provost & Dean of the Faculty

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10	Photocopying expense	Spanish	1-54-19-20662		700		C
11	Increased mileage expense	Music Travel	1-57-19-20045		6,325		B
12	Increased mileage expense	Music Travel	1-57-19-20045		11,375		C
13	Additional funds for accompanists	Music	1-57-19-20071		400		B
14	Software and music library supplies	Music	1-57-19-20071		1,500		C
15	Increases costs of student hours and wages, and supplies	Theatre	1-59-26-20003		3,835		B
16	Increased costs of student hours and wages, and supplies	Theatre	1-59-26-20003		7,000		C
17	Increases in services, supplies and student wages due to enrollments	Biology	1-55-19-20075		5,000		B
18	Increases in supplies and student wages due to increased enrollments	Chemistry	1-55-19-20076		1,760		B
19	Field trip travel and meals	Geology	1-55-19-20078		1,571		C
20	Round out budget amount	Physics	1-55-19-20081		184		C
21	Increases in services, supplies, communications and travel	Sheehan Gallery	1-54-29-20006		4,500		B

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## Provost & Dean of the Faculty

	Description of budget request (note here if one-time expense)	Department or budget name	Department Datatel number	Personnel costs without OPE	Non- personnel costs	Responsible staff person or position	Priority
22	Increases in services, supplies, communications and travel	Sheehan Gallery	1-54-29-20006		6,000		C
23	Create new capital account for PDOF Office	PDOF Capital Fund	1-50-29-xxxxx		20,000		B
24	Contractual and inflationary adjustments; support for new faculty	Library	1-60-21-20002		57,495		B
25	ONE-TIME request: copier	Library	1-60-21-20002		12,000		B
26	ONE-TIME request: security cameras; materials for new tenure track positions	Library	1-60-21-20002		61,000		C

**Budget Advisory Committee Presentation**  
**Office of Provost and Dean of the Faculty**  
**11/11/11**

Before I turn to the budget requests from the Office of the Provost and Dean of the Faculty, I want to offer a few words of explanation, first, about that Office's principal areas of responsibility and, second, about the process that was employed in order to generate our Priority A requests.

1) The Office of Provost and Dean of the Faculty is responsible for oversight of the academic program at Whitman College. That includes about three dozen academic departments at Whitman; the General Studies curriculum, which includes Encounters as well as our distribution requirements; all interdisciplinary programs; and the global studies initiative. The Office of the PDF is also responsible for the recruitment and ongoing support of all faculty, whether hired into tenure track or temporary positions, as well as the instructional salaries of all faculty, whether tenure track or non-tenure track, full or part-time.

In addition, the Office of the Provost and Dean of the Faculty is ultimately responsible for the Off-Campus Studies Program, Penrose Library, all athletic programs, Sheehan Gallery, the Northwest Museum, as well as the Offices of the Registrar, Institutional Research, Fellowships and Grants, and Sponsored Programs (which deals primarily with the administration of external grants).

2) Let me now say a quick word about the process that was employed to generate our Priority A requests. The initial communication I sent out in September requesting budget proposals for 2012-13 stated: "While Whitman's fiscal situation is better today than it has been in recent years, it is important to recall that the larger economic environment within which the College operates remains challenging and unstable. Accordingly, we ask that you limit your budget requests to those you consider critical to your program and the mission of the college, and that you prioritize the requests included in your proposals." Heeding that exhortation, about a dozen academic departments or interdisciplinary programs submitted no requests for increases in their discretionary budgets. The total amount represented by those that did submit requests was just about \$541,000. (Incidentally, to put that number in historical perspective, that figure is about \$20,000 less than what was requested last year for 2011-112 and about 1/3 of the amount that was requested in 2008.)

Responsibility for reviewing the requests that were submitted rests with the Committee of Division Chairs. (The CDC includes the elected representatives of the three major academic divisions, the chair of the faculty, the associate dean, and me.) So, over a three week period, the Committee of Division Chairs reviewed these requests. In reviewing these requests, the Committee placed just under \$219,000 of the \$541,000 requested in category A. The remaining \$300,000 or so, about 45% of the total requested, was either rejected outright or placed in categories B or C. Putting requests in categories B and C

effectively means that the Committee found those requests to have merit, but it did not deem them among the most urgent at this point in time. Priority A requests are those that the Committee of Division Chairs considers to be truly critical to Whitman College at this point in time.

So, there's the necessary background. Our Priority A requests are grouped into several basic categories, as follows:

I don't think I need to spend any time on the Category titled "Reductions." That is simply a cause for celebration. Nor, unless you have questions, do I think I need to spend any time on the Category titled "Reallocations." These are simply internal shifts of existing funds from one area to another in light of our understanding of where funds or more or less urgently required.

The category of Staff Salaries, which represents \$160,000 of our total request of \$219,000, requires a bit more of a rationale. I think that total reflects the fact that the elected leaders of the faculty are increasingly concerned by the fact that staff members at Whitman are being asked to do too much with too little support, especially in light of the increased number of students and faculty at the College. Hence, for the most part, these requests reflect a desire to increase the number of hours for various staff positions or, in some cases, to create new staff positions in order to support the academic program of the college.

The next category, Academic Departments, for the most part, represents increases that we believe are necessary in order to accommodate the increased minimum wage costs for student labor, and, in some cases, to respond to the increased cost of supplies and shipping materials (as in Biology and Chemistry). These are bare-bones increases that the departments cannot absorb without an increase in their annual operating budgets. The total amount requested for support to Academic Departments is about \$67,000 of the \$219,000 we are requesting.

Next, you will see a modest request for additional support for Sheehan Gallery, again chiefly in response to the mandated increase in the minimum wage. Penultimately, you will find a request to increase the budget of Penrose Library in order to support minimum wage adjustments, the increased cost of materials, including periodical and databases, and, lastly, the purchase of new databases that are crucial to the scholarly activity of our faculty as well as students who are involved in such activity.

And, last but not least, you will find a request for the creation of a PDF capital budget in order to fund purchases that are not otherwise covered in our budget. These include, e.g., the cost of a new scanner in the Registrar's Office as well as a new copier in the Library. In the past, we have covered these requests on an ad hoc basis using surplus funds when possible. We now think it is prudent to create a separate budget line for such expenses so that they are built into the operating budget of the College.

# Whitman College

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## Dean of Students

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	<b>Total for all pages</b>			<b>76,000</b>	<b>126,803</b>		
1	Fully fund Assistant Dean for Student Engagement	Student Engagement Center	1-88-42-30007	15,000		Clare Carson	<b>A</b>
2	Admin Assistant for Dean of Students Office and ARC	Dean of Students Office	1-90-42-30001	25,000		Chuck Cleveland	<b>A</b>
3	Increase Stuart Religious Counselor to full time	Religious & Spiritual Life	1-89-42-30323	13,000		Rich Jacks	<b>A</b>
4	Academic Resource Center -SA Program student wage increase	SA Program	1-82-43-30014		1,900	Clare Carson	<b>A</b>
5	Additional student help in the Health Center - Athletic support	Health Center	1-89-42-30006		1,120	Rich Jacks	<b>A</b>
6	Climbing Wall safety and equipment replacement	Climbing Wall	1-97-43-30217		7,000	Barbara Maxwell	<b>A</b>
7	Disability Services- previously funded by Pennington Funds	Associate Dean - Academic Support	1-87-29-30005		10,000	Clare Carson	<b>A</b>
8	Titanium software - Counseling center scheduling and management	Counseling Center	1-89-42-30008		1,115	Rich Jacks	<b>A</b>
9							
10	Provide budget support to Stuart Religious Counselor	Religious & Spiritual Life	1-89-42-30323		5,000	Rich Jacks	<b>B</b>
11	Green Dot - Sexual Misconduct Prevention and Response	Student Group Support	1-97-43-30022		5,000	Barbara Maxwell	<b>B</b>

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## Dean of Students

	Description of budget request (note here if one-time expense)	Department or budget name	Department Datatel number	Personnel costs without OPE	Non- personnel costs	Responsible staff person or position	Priority
12	Student wage increases - Community Service	Center for Community Service	1-88-43-30027		688	Clare Carson	B
13	Residence Hall Custodian	RH- Custodial	3-96-81-3012	23,000		Nancy Tavelli	B
14							
15	Student Wage increases	Counseling Center	1-89-42-30008		500	Rich Jacks	C
16	Student Wages - Health Center	Health Center	1-89-42-30006		680	Rich Jacks	C
17	College Calendar - yearly fee	Conference & Events	1-97-42-30019		8,400	Barbara Maxwell	C
18	College Calendar - 1 time expense	Conference & Events	1-97-42-30019		85,400	Barbara Maxwell	C

# Budget Requests for Student Affairs

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## Chuck Cleveland, Dean of Students – 2012-2013

NOTE: Budget items are listed in order of priority.

1. The Assistant Dean for Student Engagement is currently teaching as well as running the Center. In order for the Assistant Dean to fulfill the duties and responsibilities of this position and to increase opportunities for high impact activities and to provide resources for faculty who want to add more experiential learning opportunities, he needs to be able to devote full time to this position.
2. It is necessary to add administrative help to the Dean of Students Office/ Academic Resource Center because:
  - Over the past several years there has been a very large increase in both the number and severity of student problems. Our workload has grown along with this.
  - We have worked towards the integration of the Dean of Students Office with the Academic Resource Center and additional administrative help would allow us to work in different ways to better help our students.
  - We will be having additional workloads due to the addition of Title IX duties to the Office.
3. Currently the Stuart Coordinator of Campus Spirituality is just under one-half time and needs to be expanded in order to give the proper time and energy to support our students in their meaning making and reflection. This program helps students answer questions such as, "What kind of human being should I be?"
4. The SA program pays out about \$53,000 per year in student wages. They have reduced hours over the past several years and can no longer do so. This increase reflects the amount of the minimum wage increase.
5. This is a request for new student hours. These students would need to have an athletic training background to support Club and Intramural athletes. Currently these athletes have little or no medical support as part of their programs. These student assistants would help alleviate this lack.

6. These funds would allow replacement of Climbing Center safety equipment on a regular basis. Certain equipment on the wall has limited lifespans and must be replaced on a regular schedule. Also safety inspections by an outside agency need to be done on a regular basis.

7. The Pennington family has provided \$10,000 per year to help pay for disability services for a number of years. The last of the donations was received in December of 2010. This request is to replace that funding.

8. Titanium software - The Counseling Center recently underwent an outside review. The review team noted the following:

“The current scheduling system is over ten years old and the paper charts limit more immediate access to information. Documentation and dictation take up considerable time and it is highly recommended the Counseling Center purchase an electronic recordkeeping scheduling system.”

The initial cost for the program is \$1,350 and the yearly fee after the first year is \$1,115. This amount allows for five users on the software at any one time. The Titanium software is highly recommended for college counseling centers.

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10. This request is for program support for the Stuart Coordinator of Campus Spirituality. This would allow for student interns, programs and staff development.

11. Green Dot is a sexual violence prevention program launched at Whitman College in the fall of 2009. Since that time, the program has been implemented as part of the new student orientation program in August and January, plus offers an in-depth (6 hour) bystander training once each fall and once each spring. In addition to these two efforts, Green Dot also supports a “social marketing” campaign where we host simple, innovative efforts to keep Green Dot alive in the minds of students. These efforts can include things like handing out sugar cookies with bright green frosting at the library or distributing temporary Green Dot tattoos outside the dining halls. Another very popular social marketing technique is to hand out a limited number of Green Dot t-shirts to the first year class in exchange for their doing a reactive Green Dot in a social situation. The increase in funding for Green Dot would not fundamentally change the program but would allow us to enhance it in several significant ways. For example, while the athletic department is very supportive of the Green Dot bystander training, it is hard for athletes to attend because of the timing. We could add one or two athlete specific by-stander trainings to our schedule, but we are now limited due to the cost

(trainings require funding for materials, plus a meal). At some point, we would also like to add one or two additional Green Dot trained “staff” to the coordinating team, which would require them to participate in a 4-day intensive training program, which currently, is completely outside the capabilities of the budget. For the past two and a half years, the Green Dot program has been supported by a budget of \$2,350— but has been supplemented by other budgets.

12. The student wages for the Community Service piece of the Student Engagement Center need this increase in order to keep the same number of student hours because of the increase in minimum wages.

13. The following demands on the Residence Hall custodial staff merit adding another person:

- The summer work load is complicated by Summer Programs; early arrivals and Life Cycle and maintenance projects. Debaters and athletes begin to arrive on campus as early as August 14, the day after Summer Conference guests leave campus.
- The addition of a full time custodian would allow additional cleaning in the Interest House Community, which does not currently receive as much custodial time as the residence halls- both maintenance and cleaning.
- Prentiss and Tamarac each need more time and attention. The Prentiss main floor and basement are high traffic areas that have many functions that involve students, guests and community members. Residence halls with no elevators require more time for staff to move from one area to another to provide service.

The new position would provide more consistency of cleaning across campus.

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15. Minimum wages have increased from \$8.67 to \$9.04 starting January 1, 2012. This request reflects the amount needed to keep the current number of students employed.

16. The student wages at the Health Center will need this adjustment in order to keep the same number of student hours because of the increase in minimum wages.

17. The cost of a college wide college calendaring system has yearly fees of \$8400. If WCTS is able to reallocate the amount used for the current calendaring system, this request would be reduced to \$3,900.

18. A team of WCTS, Registrar and Conferences & Events staff reviewed software programs and it is their recommendation that EMS Campus and Master Calendar will provide the most benefit to addressing campus concerns. While these are two different systems, they will need to be purchased together in order to meet the campus needs. This software would eliminate the need for double entry for calendar events and would provide for security levels to be defined for calendar viewing so varying groups of could have access to different events and the public would only see those open to the public. The amount requested would allow for installation, training, hardware and software.

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**Dean of Students**

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	<b>Total for all pages</b>			<b>20,634</b>	<b>0</b>		
1	Upgrade Intercultural Program Adviser Position to Asst. Director	Intercultural Center	1-81-42-30009	8,000		Mukulu Mweu	<b>B</b>
2	Climbing Center and OP Internship Position [new position]	Climbing Wall	1-97-43-30217	12,634		Barbara Maxwell	<b>C</b>
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## Student Affairs

Dean of Students, Chuck Cleveland

### Additions to Budget Requests

#### 1. Upgrade the Intercultural Program Adviser Position to Assistant Director.

The Assistant Director Position was lost due to the severe budget cuts that were made during the current downturn and replaced with a Program Coordinator. We would like to upgrade this position in order for this person to take on greater responsibilities such as planning, fall orientation for international students, creation of new programs, and mentoring and advising students. [This position is on the strategic plan as 2.2.3]

#### 2. Add a new position of Climbing Center Manager and OP internship Position (staff)

This staff person would work would work for both the climbing center and the OP trips programs and would manage the student employees and volunteers that work in both areas. This internship position would be for a recent grad and would benefit both the student and the college and would help to mitigate risk and management concerns in the OP and at the wall.

# Whitman College

Request form for 2012/2013 budget

Prioritize;  
Highest - A  
Medium - B  
Lowest - C

## Treasurer & Chief Financial Officer

	Description of budget request (note here if one-time expense)	Department or budget name	Department Datatel number	Personnel costs without OPE	Non- personnel costs	Responsible staff person or position	Priority
	<b>Total for all pages</b>			<b>60,000</b>	<b>56,650</b>		
1	Increased Debt Service for college bonds	2008 Bonds	1-00-60-40784		160,000	Walter Froese	<b>A</b>
2	New Position Director of Environmental Health & Safety	Safety	1-98-59-40025	60,000	10,000	Peter Harvey	<b>A</b>
3	Increase Custodial Supplies Budget	Custodial Services	1-94-60-40090		7,000	Kevin Wright	<b>A</b>
4	Fund additional snow removal efforts	Grounds	1-94-60-40094		8,000	Bob Biles	<b>A</b>
5	Increased supplies for maintaining athletic fields	Whitman Playing Fields	1-94-60-40085		1,750	Larry Mallot	<b>A</b>
6	Increased plant maintenance costs	Maintenance	1-94-60-40089		9,900	Randy Coleman	<b>A</b>
7	Increase funds for supervisor training and leadership development.	Staff Development	1-98-59-40017		10,000	Dennis Hopwood	<b>B</b>
8	Properly fund administrative external reviews	External Reviews	1-98-59-40782		10,000	Dennis Hopwood	<b>B</b>

# Whitman College

Request form for 2012/2013 budget

Treasurer & Chief Financial Officer

Prioritize:  
Highest - A  
Medium - B  
Lowest - C

Memo or justification

- |   |   |
|---|---|
|   |   |
| 1 | This represents the final phase in of debt service over four years for the bonds used to help pay for Olin, Sherwood, Maxey and HJT.  |
| 2 | The college needs a full time position to perform this work adequately in compliance with state and federal laws and regulations. See attached memo for more detail.  |
| 3 | Increase to cover increased costs in cleaning supplies, paper and light bulbs   |
| 4 | Physical plant has been asked to increase snow removal efforts in recent years. The incremental increase in snow melt supplies was over \$8,000 the last two years without the budget being increased.                                    |
| 5 | Increased usage of athletic fields has required additional fertilizer, watering and sand (for adequate drainage).   |
| 6 | \$2,500 for HJT fire alarm and elevator servicing costs; \$5,000 for increased swimming pool chemical costs; \$2,400 for increased student wages for minimum wage increase and to provide additional support to staff.                    |
| 7 | The current budget of \$9,500 is inadequate to provide meaningful training opportunities for supervisory training and development. The budget funds one professional development opportunity per year plus a staff appreciation luncheon. |
| 8 | The college is currently performing 3 external reviews a year but the budget only covers 1. President's contingency has been funding the balance.   |

MEMORANDUM

WHITMAN COLLEGE  
Office of the Treasurer

**TO:** Budget Advisory Committee

**FROM:** Peter Harvey

**DATE:** November 4, 2011

**RE:** 2012-13 Budget Requests

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Attached is the budget request form for budget increases for next year. I offer the following supplemental comments on these requests:

Line 1 - The increase for debt service is the number one priority in my area. The college is committed to funding this additional cost due to the bonds that were issued in 2008 to help fund renovations to Olin, Sherwood, Maxey and HJT. This is the last of a four year phase in of the costs as the college completed these projects over the last several years.

Line 2 - My next highest priority is for a new position of Director of Environmental Health and Safety. This position will serve as the college's Chemical Hygiene Officer and must have expertise on the proper handling and disposal of chemicals throughout the college (in the sciences, art, theater, and physical plant). Historically this work has been performed by the Chemical Stockroom Manager in the Chemistry Department. However, the level of work has grown beyond that which can reasonably be done by the Stockroom Manager. In addition the person has been in the untenable position of working for faculty in ordering supplies and setting up labs plus overseeing faculty in making sure they follow appropriate safety procedures. The science faculty has convinced me this model is no longer viable and the Chemical Hygiene Officer needs to be an independent person with the autonomy to oversee faculty on safety procedures. I have attempted to share a position with Walla Walla University to lessen costs but at this point they are not interested. The non-personnel costs amount of \$10,000 is meant to pay the annual fees for an on line chemical database which will make it easier for the college to be in compliance with laws and to have adequate safety information available in all departments regarding the hazards associated with their chemicals. This fund will also pay for the new position to properly conduct training programs, attend professional conferences and carry out the duties of the position.

Lines 3 through 6 - The physical plant requests are all meant to more adequately fund current expenses in operating the physical plant.

Lines 7 and 8 - The two B priorities indicated are both in the Human Resources area. I have ranked the training and leadership development request as a B only because it is a new initiative and I believe it more important to adequately fund the programs we are currently offering before adding new programs. But I do believe it would be very beneficial to the staff to offer this program as soon as funds are available. I have ranked the administrative reviews request as a B because the college could either reduce the number of external reviews or continue to seek support from the President's contingency until it can be fully funded.

Thank you for your work on the Budget Advisory Committee and for helping guide the college as we strive to balance keeping a Whitman education affordable with continuing to strengthen the college.

# Whitman College

Request form for 2012/2013 budget

Prioritize;  
Highest - A  
Medium - B  
Lowest - C

## Dean of Admission and Financial Aid

	Description of budget request (note here if one-time expense)	Department or budget name	Department Datatel number	Personnel costs without OPE	Non- personnel costs	Responsible staff person or position	Priority
	<b>Total for all pages</b>			<b>60,775</b>	<b>0</b>		
1	Staff Wages for Part-Time Application Readers	Admission	1-00-42-50001	9,500		Kevin Dyerly	<b>A</b>
2	Expand Senior Intern Program	Admission	1-00-42-50001	10,000		Kevin Dyerly	<b>A</b>
3	Admission Officer position	Admission	1-00-42-50001	32,000		Kevin Dyerly	<b>A</b>
4	Salary increase for Visit Coordinator Position	Admission	1-00-42-50001	5,000		Kevin Dyerly	<b>B</b>
5	Additional Hours for Financial Aid Clerk	Financial Aid	1-00-42-50002	4,275		Marilyn Ponti	<b>B</b>

# MEMORANDUM

Whitman College  
Office of Admission

TO: Budget Advisory Committee

FROM: Tony Cabasco, Dean of Admission & Financial Aid

DATE: November 4, 2011

SUBJECT: 2012-2013 Budget Requests

## Summary

Staff in admission and financial aid continues to monitor operations budget carefully to ensure that we remain on budget while continuing to deliver the results in enrollment and financial aid that helps the College meet our enrollment in admission and financial aid. In addition to finding efficiencies in operations, cutting costs where possible, staff has also used surplus budgets to fund priorities. Although strategic use of allocations and department surpluses has allowed staff in admission and financial aid to pursue several initiatives, the following budget item requests are of critical need.

## Use of Surplus Budget

Staff in Penrose House used department surpluses to address several important needs that are discussed in more detail below. Funding these priorities uses nearly the entire surplus budget available.

Financial Aid Consultant Hardwick-Day Amount Allocated: \$7,000  
The College's work with our financial aid consultant provides us with valuable assistance in developing and modeling enrollment and financial aid models that allow the College to manage better the financial aid budget. The current year is our third-year of engagement with Hardwick-Day, and our work with them has been funded by a one-time allocation of funds. The remaining funds are not enough to pay for the consulting costs this year. Admission and the College are sharing the additional cost of \$14,000.

Office Space Remodel in Penrose House Amount Allocated: \$10,000  
The lack of adequate office space for the Financial Aid Office and other staff continue to be a challenge in Admission and Financial. Some remodeling in Penrose House has improved and partially addressed this issue. However, several pressing needs remain: the financial aid staff still needs one private office; and an admission officer currently does not have a private office space (required for interviews, meetings with students and parents, and phone conversations). These issues are further challenged by the addition of a new Enrollment Research and Systems Analyst position.

Staff in Admission and Financial Aid is renovating the unfinished basement area, currently used by student interns, to create two new offices for the Admission Officer and the new Analyst position

and to retain some of the student intern work desks. The remodel includes new carpet, carpet coverings for the basement foundation walls, cubicle walls, electrical/networking installation, and minor adjustments to ceiling tiles and spot painting.

Finally, the 3<sup>rd</sup> floor of Penrose House is crowded with 8 staff members and 2-3 part-time student workers. To address complaints about noise, admission and financial aid staff are working with physical plant staff and a local vendor to install wall dividers.

## **Admission Budget Requests**

1 Hire four part-time Application Readers - "A" Priority Amount Requested: \$9,500  
Applications have increased 30% in the past four years with no additional time for review. In fact, the transition to a need-sensitive admission process has required our staff to complete the application and committee review process earlier. In recent years, we've used funds from other allocations and/or staff vacancies to hire part-time readers to assist with our review process. No such funds are available this year, and the current strategy of funding for this need through allocations or vacancies is not a viable long-term solution. Given the factors above, it's increasingly important that we have the support to complete the application review process in a timely fashion. Four part-time readers for a two-month period would greatly assist us in doing so.

2 Expand Senior Admission Intern Program - "A" Priority Amount Requested: \$10,000  
Admission Interns have been paid \$10/hour for more than a decade. Our external review in 2007 recommended expanding this program in order to assist admission officers by having interns conduct interviews and provide support for various admission programs. The number of interns have increased from 2 to 6 though the External Review recommended as many as 10-15. These students, like tour guides, are on the "front line," meeting with prospective students and families and articulating the Whitman message. Admission interns conduct interviews, read applications, and assist admission officers with organizing events and coordinating programs. Admission staff recommends that we expand the number of senior admission interns from 6 to 8 and pay them \$12/hour.

3 Hire an additional Admission Officer - "A" Priority Amount Requested: \$32,000 (plus OPE)  
As the Dean of Admission & Financial Aid transitions away from the day-to-day operations in Admission to focus more on strategic initiatives including, but not limited to, enrollment, retention, registration, financial aid optimization and marketing, the office will need an additional admission officer to help absorb related duties previously performed by the Dean. These responsibilities, spread among the officer staff, include management of Student Search; coordination of web strategy; publications; recruitment and territory management; admission interviews and information sessions with prospective students and parents.

4 Upgrade Visit Coordinator Position - "B" Priority Amount Requested: \$5,000  
This request would represent recognition of the increased important of the Visit Program and the increasing responsibility that has been taken on by our current Visit Coordinator. In addition to working directly with prospective students and parents, our Visit Coordinator hires, trains, and supervises 5-6 student interns; helps manage and train overnight hosts and campus tour guides; works to implement web and software tools to manage data entry and web interfaces.

## Financial Aid Budget Requests

5 Upgrade the Financial Aid Clerk hours - "B" Priority Amount Requested: \$4,275  
Increase the hours of the Financial Clerk from 35hrs/week to 40 hrs/week starting July 1, 2012.  
This proposal would make the Financial Clerk position consistent with other positions in the Financial Aid Office.

### Current:

FTE= 1.0      Hours = 1,820      Hourly Wage= \$12.00      Annual Wages = \$21,840

### Proposed:

FTE= 1.0      Hours= 2,080      Hourly Wage = \$12.00      Annual Wages = \$24,960

### Net Increase:

Annual Wages = \$3,120

OPE = \$1,155 (assuming a 37% OPE rate)

Budget request total = \$4,275

## Admission Budget Priorities Deferred

### Update to the Web Virtual Tour Videos (one-time)

An updated Whitman web site will be launched in the coming months, and the project will include an updated admission website. However, the scope of the project did not include updates to the campus tour videos, which were added in 2007-08.

### Increase Hours of Executive Assistant

Increase the hours of the Executive Assistant from 35hrs/week to 40 hrs/week. The extra hours gained would provide additional administrative support for the Dean of Admission & Financial Aid.

### Customer Relationship Management (CRM) Software

Admission Staff have studied several CRM software solutions during the past 18 months, including the College Board's Recruitment Plus, Datatel's Recruiter, and Admission Lab's Enrollment Manager. We will continue to study additional CRM options while also assessing further Admission Lab's Enrollment Manager. Admission staff will work with staff from WCTS to create our required specifications and use that document to review products and vendors.

CRM software, an enhancement that would be added on top of the current Datatel Colleague, would provide admission staff with greater ease of use for reporting and day-to-day functions, more sophisticated tools to identify and target prospective students, and enhancements in communications management, work flow, and processes.

# Whitman College

Request form for 2012/2013 budget

Prioritize:  
Highest - A  
Medium - B  
Lowest - C

## Chief Information Officer

	Description of budget request (note here if one-time expense)	Department or budget name	Department Datatel number	Personnel costs without OPE	Non- personnel costs	Responsible staff person or position	Priority
	<b>Total for all pages</b>			<b>15,000</b>	<b>173,297</b>		
1	Salary Adjustments - organizational changes in WCTS	Academic Technology Consulting	1-00-24-60004	15,000		Dan Terrio	A
2	Phase I of III - Upgrade Wireless newtork to 802.11n from 802.11g	Technology Infrastructure	1-00-54-60002		59,443	Kevin Kelly	B
3	Operating expense increase	Enterprise Technology	1-00-54-6003		30,489	Michael Quiner	A
4	Student Wages	Academic Technology Consulting	1-00-24-60004		4,185	Dan Terrio	B
5	Auditoruim Maintenance Fund	Multimedia Development & Serv	1-00-24-60006		5,000	David Sprunger	A
6	Ongoing Smart Classroom Development	Multimedia Development & Serv	1-00-24-60006		24,000	David Sprunger	B
7	Mediasite Implementation	Multimedia Development & Serv	1-00-24-60006		25,000	David Sprunger	C
8	Computer Replacement (Academic Lifecycle)	Instructional Technology Repl	1-00-24-60020		15,000	Dan Terrio	A
9	Network Replacement Increase	Network Replacement	1-00-24-60022		5,000	Kevin Kelly	A
10	Telephone equipment lifecycle increase	Telephone Equipement Repl	1-00-54-60029		5,180	Kevin Kelly	A

# Whitman College

## Request form for 2012/2013 budget

Chief Information Officer

Prioritize:  
Highest - A  
Medium - B  
Lowest - C

### Memo or justification

1	Salary adjustments to implement a focus on instruction and learning technology support. The change does not net any new positions, rather reallocates and redefines current vacancies within WCTS.
2	See attached memo - upgrade of wireless network over three years versus seven years utilizing lifecycle funding. The upgrade most importantly alleviates pressure of more mobile devices coming on campus.
3	This request is to cover expected license and service increases next year as well as license and maintenance costs for services added in the past year. Could possibly be phased in over multiple years.
4	This increase is requested to address the Washington State minimum wage increase which will affect the student employee position in WCTS
5	This request is to establish a maintenance budget for equipment in the various auditoriums at Whitman, see strategic plan object 6.3.5.
6	Reinstitution of funding that was cut a few years ago for the ongoing efforts to increase technology enhanced (smart classrooms) classrooms in the classroom inventory.
7	Mediasite technology allows for the easy capture and posting of lectures and other events for streaming and download to mobile devices. If funded, there will be an annual license cost of approx. \$10,000.
8	This increase reflects an increase in the inventory of computers that will need replacement per the replacement cycle.
9	Increase is reflective of new inventory and higher replacement costs of new core router and expanded wireless in remodeled HJT.
10	Increase is requested to cover deficits because of replacement costs of the current VoIP equipment

November 2, 2011

To: Peter Harvey  
From: Dan Terrio  
RE: Budget Request and Justification Memo

Peter:

**Line 1: Salary Adjustments:**

WCTS currently has two vacant positions. One of those positions is the Senior Analyst/Co-consultant for Division II position vacated by Shannon Callister. The other position is a Developer position in the Enterprise Technology unit. In the effort to strengthen the Instructional and Learning Technology support (Academic Technology) at Whitman, I am proposing redefining the Senior Analyst/Co-consultant position to be a Director of Instructional/Learning Technology as well as moving the developer position into the Instructional/Learning Technology Unit (formerly Academic Technology) and hiring an instructional technologist. The request of \$15,000 would allow a renewed focus on Instructional and Learning technology support at Whitman.

**Line 2: Wireless Upgrade**

The current wireless network is using 802.11g, which operates at a maximum-shared speed of 54Mbps. Usage of the wireless network continues to grow and we need to begin to upgrade to 802.11n wireless to be able to continue to satisfy the growing needs of our users.

802.11n wireless provides speeds up to 300Mbps, and more importantly, supports more wireless devices per wireless access point (AP) and provides better range and coverage compared with 802.11g. The current 802.11g APs are standalone and cannot be managed centrally. The upgrade to 802.11n will consist of migrating to "thin" APs, which allows for centralized management and monitoring.

The total estimated cost to upgrade from 802.11g to 802.11n is \$296,787 and if funded by the Network Infrastructure Replacement Reserve alone at the rate of \$45,000 per year will take almost 7 years to complete. We feel the wireless network is now vital to the college and must be upgraded in the shortest time possible. With an additional \$60,000 per year, plus \$45,000 from Network Infrastructure Replacement Reserve, the upgrade can be completed in 3 years.

**Line 3: Enterprise Technologies**

The Enterprise Technology budget has been flat (as has most or all of WCTS) over the past several years, yet during those years, the fixed costs of services (license agreements, maintenance, etc.) continued to rise and services have also been added (i.e. PeopleAdmin). The request to increase the operating budget by \$30,489 this year is to cover a shortfall from the past year as well as the predicted increases in fixed costs for the next fiscal year and restore our professional development budget for the staff, which was used to minimize the shortfall.

**Line 4: Student Wages**

The requested increase of \$4,185 is to cover the expected impact of the Washington State minimum wage increase. The rest of the Academic Technology Consulting operating budget remained flat through cost reductions and reallocations.

**Line 5: Auditorium Maintenance:**

It has been identified in the Strategic Plan (Objective 6.3.5) for the past couple of years that there is a growing need for ongoing funding to upgrade and replace equipment in the various auditoriums on the campus. These spaces have special equipment needs that are different from the technology-enhanced classrooms.

**Line 6: Ongoing Smart Classroom Development:**

The request for \$24,000 is to reestablish funding that was cut a few years ago in light of the remodeling that was taking place on the campus where many classrooms in those remodeled spaces were upgraded to have technology. Now that the remodeling/building projects are complete, we are requesting to have the funding reestablished so that we can continue to add technology to classrooms. Currently we have 89 technology-enhanced classrooms ("smart classroom") that accounts for approximately 67% of instructional spaces on campus. Reestablishing the funding of \$24,000 would allow the addition of two new technology-enhanced ("smart" classrooms) per year.

**Line 7: Mediasite Implementation:**

Instructional Multimedia Services is receiving more requests to provide video and/or audio capture of lectures and/or events for streaming and/or downloading to portable media devices (i.e iPod). Mediasite would allow for easier capture and posting of video and audio from lecture and other events. The initial cost is \$25,000 for the system and if funded the annual license cost would be \$10,000.

**Line 8: Computer Lifecycle Replacement – Academic Departments:**

We request an increase to the annual contribution to the Instructional Technology Replacement (Lifecycle) budget of \$15,000. The increase is reflective of the increase in inventory of computers in labs and academic departments that will need to be replaced on the College's typical cycle (4 years for laptops and 5 years for desktops). This increase also is reflective of objectives 6.3.6, 6.3.7, 6.3.8, and 6.3.9 of the Whitman College Strategic Plan.

**Line 9: Network Replacement:**

The requested increase of \$5,000 to the Network Replacement Lifecycle budget is to accommodate the increased replacement costs of the new Core Router as well as additional wireless equipment installed as part of the HJT remodel.

**Line 10: Telephone Equipment Replacement:**

Addressing objective 6.3.10 of the Whitman College Strategic Plan, the requested increase of \$5,180 to the Telephone Equipment Replacement Lifecycle budget is to maintain the appropriate surplus to replace telephony infrastructure without a deficit. Currently this budget is in deficit and will remain in deficit without the proposed adjustment.

**Summary of budget request:**

The total amount requested for an increase is \$188,297. That total includes a one time cost of \$25,000 (Mediasite), which if funded would require \$10,000 annually for the license. Note that this is a 6% increase from the previous year, but if you were to subtract the wireless upgrade (a three year project), the increase only reflects a 4.2% increase. Should it be decided to not fund the Mediasite implementation, the increase would only approximately 3.4%. Considering the flat

budgets of the past few years and the increased fixed costs for IT services as well as the increase in inventory that affects lifecycle, the request does not seem out of line and will allow us to, at a minimum, maintain service levels and depending on funding availability, allow WCTS to begin to upgrade existing services that are reaching an end-of-life or being stretched to the limits (i.e. wireless).

I look forward to talking to you further about these requests.

# Whitman College

Request form for 2012/2013 budget

Prioritize;  
Highest - A  
Medium - B  
Lowest - C

## Vice-President for Development & College Relations

	Description of budget request (note here if one-time expense)	Department or budget name	Department Datatel number	Personnel costs without OPE	Non- personnel costs	Responsible staff person or position	Priority
	<b>Total for all pages</b>			<b>40,000</b>	<b>96,300</b>		
1	Flooring	Alumni Office Reunion	1-86-56-70014		20,000	Polly Schmitz	<b>A</b>
2	Communications	Alumni Office Reunion	1-86-56-70014		3,000	Polly Schmitz	<b>A</b>
3	1 FTE Online Content Specialist	Communications	1-95-59-70111	40,000	3,500	Ruth Wardwell	<b>A</b>
4	Address Printer – one time purchase	Mailing Services	1-95-59-70107		23,000	Ruth Wardwell	<b>A</b>
5	Whitman Magazine	Communications/ Whitman Magazine	1-95-59-70181		1,800	Ruth Wardwell	<b>A</b>
6	PR firm for national media relations - one time expense	Communications	1-95-59-70111		45,000	Ruth Wardwell	<b>C</b>

# Whitman College

Request form for 2012/2013 budget

Vice-President for Development & College Relations

Prioritize;  
Highest - A  
Medium - B  
Lowest - C

Memo or justification

1	One time charge; See Attachment A for more detail
2	One time charge; See Attachment A for more detail
3	To serve the campus community's web and online needs; to maximize potential of new web site and online opportunities. See Attachment A for more detail.
4	Current equipment will no longer be in compliance with USPS regulations for Intelligent Mail. See Attachment A
5	Increase budget to keep pace with annual rising mailing, paper and production costs. See Attachment A for more detail.
6	To expand the reach of the Whitman message through national media relations. See Attachment A for more detail.

**Attachment A**  
**Alumni and Communications Offices Budget Request**  
**Background and Justification**  
November 1, 2011

**Alumni Office**

The Alumni Office is submitting this year's budget request to connect alumni across generations by combining our current four reunion weekend model into one big reunion weekend.

In 2008, the Alumni Office had an external review which recommended that the Whitman College Alumni Office unify the reunion programs into one weekend. Currently the office's reunion program consists of 10 class reunions over a series of three weekends; one in the fall, one the last weekend in April and one Commencement Weekend. The Fifty Plus Reunion occurs every other year; In those years, the office handles four reunion weekends.

Of the top fifty liberal arts institutions as listed by *US News and World Report*, only four have multiple reunion weekends. After careful study, the office concluded that it is in the best interest of Whitman College to move all reunions into one weekend. The target date is the last September weekend of fall 2013.

**Line 1**

Our event space on campus makes it difficult to have more than one large group meal at one time without using atypical banquet space or outdoor spaces, which require inclement weather backups. To make these types of spaces usable for larger groups, the Alumni Office needs additional funds. One location that will increase our banquet space is the multipurpose gym in Sherwood Center. To use this space, however, the Athletic Director indicated that it would require a floor covering to protect the wood surface. This year's request is for funds to purchase that flooring. The \$20,000 budget request included this year will enable us to purchase this flooring.

**Line 2**

Importantly, this flooring will be available for other uses beyond reunion weekend, providing the college with a new space for functions. In addition to the flooring, we request \$3,000 to communicate to alumni about the change in reunion timing.

In subsequent years, we will request a budget increase to allow for the increased costs from having all reunions in one weekend. These costs include an additional tent for banquet space, rental fees for banquet-ware over multiple days, additional staffing hours those weekends and programming. The budget request is offset slightly by savings we anticipate

By joining all reunions into one weekend, we will be creating a tradition for Whitman College where we celebrate our alma mater together with the classes that make the College so great. We will showcase the College across generations and involve many more departments of the College to assist with the reunion. In addition, we will highlight the fundraising efforts among the landmark reunion classes and celebrate alumni of merit awards. We will elevate Whitman's reunion programs to those of our peers and enable us to come together for a common purpose – to celebrate Whitman College.

## Communications Office

### Line 3

**Request:** Add Online Content Specialist Position at \$40,000 + OPE + \$3,500 for computer costs and office space costs

**Purpose:** To serve the campus community's web and online needs; to maximize potential of new web site and online opportunities

**Rationale:** Internal use of the Whitman web site is placing a demand on the time of the current online content coordinator to the point where the college is falling behind in creative use of social media and proactive optimization of the web site. One staff position to handle all needs of the entire campus is no longer sufficient. Creating a position responsible for the day to day upkeep of the web site will enable the college to execute a proactive plan that will keep the site current to a far greater degree. The plan would include formation of a Web Page Owner's Group and a process for training appropriate individual department staff to make simple text changes.

**If this request is not funded:** Whitman loses ground and the likelihood that internal folks will seek/pay for external help with their web sites increases. When this happens, unity and consistency is lost.

## Mailing Services

### Line 4

**Request:** One time- purchase; \$23,000 for address printer equipment

**Purpose:** To continue providing outgoing mass mailing service to the college.

**Rationale:** Current equipment will no longer be in compliance with USPS regulations for Intelligent Mail beginning November 2012. This equipment prints the addresses on the envelopes.

**If this request is not funded:** Programs such as Annual Fund and Alumni Relations that are reliant on USPS mail deliver will have to take their mailings off campus. Or the department could take a college loan, but it would have to charge heavy user fees to campus clients to pay for the equipment.

## Whitman Magazine

### Line 5

**Request:** \$1,800

**Purpose:** Increase budget to keep pace with annual rising mailing, paper and production costs.

**Rationale:** Mailing, paper, vendor print service charges increase annually. Though we have two year agreements with the print vendor that hold some prices steady, our annual quantity of issues increases and postage rate increases are expected.

**If this request is not funded:** The magazine expenses could exceed the budget allotment.

## Communications

### Line 6

**Request:** \$45,000

**Purpose:** Provide Whitman with external counsel on how it might earn broader exposure nationally in the media, serving one of the key elements of the charge made to President Bridges upon his arrival.

**Rationale:** The messaging, admission publications and soon-to-be-released website get us moving in our outreach to prospective students and families, but continue to have an opportunistic approach to national media opportunities rather than an integrated strategy that an outside firm could help push forward with its contacts.

**If this request is not funded:** This has been turned down each year it's been requested in the past. We will continue our efforts directed by our communications department and seek opportunities to put Whitman's people and programs in front of appropriate media when opportunities arise.