

**Budget Advisory Committee**

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Dear Budget Advisory Committee,

Attached are materials for our meeting tomorrow at 8 am in Memorial 324.

The first document is a summary reallocation and growing revenues recommended by the President's Cabinet. As you will recall, the budget model estimated a \$2.7 million deficit for next year. The Cabinet has worked hard to address the anticipated deficit and provide modest additional funds for new critical needs. This document also includes the requests received from departments across the campus. Each request is ranked by the relevant college officer. In addition, the President's Cabinet has identified those items they believe are "A" priorities. The President's Cabinet will be joining us to discuss their collective priorities. President Murray will summarize the Cabinet's thinking on their priorities. Time will be available for committee members to ask questions. Please note that in the budget request summaries that the fourth column (labeled 2018 Discretionary Budget) is the total amount of that department discretionary budget, excluding salaries and fringe benefits. The committee asked this column be included in the report so you can see how much the increased amount requested is compared to the total discretionary budget.

Also joining us will be ASWC President AnnaMarie McCorvie to share with us ASWC priorities. Attached are a couple of documents from ASWC about their priorities. The Cabinet has not yet discussed the ASWC priorities so we have not ranked them yet.

The budget models estimates a \$162,000 surplus after the including the \$3 million in reallocations and revenue enhancements and the "A" priorities as ranked by the President's Cabinet. Remember, this estimate is in large part a reflection of the assumptions made in the budget model. You may want to review those assumptions again from our October 19 meeting. The key ones are:

- 425 new students with a 40% discount rate
- 4% tuition increase
- 2.25% faculty and staff salary pools plus a promotion pool for faculty
- Maintaining the current \$1.3 million enrollment contingency

In identifying their "A" priorities, the cabinet did not attempt to balance the budget but focused on what they thought was most critical for next year. Having a little projected surplus at this point gives us some flexibility as we consider priorities. We may want to change some of the key assumptions in the model, or change some of the priorities recommended by the Cabinet or any combination. The budget model we reviewed October 19 includes a sensitivity analysis on the impact of changing the key variables in the model.

Our goal for this meeting is to have the committee fully informed on the budget requests that have been made and to ask any questions you have for the Cabinet and ASWC. Our next meeting will be Thursday, November 30. At that meeting, we will seek input from the committee on your priorities for the key drivers of the budget (tuition, financial aid, compensation etc) and on the budget requests we have received.

Thank you for your work on this committee. I look forward to our discussions tomorrow.

**TO:** Budget Advisory Committee  
**FROM:** Peter Harvey, Chief Financial Officer  
**DATE:** November 16, 2017

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### **Review of Potential Reallocation of Resources and Growing Revenue**

Recognizing the budget challenges facing the college for fiscal year 2018-2019, the cabinet worked over the summer and fall to identify opportunities to reallocate resources and grow revenues. The cabinet has focused on four areas thus far: 1) more efficiently utilizing restricted endowments; 2) facilities and equipment budgets; 3) faculty compensation as we transition back to a 10:1 student faculty ratio; and, 4) growing revenues.

The cabinet's overall goal has been to seek to be more efficient with our current resources without negatively impacting the student experience. This is a work in progress. We are in the middle of the budget request process. We expect more changes to come as we get input from departments. We are currently estimating a little over \$3M in reallocations and revenue enhancements. Following are highlights:

**Restricted Endowments:** There are a number of restricted endowments that are not being fully used each year and have built up surplus funds. When those endowments supplement other operating budgets, we are reducing the operating budgets by an appropriate amount to ensure the restricted endowments are fully used as the donors intended.

— Library	\$100,000
— Visiting lecturers	28,000
— Academic departments	26,000
— Art acquisition	20,000
— Facilities improvements	10,000
— Community grants	16,000
— Salary supplements	44,000
— President's discretionary budget	<u>50,000</u>
	\$294,000

**Facilities and Equipment Budgets:** The proposed reduction eliminates the capital projects budget (this budget funds small renovations not eligible for life cycle funding such as the renovations to the technology services building last summer). Future projects will be funded by year-end departmental and other operating surpluses. There will still be

\$150,000 in the faculty start-up budget, which we anticipate to be adequate in most years given anticipated faculty hiring. See the separate report in the Life Cycle Funding.

— Capital projects	\$518,000
— Faculty start-up	100,000
— Life cycle program	<u>500,000</u>
	\$1,118,000

**Faculty Compensation:** See Provost Tipton's report in the Whitman Experience committee reports on faculty staffing.

— Salary budget	\$705,000
— Fringe benefits budget	<u>275,000</u>
	\$980,000

**Off-Campus Studies Program Fees:** Actual fees have been below budget the last several years.

— Fees	\$150,000
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**Revenues:** Summer conferences are generating more revenue to support the college. Interest rates have increased on operating cash over the last year. We believe annual gifts can be increased with the addition of current fund gifts to support scholarships. Residence Life has had surpluses the last several years. Those surpluses have been used to support the Living at Whitman Initiative, but a portion can now be diverted toward supporting the operating budget.

— Summer conferences	\$25,000
— Investment income	175,000
— Annual Fund gifts	100,000
— Residence Life contributions to life cycle program	<u>200,000</u>
	\$500,000

Grand total \$3,042,000

The cabinet will continue to work with departments to finalize these potential savings and to seek additional opportunities.

**Whitman College**

Request form for 2018/2019 budget

Prioritize:  
Highest - A  
Medium - B  
Lowest - C

**Provost & Dean of the Faculty**

	Description of budget request (note here if one-time expense)	Department or budget name	Department Datatel number	2018 Discretionary Budget amount	Personnel costs without OPE	Non- personnel costs	Responsible staff person or position	Officer Priority	Cabinet Priority
	<b>Total for cabinet A priorities</b>				<b>0</b>	<b>40,405</b>			
1	Annual Senior Trip	Division II-AHVCS	1-54-19-20432	7,817		4,000	Rebecca Hanrahan	A	A
2	Composition	Division II-Composition	NEW	0		1,000	Rebecca Hanrahan	A	A
3	Increase student wages b/c of increase in minimum wage	Division III-Chemistry	1-55-19-20076	87,545		900	Jim Russo	A	A
4	Decrease budget because of surplus balance in previous years	Division III-Office	1-55-19-20094	32,395		(2,395)	Jim Russo	A	A
5	Decrease because of fewer majors and a change in major requirements	Division III-BBMB	1-55-19-20468	17,143		(2,000)	Jim Russo	A	A
6	Travel in non-traditional season events as allowed by NCAA	Cross Country	1-58-41-20112	27,400		6,500	Alzada Tipton	A	A
7	New policy enacted Jan. 2017-one bed per student for varsity travel	Travel Accomodations VS	1-58-41-40964	25,000		35,000	Alzada Tipton	A	A
8	Visiting scholar & new member brunch commencement weekend.	Phi Beta Kappa	1-50-29-20575	2,500		500	Alzada Tipton	A	A
9	Increase student wages because of increase in minimum wage	Sheehan Gallery	1-54-29-20006	63,868		2,000	Lisa Perfetti	A	A
10	Consumables, supplies and classroom materials	Art-Lux	1-54-18-20736	0		1,400	Rebecca Hanrahan	A	A
11	Increase student wages because of increase in minimum wage	Theatre Production	1-59-26-20003	139,156		8,500	Rebecca Hanrahan	A	A
12	Reduction in operating budget.	OCS - Office & Administration	1-62-29-20032	124,160		(18,000)	Alzada Tipton	A	A
13	Reallocate to Immigration & Personnel Revs	Faculty Recruiting	1-50-29-20015	115,000		(25,000)	Alzada Tipton	A	A
14	Reallocate Fac Recruiting b/c of large # of TT faculty to be reviewed	Personell Reviews	1-50-29-20574	11,000		10,000	Alzada Tipton	A	A

**Whitman College**

Request form for 2018/2019 budget

Prioritize;  
Highest - A  
Medium - B  
Lowest - C

Provost & Dean of the Faculty

Memo or justification

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2	could be covered by the WOCI endowment
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7	Provost recommended \$25,000 and the cabinet increased this priority to \$35,000
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10	this was a new TT Mellon position so Maria had no permanent budget - last two years used Mellon money, but that's done now
11	& materials costs have gone up 15%
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13	Tenure track searches have gone down the last few years and while the cost of advertising for visiting positions is the same as advertising for TT positions, with the visiting positions, we do not have the expense of bringing three to four candidates to campus.
14	The large number of tenure-track hires that were made in the last 5-10 years (mostly Mellon positions) will be coming up for review, tenure and/or promotion.

**Whitman College**

Request form for 2018/2019 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	2018 Discretionary Budget amount	Personnel costs without OPE	Non- personnel costs	Responsible staff person or position	Officer Priority	Cabinet Priority
15	Reallocate Fac Recruiting for increased costs/H1B/Perm/aps	Immigration Fees	1-50-29-20573	20,000		15,000	Alzada Tipton	A	A
16	Conference travel and software licensing costs	Institutional Research	1-61-59-20130	22,000		3,000	Alzada Tipton	A	A

**Whitman College**

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Provost & Dean of the Faculty

Memo or justification

15 we were over budget last year, we have faculty and staff that need H1B VISAs and PERM residency that we need to sponsor. The entire process can take a while.

16 will reallocate some funds from PDOF Capital to cover this if necessary

**Whitman College**

Request form for 2018/2019 budget

Prioritize;  
Highest - A  
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Lowest - C

**Provost & Dean of the Faculty**

	Description of budget request (note here if one-time expense)	Department or budget name	Department Datatel number	2018 Discretionary Budget amount	Personnel costs without OPE	Non- personnel costs	Responsible staff person or position	Officer Priority	Cabinet Priority
	<b>Total for cabinet A priorities</b>				<b>0</b>	<b>0</b>			
1	Student majors group and student work for the department	Division II - English	1-54-19-20068	10,634		1,500	Rebecca Hanrahan	C	
2	Anticipated additional costs associated with new TT position .	Division II - Philosophy	1-54-19-20072	4,384		1,100	Rebecca Hanrahan	C	
3	Annual Senior Trip	Division II-AHVCS	1-54-19-20432	7,817		300	Rebecca Hanrahan	C	
4	Composition	Division II-Composition	NEW	0		1,000	Rebecca Hanrahan	C	
5	Increase costs of supplies	Theatre Production	1-59-26-20003	139,156		4,000	Rebecca Hanrahan	C	
6	Increase costs of lab supplies	Division III-Chemistry	1-55-19-20076	87,545		3,620	Jim Russo	C	
7	Increase in student wages/minimum wage	Division III-Geology	1-55-19-20075	22,765		200	Jim Russo	C	
8	Supplies, etc., they have no operating budget use endowment	Division III - Computer Science	1-54-19-20810	0		8,150	Jim Russo	C	
9	Annual replacement of ion exchange tanks to deliver deionized water labs	Division III-Science Equipment Maintenance	1-55-19-20079	125,496		2,500	Jim Russo	C	
10	Increase costs and fully accommodate 3 secs of EnvsS 120	Division III - Environmental Studies	1-55-19-20077	10,850		1,890	Jim Russo	C	
11	New policy enacted Jan. 2017-one bed per student for varsity travel	Travel Accomodations VS	1-58-41-40964	25,000		26,000	Alzada Tipton	C	
12	student wages	Game Management	1-58-41-20731	8,000		10,000	Alzada Tipton	C	
13	student wages	Sheehan Gallery	1-54-29-20006	63,868		3,000	Lisa Perfetti	C	



**Whitman College**  
Request form for 2018/2019 budget

Prioritize;  
Highest - A  
Medium - B  
Lowest - C

Provost & Dean of the Faculty

Memo or justification

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**Whitman College**  
Request form for 2018/2019 budget

Prioritize;  
Highest - A  
Medium - B  
Lowest - C

**VP Student Affairs**

	Description of budget request (note here if one-time expense)	Department or budget name	Department Datatel number	2018 Discretionary Budget amount	Personnel costs without OPE	Non- personnel costs	Responsible staff person or position	Officer Priority	Cabinet Priority
	<b>Total for cabinet A priorities</b>				<b>20,000</b>	<b>12,200</b>			
1	Re-allocation of funds for the hourly part-time counselor	Counseling Center	1-89-42-30008		20,000		Thacher Carter	A	A
2	Re-allocation of funds for the hourly part-time counselor	Counseling Center	1-89-42-30008	62,936		(27,800)	Thacher Carter	A	A
3	Title IX - External Investigators	Dean of Students Office	1-90-42-30390	80,000		40,000	Juli Dunn	A	A
4	Re-classification of Admin. Asst. position	Counseling Center	1-89-42-30008		3,034		Thacher Carter	C	
5	Drug & Alcohol Counselor	Counseling Center	1-89-42-30008		54,000		Thacher Carter	B	

**Whitman College**

Request form for 2018/2019 budget

Prioritize;  
Highest - A  
Medium - B  
Lowest - C

VP Student Affairs

Memo or justification

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| 1 | Requesting a re-allocation of funds permanently for the part-time counselor position from the discretionary budget to the staff/wages OPE.  |
| 2 | Requesting a re-allocation of funds permanently for the part-time counselor position from the discretionary budget to the staff/wages OPE. The amount shown includes 39% OPE.   |
| 3 | Hiring external investigators (four annually or \$80,000 total) in addition to the current budget expenses. Cabinet recommends funding two (at \$40,000 total) for next year and will assess in the future whether additional funding is needed.          |
| 4 | Position change from a 9-month (.75 FTE) to a 10-month (.83 FTE) position. The HR Dept. is researching the possibility. The number of hours would change from 1560 to 1733/year (173 additional hours x 17.54 including a 2% merit increase in July 2018) |
| 5 | Full-time Licensed Counselor with the speciality of drugs and alcohol counseling. It is hoped a new endowment will fund this position in the future.  |

**Whitman College**

Request form for 2018/2019 budget

Prioritize;  
Highest - A  
Medium - B  
Lowest - C

**Chief Financial Officer**

	Description of budget request (note here if one-time expense)	Department or budget name	Department Datatel number	2018 Discretionary Budget amount	Personnel costs without OPE	Non- personnel costs	Responsible staff person or position	Officer Priority	Cabinet Priority
	<b>Total for cabinet A priorities</b>				<b>48,500</b>	<b>767,800</b>			
1	Upgrade HR assistant .75 to full-time	Human Resources	1-98-59-40003		8,500		Dennis Hopwood	A	A
2	Increase staff development budget for EVERFI contract	Staff development (PAC)	1-98-59-40017	19,500		5,750	Dennis Hopwood	A	A
3	Increase to maintain Bike Share program	Campus sustainability	1-00-60-40780	6,500		2,500	Brandon Bishop	A	A
4	Usage increases have increased maintenance costs	Whitman Playing Fields	1-94-60-40085	26,450		3,550	Dan Park	A	A
5	General maintenance technician	Maintenance	1-94-60-40089		40,000		Randy Coleman	A	A
6	Purchase additional greenhouse gas offsets	Physical Plant Operations	1-94-60-40095	1,474,039		6,000	Brandon Bishop	A	A
7	Liability insurance increase	Liability insurance	1-00-59-40018	265,000		50,000	Peter Harvey	A	A
8	New debt to fund Living at Whitman	2017 WHEFA Bonds L@W	1-00-60-41121	400,000		700,000	Peter Harvey	A	A
9	HRIS & Benefits Manager	Human Resources	1-98-59-40003		65,000		Dennis Hopwood	A	
10	Upgrade HR admin assistant to HR generalist	Human Resources	1-98-59-40003		4,700		Dennis Hopwood	B	
11	Offset decreasing revenues from lower prices for recycled materials	Recycling	1-94-60-40102	10,850		700	Brandon Bishop	B	

**Whitman College**

Request form for 2018/2019 budget

Prioritize;  
Highest - A  
Medium - B  
Lowest - C

Chief Financial Officer

Memo or justification

1	Upgrading this vacant position is needed to address increased regulation and reporting requirements.
2	This software provide many on-line training programs. The cost will be shared with the Title IX budget.
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4	Additional sand and nutrients needed to support increased use of the fields.
5	Position need to support new residence and dining halls.
6	This addition allows the college to offset 100% of both electricity and natural gas usage.
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9	New position enables Telara McCoulough to lead on recruitment and training programs emphaizing promoting diversity amongst the staff
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**Whitman College**

Request form for 2018/2019 budget

Prioritize;  
Highest - A  
Medium - B  
Lowest - C

**VP Enrollment & Communications**

Description of budget request (note here if one-time expense)	Department or budget name	Department Datatel number	2018 Discretionary Budget amount	Personnel costs without OPE	Non- personnel costs	Responsible staff person or position	Officer Priority	Cabinet Priority
<b>Total for cabinet A priorities</b>				<b>0</b>	<b>41,000</b>			
1 Enhanced Admit Packets	Admission	1-00-42-50001	1,129,265	0	41,000	Josh Jensen	A	A

**Whitman College**

Request form for 2018/2019 budget

Prioritize;  
Highest - A  
Medium - B  
Lowest - C

VP Enrollment & Communications

Memo or justification

1 To fund an enhancement to the College's Admit Packet, with the goal of increasing yield. This project is already underway for the current year, funded by the President. This request is to fund this effort on an ongoing basis. Rationale: With admission decisions sent online, the mailed packet has become increasingly anticlimactic. In response, many peer institutions have created elaborate admit packets that include branded swag that encourages excitement and affinity from students. This funding will allow Whitman to do the same. We more than expect to justify the costs through improved yield.

**Chief Information Officer**

	Description of budget request (note here if one-time expense)	Department or budget name	Department Datatel number	2018 Discretionary Budget amount	Personnel costs without OPE	Non- personnel costs	Responsible staff person or position	Officer Priority	Cabinet Priority
	<b>Total for cabinet A priorities</b>				<b>0</b>	<b>0</b>			
1	Decrease to Instructional Technology Replacement Operating Budget	Instructional Technology Replacement	1-00-24-60020	357,104		(14,104)		A	A
2	Decrease to Administrative Technology Replacement Operating Budget	Administrative Technology Replacement	1-00-54-60021	146,730		(8,930)		A	A
3	Increase to Board of Trustees Budget	Trustees	1-00-59-10011	62,000		18,000		A	A
4	Increase to Enterprise Technology Operating Budget	Enterprise Technology	1-00-54-60003	329,987		5,034		A	A
5	Increase to Enterprise Technology Operating Budget	Enterprise Technology	1-00-54-60003	329,987		8,139		B	



**Whitman College**

Request form for 2018/2019 budget

Prioritize;  
Highest - A  
Medium - B  
Lowest - C

Chief Information Officer

Memo or justification

1	Reduction in the Instructional Technology Replacement budget from \$357,104 to \$343,000
2	Reduction in the Administrative Technology Replacement budget from \$146,730 to \$137,800
3	Reallocation of resources from reduction of Technology replacement budgets to cover ongoing license cost of the Diligent Board Books Portal
4	Reallocation of resources from reduction of Technology replacement budgets to cover expected increase to Ellucian licensing (Expected total increase is \$13,173)
5	Enterprise Technology expects a 5% increase to the Ellucian annual license. With multiple years of no budget increases, the ability to absorb these license increases will become more difficult and an increase (if not this year) will become a necessity in the near-term.

**Whitman College**

Request form for 2018/2019 budget

Prioritize;  
Highest - A  
Medium - B  
Lowest - C

**Vice-President for Development & Alumni Relations**

	Description of budget request (note here if one-time expense)	Department or budget name	Department Datatel number	2018 Discretionary Budget amount	Personnel costs without OPE	Non- personnel costs	Responsible staff person or position	Officer Priority	Cabinet Priority
	<b>Total for cabinet A priorities</b>				<b>0</b>	<b>77,000</b>			
1	EverTrue Development Software	Development Services	1-92-55-70004	62,200		65,000	Becky Kennedy	A	A
2	GiveCampus Program	Annual Giving	1-93-56-70011	147,000		12,000	Brian Dohe	A	A
3	Assistant Director of Alumni Relations	Alumni Relations	1-86-56-70009		40,000		Nancy Mitchell	A	A
4	Reallocation of salary to fund new Assistant Alumni Director position	Development - General	1-91-55-70001		(40,000)		John Bogley	A	A
5	Reallocation from Assistant Director of Planned Giving	Assistant Director of Planned Giving	1-91-55-70184	14,050		(2,500)	Jamie Kennedy	A	A
6	Reallocation from Assistant Director of Planned Giving	Assistant Director of Planned Giving	1-91-55-70184	14,050		(6,000)	Jamie Kennedy	A	A
7	Reallocation from Assistant Director of Planned Giving	Assistant Director of Planned Giving	1-91-55-70184	14,050		(3,000)	Jamie Kennedy	A	A
8	Reallocation from Parent Programs	Parents Programs	1-93-56-70016	19,800		(2,000)	Brenda Michels	A	A
9	Reallocation from Dev Officer-Major Gifts II	Dev Officer-Major Gifts II	1-93-55-70006	22,050		(2,000)	Sarah Hogan	A	A
10	Supporting Grants Administration position	Dev-Corp/Fdn/Gov't Relations	1-92-55-70029	4,875		2,500	Rachna Sinnott	A	A

**Whitman College**

Request form for 2018/2019 budget

Prioritize:  
Highest - A  
Medium - B  
Lowest - C

Vice-President for Development & Alumni Relations

Memo or justification

1	One year ago, Development and Alumni Relations requested funding to support this important piece of software that provides data access that significantly enhances our ability to raise money and keep our field staff connected to data while they are on the road. The program helps identify prospects and funnel insights to our team. The product provides outstanding search capabilities, predictive modeling, and social media insights to help determine who is likely to make larger gifts. This product will eventually have the type of impact that Slate has had in the Admission operation.
2	In April each of the last two years, we have launched an online fundraising campaign that brings us close to 1200 gifts in 72 hours. Driven by electronic communication, video, and social media, we spend months prepping for this campaign, run on the GiveCampus platform. It is among our most successful programs of the year. We have paid for this two straight years from department surplus. We are asking to be allowed to build this into the budget.
3	Funded through existing salary line reallocation at \$40,000 plus OPE. In 1990, the Alumni Office added a fourth full-time staff member. Twenty-seven years and roughly 8,100 additional alumni later, the staff still has only four members. As demand for Alumni Relations work grows (Whitties Helping Whitties, mentoring alumni, student philanthropy program, an expanded reunion program, supporting W Club initiatives, and use of social media and electronic communication, our need for staffing support is obvious and acute.
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5	We are able to make this money available for more pressing purposes and still fund our programming and staff.
6	We are able to make this money available for more pressing purposes and still fund our programming and staff.
7	We are able to make this money available for more pressing purposes and still fund our programming and staff.
8	We are able to make this money available for more pressing purposes and still fund our programming and staff.
9	We are able to make this money available for more pressing purposes and still fund our programming and staff.
10	This reallocation will support our grants administrator position. This position was transferred to Development in FY16 without a professional development account. This reallocation will cover important professional development training--especially on federal grants

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**Vice-President for Development & Alumni Relations**

	Description of budget request (note here if one-time expense)	Department or budget name	Department Datatel number	2018 Discretionary Budget amount	Personnel costs without OPE	Non- personnel costs	Responsible staff person or position	Officer Priority	Cabinet Priority
11	Supporting Advancement Services software/subscriptions services	Development Services	1-92-55-70004	62,200		6,000	Becky Kennedy	A	A
12	Upgrading development publications	Development Publications	1-91-55-70008	29,000		7,000	Tamara Tinhof	A	A
13	Student Philanthropy Project	Alumni Relations	1-86-56-70009	164,830		8,700	Nancy Mitchell	B	
14	Pledgemine	Annual Giving	1-93-56-70011	147,000		30,000	Brian Dohe	B	
15	Development Research and Prospect Management Analyst	Development Services	1-91-55-70008		45,000		Becky Kennedy	B	
16	Development Publications upgrades	Development Services	1-91-55-70008	29,000		4,000	John Bogley	B	
17	Connecting Whitties through the Life After Whitman Program	Alumni Relations	1-86-56-70009	164,830		10,000	Nancy Mitchell	B	

# Whitman College

Request form for 2018/2019 budget

Prioritize;  
Highest - A  
Medium - B  
Lowest - C

Vice-President for Development & Alumni Relations

Memo or justification

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|----|--|
| 11 | This reallocation will support purchase of software program called Knowledgesync--a notification system that alerts users via email/text/calendar/other of changes in our database. This will aid in capacity screening, prospect gift tracking, interdepartmental notifications of gifts, death notices to key staff, and research alerts (updates in giving capacity). This also includes an additional two licenses for LexisNexis--a lynchpin in our prospect research efforts.  |
| 12 | This provides the balance of the funding we need to accomplish what is described in number 5 above.  |
| 13 | To be funded from surplus with \$8,700. Developing a culture of philanthropy on campus is an important part of growing the number of donors to Whitman--and of ensuring that our students come to appreciate even more how Whitman is the product of both the cost of tuition, but also the generous gifts of our alumni parents and friends. This program is aimed at deepening knowledge about Whitman and how philanthropy makes a difference in daily life on campus. A collaborative project between Annual Giving and Alumni Relations, the engagement of so many students in the idea of how Whitman is funded that we will have an unprecedented number of student ambassadors on campus who can share their knowledge with classmates.  |
| 14 | To be funded from existing surplus: \$30,000. In our ongoing effort to expand our alumni donor base, Whitman now works with a product called Pledgemine. This product allows us to create publications tailored to specific donor segments with special text and images. This is an invaluable leveraging of an outside vendor to extend our reach and personalization at significantly lower cost than additional staff.  |
| 15 | We are unable to meet existing research and data analysis needs as we build toward a comprehensive campaign. A half-time position was eliminated from our team a year ago and it has just not been possible for us to gain the additional momentum we need to identify, research and push forward new potential donors to our fundraisers.   |
| 16 | It is time to expand our upgrade of development publications. At present, our office has a publications budget that covers only the printing of our Annual Report of Gifts. We seek to build our budget to produce materials that can present our case for scholarships, internships, the Student Engagement Center, and other college initiatives, whether we are in a comprehensive campaign or not. When these funds are combined with \$7,000 in internal reallocations, we can accomplish some important work in this area.   |
| 17 | Funded through internal reallocation of \$10,000: the Whitties Helping Whitties career networking programs take place in Seattle, Portland, and San Francisco. This joint venture with the SEC has been funded to the tune of \$17,000 annually by alumni relations, with a modest contribution of \$4,000 from the SEC. This year, we begin our expansion of the program to include Walla Walla, Denver, New York, and Washington, DC. This funding will enable us to serve more of our students interested in living/working in these areas and more deeply connect them to our alumni who are eager to help. Thanks to the conversation of LiveWire (a printed publication for alumni 0-10 years out) and the Fifty-Plus newsletter (for those who graduated 50 more more years ago) to online newsletters, we accumulate savings of about, most of which is being reallocated to support the expanded Whitties Helping Whitties program. |

**Whitman College**

Request form for 2018/2019 budget

Prioritize;  
Highest - A  
Medium - B  
Lowest - C

**VP for Diversity and Inclusion**

	Description of budget request (note here if one-time expense)	Department or budget name	Department Datatel number	2018 Discretionary Budget amount	Personnel costs without OPE	Non- personnel costs	Responsible staff person or position	Officer Priority	Cabinet Priority
	<b>Total for cabinet A priorities</b>				<b>0</b>	<b>15,000</b>			
1	Increase discretionary budget	International Student Program	1-81-43-90003	15,168		7,500	Kazi Joshua	A	A
2	Increase discretionary budget	Intercultural Center	1-81-42-90002	43,205		7,500	Kazi Joshua	A	A

**Whitman College**

Request form for 2018/2019 budget

Prioritize;  
Highest - A  
Medium - B  
Lowest - C

VP for Diversity and Inclusion

Memo or justification

1 Our work with international students has increased corresponding to the gradual increase of international students at Whitman. Our orientation program in particular, which we now hold on campus has incurred costs in the last 2 years that we have had to support from other parts of our budget. we project that even if the number of international students remains constant as of the current first year class, the cost of the orientation program and related costs will increase. The \$7,500.00 requested increase is therefore a modest approximation of this cost. We are aware of the limits under which the budget year occurs and therefore tried to make a request within parameters of what might be considered necessary.

2 The same rationale above applies regarding our under represented students and their gradual increase in the Whitman population. Here there are a number of programs that we have started and want to continue to support. For instance, The "Leadership scholars" program does not require too many new resources but does require a dinner a month and a retreat at the end of the year. We have also had to introduce student intern positions for specific support of some affinity groups associated with the IC (FGWC, For US By Us, Freedom Songs, etc). It has also become clear to us that our work with the summer fly in program needs to be on going, so we now have several times in the semester brought the summer fly in students together for follow up work, and in those instances, we provide modest meals, those are increases in the operational budget that we can no longer continue to bear on a kind of "shoe string".

**Associated Students of Whitman College Budget Priorities:**  
Outdoor Program Rental Shop Manager

**Context:**

The position of the OP Rental Shop Manager has a complicated history. Originally, ASWC purchased all of the shop's rental equipment. The shop gradually replaced this equipment with equipment it purchased with its own funds. During this time, ASWC was paying the shop's student employees, which created significant logistical difficulties. At this time, ASWC renegotiated its relationship with the shop such that it would pay for a full-time, salaried manager position, and not pay the hourly wages of student employees. The manager has become an integral part of the shop's operations, allowing it to become, from the College's perspective, self-sustaining. However, the OP Rental Shop is not self-sustaining. Instead, ASWC pays \$51,129 towards the position of the OP Rental Shop Manager, which allows the shop to function as it does. The OP Rental Shop Manager salary is approximately 10% of ASWC's annual budget.

The OP Rental Shop is an integral part of Whitman's identity and mission. Both the President's draft of the mission statement and the draft of the mission statement offered by ASWC make reference to the Walla Walla Valley. Our Outdoor Program takes a prominent position in Whitman's marketing materials, and students choose Whitman based on the culture and services it creates. The Outdoor Program could not function in its current iteration without the rental shop, which in turn relies on its manager in order to meet the demands of the OP.

**Plan:**

The Associated Students of Whitman College view the reallocation of the Outdoor Program Rental Shop Manager's salary onto the college's payroll as one of its top budget priorities. The role of the Rental Shop Manager has grown considerably in its time, and while ASWC strongly supports the position and values its contribution to both Whitman students and the broader Whitman community, it believes that both groups would be better-served by moving the salary onto the College's books. This would provide a more unified organizational structure to the OP, and allow it to finally operate fully independently of ASWC. This is also the desire of the Manager herself.

Accessibility is a key value of both Whitman College and ASWC. Currently, ASWC is financially inaccessible to students who rely on money from work that pays at least a minimum wage, because the average ASWC employee makes \$3.87 an hour. I am creating a plan to implement a minimum wage for all ASWC employees over the course of several years without severely impacting ASWC's ability to serve its constituents. The reallocation of the OP Rental Shop Manager position is a key component of this plan. Without it, ASWC would be unable to implement a minimum wage without severely impacting the services it provides Whitman students on the whole.

Thank you for your consideration,

Chris Meabe and AnnaMarie McCorvie,  
Finance Chair and President, Associated Students of Whitman College



ASSOCIATED STUDENTS OF  
WHITMAN COLLEGE  
STUDENT SENATE  
FALL SEMESTER 2017

IN THE SENATE  
RESOLUTION SRF17.4

WRITTEN BY: JOE JOLLEY '19, CHARLIE SCHNEIDER '20, TYEE WILLIAMS '19, GENEAN WRISLEY '19, RYAN GARRETT '18

SPONSORED BY: Omar Aldahleh '20, Emma Bishop '18

SIGNATORIES: Olivia Nicholas '18, Anthony Reale '19, Bryn Louise '19

*A Resolution Supporting the Implementation of More Rooftop Solar Panels on Campus*

WHEREAS Whitman uses 13,553,500 kWh of electricity by way of emitting 11, 183 metric tons of CO<sub>2</sub> per year at a cost of \$1,097,330<sup>1</sup>; and

WHEREAS Whitman College's reported emissions is 24,526.5 metric tons of CO<sub>2</sub>, which is over 20% higher than Colby College and Macalester College who emit 19,170 and 19,351 respectively<sup>234</sup>; and

WHEREAS the average CO<sub>2</sub> emitted per full time enrollment at institutions of higher education is 7.67 metric tons, and Whitman College's average is 16.88 metric tons of CO<sub>2</sub><sup>5</sup>; and

WHEREAS the electricity blend currently used by Whitman College is 62.97% coal-derived electricity and only 12.26% renewable energy<sup>6</sup>; and

WHEREAS Whitman has pledged in its 2016 Climate Action Plan to be carbon neutral by 2050 in major part through reductions to its energy related emissions<sup>7</sup>; and

WHEREAS the Associated Students of Whitman College (ASWC) has already recognized several clubs dedicated to the reduction of Whitman College's carbon footprint such as Campus Climate Coalition and Divest Whitman, demonstrating student commitment to this issue; and

WHEREAS rooftop solar panels are one of the most effective ways to reduce carbon emissions<sup>8</sup>; and

WHEREAS rooftop solar panels are \$30 to \$200 cheaper per ton of carbon dioxide when factoring in the external costs<sup>9</sup>; and

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<sup>1</sup> Office of Sustainability

<sup>2</sup> Office of Sustainability

<sup>3</sup> Colby College's Climate Action Plan:

<http://www.colby.edu/environmentalstudies/wp-content/uploads/sites/45/2013/10/Climate-Action-Plan-July-2010.pdf>

<sup>4</sup> Macalester College's Institutional Action Plan for Carbon Neutrality: <https://www.macalester.edu/sustainability/data-reports/macalestercarbonneutrality052009.pdf>

<sup>5</sup> Office of Sustainability

<sup>6</sup> Pacific Power: <https://www.pacificpower.net/ya/po/otou/fsei.html>

<sup>7</sup> Whitman College Climate Action Plan: <https://www.whitman.edu/Documents/Whitman%20Climate%20Action%20Plan%20-%20May%202016.pdf>

<sup>8</sup> Paul Hawken, *Drawdown: The Most Comprehensive Plan Ever Proposed to Reverse Global Warming* (London:Penguin, 2017), 8-11

<sup>9</sup> Office of Sustainability

WHEREAS the average lifetime of rooftop solar panels is thirty years<sup>10</sup>; and

WHEREAS the average payback time of rooftop solar panels is only ten to twenty years<sup>11</sup>; and

WHEREAS rooftops of campus buildings have a lifespan of thirty to fifty years<sup>12</sup>; and

WHEREAS none of the rooftops on campus, with the exception of the Bratton Tennis Center, are currently being utilized for the generation of solar energy.

THEREFORE BE IT RESOLVED by January of 2019, Whitman College, the Office of Sustainability, and the ASWC Sustainability Committee should determine which campus roofs are best suited for solar panels and will determine the payback times required for implementing solar panels on those roofs; and

BE IT FURTHER RESOLVED that every time a roof is replaced or installed, Whitman College will ask for bids on implementing solar panels from appropriate contractors; and

BE IT FURTHER RESOLVED that whenever a rooftop is replaced the Campus Sustainability Coordinator and the ASWC Sustainability Director will be consulted about the feasibility of implementing rooftop solar panels.

Distributed to:

President Kathy Murray

Vice President for Student Affairs and Dean of Students Daren Mooko

Vice President for Communications and Public Relations Joshua Jensen

Dean of Students' Office Vice President for Diversity and Inclusion Kazi Joshua

Vice President for Development and Alumni Relations John Bogley

Provost and Dean of Faculty Alzada Tipton

Chair of the Faculty Melissa Clearfield

Chief Financial Officer Peter Harvey

Chief Information Officer Dan Terrio

Health Center Director Claudia Ness

Whitman College Board of Trustees

Whitman College Student Body

Whitman College Faculty

Whitman Wire

The Union Bulletin

The Office of Sustainability

Organic Garden

Campus Climate Coalition

Divest Whitman

The Outhouse (Environmental House)

The President's Sustainability Advisory Committee

Physical Plant Staff

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<sup>10</sup> Office of Sustainability

<sup>11</sup> Office of Sustainability

<sup>12</sup> Office of Sustainability

DATE: \_\_\_\_/\_\_\_\_/\_\_\_\_,

In the Senate, of the Associated Students of Whitman College, this legislation:

PASSED - FAILED

By a vote of:

\_\_\_\_ In Favor / \_\_\_\_ Opposed / \_\_\_\_ Abstaining

DATE: \_\_\_\_/\_\_\_\_/\_\_\_\_,

With the signature of the President of the Associated Students of Whitman College, this legislation is APPROVED;

AnnaMarie McCorvie, '18  
President | The Associated Students of Whitman College