

TO: Budget Advisory Committee
FROM: Peter Harvey, Treasurer
RE: October 25, 2013 Committee Meeting Materials

Review of 2012-2013 Budget Results

Attached is the 2012-2013 year end budget report. The College ended the year with a \$1.1 million net tuition revenue surplus. The surplus was due to a combination of higher than expected enrollment levels, and lower than expected financial aid costs for both new students and returning students.

Academic and administrative departments had surpluses for the year of \$939,000. At the same time, departments spent down previous year surpluses by \$576,000, resulting in an increase in departmental surpluses of \$363,000. There was \$376,000 in staff salary and fringe benefits savings due to unfilled staff positions which were designated to the fringe benefits reserve. There was \$615,000 in surpluses in auxiliary services (residence life and food service) which were designated to their respective reserves. The College had \$248,000 in surplus unrestricted gifts beyond those needed to support the operating budget. The trustees designated the net tuition revenue surplus and the surplus unrestricted gifts to endowment to support top priorities in the capital campaign.

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

2013-2014 Forecast

The following is a comparison of fall 2012 with fall 2013:

	<u>Fall 2012</u>	<u>Fall 2013</u>
FTE Enrollment	1518	1594
Gross Tuition	31,725,564	34,382,825
Financial Aid	(11,112,464)	(11,778,126)
Net Tuition Revenue	20,613,100	22,604,126
Fall Overall Discount Rate	35.03%	34.26%
Fall First-Year & Transfer Discount Rate	32.5%	37.21%

Net Tuition Revenue Forecast

Preliminary forecasts estimate an overall discount rate for the year of 34.0% to 34.5%; close to the budget rate of 34%. Total enrollment for the year is projected to be 1555 to 1575 students, very close to the budget enrollment of 1554. Recall total enrollment is significantly higher than last year because the College is now counting Off-Campus Studies students.

There are still many unknown variables including spring transfer students, students going on and returning from leaves of absence, spring off-campus studies students, and the financial need of these students. Staff is forecasting net tuition revenue being within \$100,000 of budget, plus or minus.

Budget Modeling

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

- 1540 student FTE
- 3.0% tuition increase
- 34.0% discount rate
- 5% endowment payout rate
- 7% investment return on endowment
- 3% faculty and staff salary pools
- 37% fringe benefits rate
- No new expenses added

Using these assumptions the model indicates \$864,000 in funds available. This model indicates some financial flexibility to adjust key assumptions and/or invest in key strategic priorities. Obviously, there will also be budget requests coming from budget officers and ASWC that will also be considered for funding.

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

10 FTE students	\$293,000
1% change in tuition	409,000
.5% change in discount rate	332,000
1% change in faculty and staff salary pools	407,000

Compensation for Faculty and Staff

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

Priorities for the College

Attached is the Whitman College Strategic Plan – 2013. The Strategic Plan includes the top priorities for each officer of the College.

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

Proposed 2014-2015 Planning Assumptions

At the November governing boards meetings, the trustees will be asked to approve a set of planning assumptions for the administration to use in developing the 2014-2015 budget. The attached proposed assumptions are meant to be broad enough to provide reasonable flexibility in finalizing the budget, but at the same time, provide realistic expectations of what changes should be to key elements such as tuition and salary pools.

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

**Whitman College
Budget Report**

	2011/12 Approved Budget	% of Total	2011/12 Actual Restated	2012/13 Approved Budget	% of Total	2012/13 Actual
CURRENT FUND SOURCES						
Full-time equivalent students	1,475		1,528	1,475		1,484
Annual tuition charge	40,180			41,790		
Annual tuition increase	4.50%			4.00%		
Discount rate	39.50%		37.81%	37.00%		35.62%
TUITION & FEES	59,265,500		61,401,477	61,640,250		62,000,809
LESS UNRESTRICTED FINANCIAL AID	(17,477,152)		(17,508,892)	(16,698,601)		(15,770,554)
LESS RESTRICTED FINANCIAL AID	<u>(5,932,721)</u>		<u>(5,708,668)</u>	<u>(6,108,292)</u>		<u>(6,314,790)</u>
SUBTOTAL INSTITUTIONAL AID	<u>(23,409,873)</u>		<u>(23,217,560)</u>	<u>(22,806,893)</u>		<u>(22,085,344)</u>
NET TUITION REVENUE	35,855,627	64%	38,183,917	38,833,357	64%	39,915,465
INSTRUCTIONAL FEES	379,616	1%	375,760	379,616	1%	401,468
PRIVATE GIFTS & GRANTS	1,150,000	2%	1,448,473	1,150,000	2%	1,398,293
FEDERAL FINANCIAL AID	340,000	1%	336,783	340,000	1%	330,442
ENDOWMENT INCOME	16,457,962	29%	16,457,962	17,474,612	29%	17,474,612
INVESTMENT INCOME	100,000	0%	77,561	50,000	0%	71,235
MISCELLANEOUS INCOME	266,000	0%	268,847	266,000	0%	249,756
ASWC FEES	470,840	1%	486,701	484,965	1%	498,322
SPONSORED PROGRAMS	250,000	0%	249,054	410,000	1%	533,628
AUXILIARY TRANSFER	<u>991,339</u>	<u>2%</u>	<u>991,339</u>	<u>1,001,440</u>	<u>2%</u>	<u>1,001,440</u>
SUBTOTAL EDUCATION & GENERAL	<u>56,261,384</u>	<u>100%</u>	<u>58,876,397</u>	<u>60,389,990</u>	<u>100%</u>	<u>61,874,661</u>
RESIDENCE HALLS	3,829,693	39%	4,036,373	3,968,000	39%	3,943,989
FOOD SERVICE	4,058,207	42%	4,335,965	4,220,000	42%	4,247,501
BOOKSTORE	1,232,471	13%	1,140,977	1,245,000	12%	1,147,847
OTHER AUXILIARY	<u>630,995</u>	<u>6%</u>	<u>578,223</u>	<u>660,000</u>	<u>7%</u>	<u>592,108</u>
SUBTOTAL AUXILIARY	<u>9,751,366</u>	<u>100%</u>	<u>10,091,538</u>	<u>10,093,000</u>	<u>100%</u>	<u>9,931,445</u>
TOTAL CURRENT FUND SOURCES	<u>66,012,750</u>		<u>68,967,935</u>	<u>70,482,990</u>		<u>71,806,106</u>

**Whitman College
Budget Report**

	2011/12 Approved Budget	% of Total	2011/12 Actual Restated	2012/13 Approved Budget	% of Total	2012/13 Actual
CURRENT FUND USES						
Faculty salary change	0.5%			3.0%		
Staff salary change	0.5%			3.0%		
Fringe benefit rate - OPE	39.0%			39.0%		
INSTRUCTION	21,043,283	40%	20,432,955	22,302,382	39%	21,757,110
ACADEMIC SUPPORT	7,252,468	14%	6,707,068	7,822,095	14%	7,449,970
SPONSORED PROGRAMS	250,000	0%	229,103	410,000	1%	588,691
STUDENT SERVICES	7,013,818	13%	7,177,359	7,578,662	13%	7,422,723
INSTITUTIONAL SUPPORT	9,540,808	18%	8,933,045	10,151,240	18%	9,803,426
PHYSICAL PLANT	7,691,308	15%	7,723,790	8,603,246	15%	8,691,608
FEDERAL FINANCIAL AID	183,750	0%	172,695	180,000	0%	172,500
SUBTOTAL EDUCATION & GENERAL	<u>52,975,435</u>	<u>100%</u>	<u>51,376,015</u>	<u>57,047,625</u>	<u>100%</u>	<u>55,886,028</u>
RESIDENCE HALLS	3,364,693	36%	2,897,498	3,499,000	37%	2,858,791
FOOD SERVICE	4,025,906	44%	4,110,699	4,157,257	44%	4,105,783
BOOKSTORE	1,206,721	13%	1,108,334	1,240,000	13%	1,234,820
OTHER AUXILIARY	630,995	7%	570,512	660,000	7%	579,782
SUBTOTAL AUXILIARY	<u>9,228,315</u>	<u>100%</u>	<u>8,687,043</u>	<u>9,556,257</u>	<u>100%</u>	<u>8,779,176</u>
SUBTOTAL OPERATING EXPENSES	<u>62,203,750</u>		<u>60,063,058</u>	<u>66,603,882</u>		<u>64,665,204</u>
CAMPUS REPLACEMENT RESERVE	2,205,949	81%	2,205,949	2,289,257	81%	2,289,257
AUXILIARY REPLACEMENT RESERVE	523,051	19%	523,051	536,743	19%	536,743
SUBTOTAL REPLACEMENT RESERVE	<u>2,729,000</u>	<u>100%</u>	<u>2,729,000</u>	<u>2,826,000</u>	<u>100%</u>	<u>2,826,000</u>
ENROLLMENT CONTINGENCY	<u>1,080,000</u>		<u>1,080,000</u>	<u>1,053,108</u>		<u>1,053,108</u>
TOTAL CURRENT FUND USES	<u>66,012,750</u>		<u>63,872,058</u>	<u>70,482,990</u>		<u>68,544,312</u>
NET SOURCES / (USES)	<u>0</u>		5,095,877	<u>0</u>		3,261,794
Department net (surplus) / deficit			(904,024)			(939,604)
Salary and OPE savings			(683,646)			(376,265)
Auxiliary net (surplus) / deficit			(881,444)			(615,524)
Net tuition revenue (surplus) / deficit			(2,328,290)			(1,082,108)
Unrestricted gift income (surplus) / deficit			<u>(298,473)</u>			<u>(248,293)</u>
NET BUDGET BALANCE			<u>0</u>			<u>0</u>

Whitman College Budget Model-1

	13/14 Approved	% Total	14/15 Estimated	% Total
CURRENT FUND SOURCES				
ASSUMPTIONS				
Tuition Charge	43,150		44,440	
Annual Full-Time Paid Equivalent Students	1,554		1,540	
Tuition Charge Increase	3.25%		3.00%	
Tuition Discount Rate	34.00%		34.00%	
Endowment Payout Rate	5.00%		5.00%	
Assumed Endowment Growth	1.80% Actual		12.51% Actual	
Room Rate Change	3.25%		3.00%	
Board Rate Change	3.25%		3.00%	
TUITION & FEES	67,055,100		68,457,154	
UNRESTRICTED INSTITUTIONAL AID	(16,235,912)	71.2%	(16,269,946)	69.8%
RESTRICTED INSTITUTIONAL AID	(6,567,205)	28.8%	(7,032,869)	30.2%
SUBTOTAL INSTITUTIONAL AID	(22,803,117)		(23,302,815)	
NET TUITION REVENUE	44,251,983	66%	45,154,339	65%
INSTRUCTIONAL FEES	379,616	1%	379,616	1%
PRIVATE GIFTS & GRANTS	1,150,000	2%	1,150,000	2%
FEDERAL FINANCIAL AID	340,000	1%	340,000	0%
ENDOWMENT INCOME	18,529,998	28%	20,037,684	29%
INVESTMENT INCOME	50,000	0%	50,000	0%
MISCELLANEOUS INCOME	266,000	0%	266,000	0%
ASWC INCOME	499,514	1%	514,499	1%
SPONSORED PROGRAMS	410,000	1%	410,000	1%
AUXILIARY TRANSFER	1,001,000	1%	1,001,000	1%
SUBTOTAL EDUCATION & GENERAL	66,878,111	100%	69,303,138	100%
RESIDENCE HALLS	4,097,000	36%	4,219,910	36%
FOOD SERVICE	4,368,000	41%	4,499,040	41%
BOOKSTORE	1,187,000	12%	1,187,347	11%
OTHER AUXILIARY	668,000	6%	674,323	6%
SUBTOTAL AUXILIARY	10,320,000	100%	10,580,620	100%
TOTAL CURRENT FUND SOURCES	77,198,111		79,883,758	

Whitman College Budget Model-1

	13/14 Approved	% Total	14/15 Estimated	% Total
CURRENT FUND USES				
ASSUMPTIONS				
Faculty Salary Change	4.00%		3.00%	
Staff Salary Change	4.00%		3.00%	
Fringe Benefit Rate - OPE	37.75%		37.00%	
INSTRUCTION	25,873,447	41%	26,520,647	41%
ACADEMIC SUPPORT	8,698,520	14%	8,892,992	14%
SPONSORED PROGRAMS	410,000	1%	410,000	1%
STUDENT SERVICES	8,171,375	13%	8,355,842	13%
INSTITUTIONAL SUPPORT	10,680,040	17%	10,948,787	17%
PHYSICAL PLANT	8,862,391	14%	9,005,212	14%
FEDERAL FINANCIAL AID	180,000	0%	180,000	0%
SUBTOTAL EDUCATION & GENERAL	<u>62,875,773</u>	<u>100%</u>	<u>64,313,480</u>	<u>100%</u>
RESIDENCE HALLS	3,628,000	37%	3,734,910	37%
FOOD SERVICE	4,305,000	44%	4,430,040	44%
BOOKSTORE	1,177,000	12%	1,182,347	12%
OTHER AUXILIARY	668,000	7%	674,323	7%
SUBTOTAL AUXILIARY	<u>9,778,000</u>	<u>100%</u>	<u>10,021,620</u>	<u>100%</u>
SUBTOTAL OPERATING EXPENSE	72,653,773		74,335,100	
CAMPUS REPLACEMENT RESERVE	1,941,000	78%	2,024,000	78%
AUXILIARY REPLACEMENT RESERVE	542,000	22%	559,000	22%
SUBTOTAL REPLACEMENT RESERVE	<u>2,483,000</u>	<u>100%</u>	<u>2,583,000</u>	<u>100%</u>
ENROLLMENT CONTINGENCY	1,351,012		1,391,000	
OCS RESERVE	710,326		710,000	
TOTAL CURRENT FUND USES	<u>77,198,111</u>		<u>79,019,100</u>	
NET SOURCES / (USES)	<u>0</u>		<u>864,658</u>	

The Whitman College Strategic Plan – 2013

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

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

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

Strategy 1.1 Strengthen general education components of academic program.

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|--------------|---|--|
| Tactic 1.1.1 | Enhance skills in written and oral articulation for all students by, e.g., exploring possible creation of combined Rhetoric/Composition program; continuing to integrate Written and Oral Communications Initiative into major programs; reorganizing the Writing Center; and incorporating faculty training in the pedagogy of writing into Encounters; etc. | Kaufman-Osborn,
Perfetti, Committee of
Division Chairs |
| Tactic 1.1.2 | Enable students to better integrate what they learn in different courses as well as to integrate their curricular and extra-curricular activities. | Kaufman-Osborn,
Associate Deans,
Leavitt |
| Tactic 1.1.3 | Strengthen interdisciplinary programs (e.g., by providing adequate staffing and formal institutionalization in processes of faculty governance). | Kaufman-Osborn |
| Tactic 1.1.4 | Sustain and expand Cross-Disciplinary Learning and Teaching Initiative. | Kaufman-Osborn |

The Whitman College Strategic Plan – 2013

Tactic 1.1.5	Explore and expand opportunities for faculty appointments that support cross-disciplinary curricular initiatives.	Kaufman-Osborn, Committee of Division Chairs
Tactic 1.1.6	Issue call for Innovation in Teaching and Learning proposals for 2013-14.	Kaufman-Osborn
Tactic 1.1.7	Enhance quality of instruction in <i>Encounters</i> (by, e.g., incorporating results of 2013 faculty survey of General Studies 145/46; extending time for presentations during weekly faculty meetings; reducing number of tests on the syllabus; etc.).	Golden, Majumdar
Tactic 1.1.8	Assess existing major programs in light of strategic planning of curriculum (in 2013-14, the Departments of Classics, Physics, and Politics).	Kaufman-Osborn, Golden, Committee of Divisions Chairs
Tactic 1.1.9	Explore ways to implement meaningful, ongoing assessment in programs that currently have no assessment mechanism, such as Encounters, the Global Studies Initiative, and SSRA.	Golden
Tactic 1.1.10	Explore ways to further extend the impact of the Global Studies Initiative on student learning by e.g., 1) creating linkages with short-and long-term, foreign and domestic off-campus study programs and globally-oriented internship opportunities; 2) establishing connections with existing interdisciplinary area studies programs; 3) fostering integration, when appropriate, of various visiting educator programs and campus lectures and related events; 4) engaging in assessment of the current state of language teaching across the curriculum and generation of specific recommendations for increasing the role of language study.	Kaufman-Osborn, Walters, Brick, Golden
Tactic 1.1.11	Increase endowment to sustain and expand Global Studies Initiative.	Kaufman-Osborn, Bogley, Sinnott

The Whitman College Strategic Plan – 2013

Tactic 1.1.12	Examine and, where appropriate, implement recommendations of Working Group on Global Education.	Kaufman-Osborn, Brick, Walters
Tactic 1.1.13	Explore and, where possible, implement recommendations of Working Group on Short-Term Study-Abroad Opportunities to provide additional cost-effective study abroad opportunities.	Kaufman-Osborn, Walters, Brick
Tactic 1.1.14	Conduct second year of four-year longitudinal study of student intellectual and personal growth.	Golden, Christopherson
Tactic 1.1.15	Begin process of developing, with significant faculty consultation, institution-wide student learning goals to inform future curricular planning.	Kaufman-Osborn, Golden
Strategy 1.2	Provide ongoing support for excellent teacher/scholars by ensuring competitive salaries; strengthening mentoring program for new faculty; supporting innovation; and increasing financial support for start-up budgets, scholarship and faculty/student research.	
Tactic 1.2.1	Hire qualified faculty to fill tenure-track positions in Economics, Psychology, Art History and Visual Culture Studies, English (medieval, English (creative non-fiction), Film & Media Studies, History, Physics, and Religion.	Kaufman-Osborn, Committee of Division Chairs
Tactic 1.2.2	Informed by "Building on Excellence, 2010," in order to build on existing curricular strengths, add at least one new tenure track position in established area of academic program.	Kaufman-Osborn Committee of Division Chairs
Tactic 1.2.3	Reward merit performance, make equity adjustments where appropriate, and provide competitive faculty salaries at all ranks by moving toward median of Panel of 13.	Kaufman-Osborn

The Whitman College Strategic Plan – 2013

Tactic 1.2.4	Lay groundwork for possible expansion of mentoring program to include post-tenured faculty.	Kim
Tactic 1.2.5	Assess implementation of move to a five course teaching load.	Kaufman-Osborn, Golden, Christopherson
Tactic 1.2.6	Provide support for participation in national meetings on pedagogy and academic administration (e.g., workshops for department chairs).	Kaufman-Osborn, Perfetti
Tactic 1.2.7	Develop additional ways to integrate technology into teaching.	Kaufman-Osborn Terrio, Perfetti, Sprunger
Tactic 1.2.8	Identify ways to evaluate non-classroom modes of teaching within faculty review process.	Golden
Tactic 1.2.9	Reduce current reliance on non-tenure track faculty by filling first two of four Mellon Foundation-funded internal sabbatical leave replacement positions (History and English), plus internally-funded internal sabbatical leave replacement position in Physics, and continue to explore options for additional reductions.	Kaufman-Osborn
Tactic 1.2.10	Use results of faculty retention study conducted by Working Group on Retaining Faculty at Whitman to increase support for transition to Whitman and increase career satisfaction at all levels.	Kaufman-Osborn, Perfetti

The Whitman College Strategic Plan – 2013

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

Tactic 1.3.1	Continue to work with Northwest 5 Consortium (Reed, Willamette, Lewis and Clark, University of Puget Sound and Whitman) to share resources and increase collaboration to strengthen teacher-scholar model.	Kaufman-Osborn, Perfetti
Tactic 1.3.2	Provide opportunities for faculty, especially untenured tenure-track faculty, to enhance strategies for developing productive scholarly agendas.	Kaufman-Osborn, Perfetti
Tactic 1.3.3	Complete web-based publication to recognize scholarship of Whitman faculty and provide media guide to faculty areas of expertise.	Kaufman-Osborn
Tactic 1.3.4	Increase understanding of the diverse mentoring needs of faculty, including career stages, disciplinary backgrounds, and personal backgrounds.	Perfetti, Kim
Tactic 1.3.5	Continue to enhance the new informal review processes for untenured tenure-track faculty and identify ways in which reviews conducted in the fourth year should differ from those conducted in the second year.	Perfetti
Tactic 1.3.6	Mobilize Center for Teaching and Learning to engage in outreach aimed at involving faculty more deeply in reflection about teaching and learning.	Perfetti
Tactic 1.3.7	Provide leadership development opportunities for department chairs and other campus leaders.	Perfetti

The Whitman College Strategic Plan – 2013

Tactic 1.3.8 Ensure clear communication of standards and expectations for faculty development in the areas of research, teaching, and service.

Perfetti

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

Tactic 1.4.1 Work with faculty to improve assessment of advising program.

Golden, Carson,
Dunn

Tactic 1.4.2 Continue to build Penrose archives and collections and enhance faculty knowledge of college collections (e.g., Archives, Maxey Museum, Sheehan Gallery, natural science holdings) as well as integration of collections with classroom instruction.

Kaufman-Osborn,
Corkrum, Perfetti

Tactic 1.4.3 Monitor and evaluate the quality of student off-campus studies experiences based on those who have attended programs on the newly expanded list of approved Partner Programs (88 programs in 40 countries) via feedback from students and Whitman faculty. Additionally, in collaboration with the Treasurer's Office and Office of Financial Aid Services, monitor the financial impact on Whitman of the new fee model in which Whitman tuition is charged for off-campus studies during the academic year and assess the impact of the new fee structure on student off-campus studies enrollments, if any.

Kaufman-Osborn,
Brick

The Whitman College Strategic Plan – 2013

Tactic 1.4.4	Support student applications for and receipt of post-baccalaureate grants and fellowships by, e.g., introducing a course in grant-writing and the personal essay.	Perfetti, Raether
Strategy 1.5	Assess and modify administration of academic program to better meet the needs of the students and assist our faculty in developing a multi-year curriculum and staffing plans for academic departments and interdisciplinary programs; implementing improved assessment mechanisms; and enhancing the work of department chairs and interdisciplinary program directors.	
Tactic 1.5.1	Develop two-year curriculum and staffing plans for academic departments and interdisciplinary programs, and refine web-based Curriculum Scheduling and Planning Tool.	Golden, Giusti
Tactic 1.5.2	Review, revise, and update new department chairs handbook at end of 2013-14 academic year.	Kaufman-Osborn, Perfetti, Golden
Tactic 1.5.3	Align NWCCU Accreditation requirements with existing assessment activities.	Kaufman-Osborn, Golden, Perfetti,
Tactic 1.5.4	In accordance with practice adopted in 2009-10, conduct at least one 360 review of one PDF direct report per year.	Kaufman-Osborn
Tactic 1.5.5	Continue to refine procedures and role of Curriculum Committee in reviewing, modifying, and approving curriculum plans of all academic departments in accordance with comprehensive needs of the academic program.	Schmitz, Golden
Tactic 1.5.6	Continue to revamp current system of administering student evaluations.	Golden

The Whitman College Strategic Plan – 2013

Tactic 1.5.7 Complete review of Salary Continuation Plan and Sabbatical Leave Program. Kaufman-Osborn
CDC

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

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

- Tactic 2.1.1 Hire an Internship Coordinator. This year-round position will oversee the Center's expanding variety of internship programs. Leavitt, Cleveland
- Tactic 2.1.2 Seek additional support for internships; long-term goal is to provide enough internships for every student to have one internship opportunity during their time at Whitman. Bogley Cleveland,
Carson, Leavitt
- Tactic 2.1.3 Hire a Research Specialist. This position will capture and analyze data to demonstrate how the College prepares students for life after Whitman; to develop meaningful content and stories of students' successes and finally to collect data on our alums to have current information on what they are doing. Discuss sharing position with Institutional Research and/or Alumni Office. Cleveland, Carson,
Leavitt
- Tactic 2.1.4 Assess and evaluate expanding the physical space of the SEC. Cleveland, Carson,
Leavitt
- Tactic 2.1.5 Expand the budget for the Whitman Teaches the Movement program. Cleveland, Carson,
Leavitt
- Tactic 2.1.6 Launch International Internship program during fall 2013 for summer of 2014. Cleveland, Carson,
Leavitt

The Whitman College Strategic Plan – 2013

Tactic 2.1.7	Fund a Technology Fellow for Student Affairs to update and maintain Student Affairs websites.	Cleveland
Tactic 2.1.8	Develop assessment tools for tactics described in Strategy 2.1.	Golden, Leavitt
Strategy 2.2	Affirm a campus environment that acknowledges the importance of differences among individuals and groups.	
Tactic 2.2.1	Continue to incorporate the core value of diversity in all stages of faculty and staff searches.	Kaufman-Osborn, Hopwood, Perfetti
Tactic 2.2.2	Change/upgrade Intercultural Center Program Advisor position to Assistant Director in order to take on greater responsibilities such as planning, fall orientation for international students, creation of new programs, mentor and advise students.	Cleveland
Tactic 2.2.3	Explore ways to raise the level and priority of multicultural issues and diversity on campus by researching how our new group of comparison schools approaches the issues. This research should include some schools that have campus-wide positions that lead diversity efforts.	Cleveland, Ozuna
Tactic 2.2.4	Develop the job description and hire an Associate Dean of Students, Intercultural Programs and Services/Director of the Intercultural Center to determine if the description reflects the best interests of the college.	Cleveland
Tactic 2.2.5	Further develop the Diversity Plan for Whitman with particular focus on ensuring broad campus participation and a model for long-term sustainability.	Perfetti, Budget Officers

The Whitman College Strategic Plan – 2013

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

Tactic 2.3.1	Assess the need for and possibly fund a compliance officer which would include Title IX duties.	Cleveland
Tactic 2.3.2	Begin implementation of a student leadership development program for 2013-2014.	Maxwell, Leavitt, Adams
Tactic 2.3.3	Assess and develop plans to enhance the sophomore experience. Explore and evaluate the potential of an August Sophomore Orientation program for 2015.	Tavelli, Carson, Dunn, Maxwell, Curles
Tactic 2.3.4	Fully implement ePortfolio, which we call iConnect for co-curricular transcripts that highlight student skills and experiences.	Cleveland, Carson, Tavelli, Maxwell, Leavitt
Tactic 2.3.5	Develop comprehensive sexual violence prevention outreach program to include sexual assault, domestic/dating/partner violence and stalking. This new program will span the academic year and enhance current “Green Dot” program.	Cleveland, Carson
Tactic 2.3.6	Develop outreach programs to educate faculty, staff and student groups concerning Title IX, harassment, bullying, sexual misconduct and grievance procedures and policies.	Cleveland, Carson, Kaufman-Osborn
Tactic 2.3.7	Create a new counseling position to increase effectiveness and outreach to students from diverse backgrounds. Would prefer a person who is bi-lingual.	Cleveland, Carter
Tactic 2.3.8	Establish an interdepartmental wellness group to work on campus mental health and health issues.	Cleveland, Carter
Tactic 2.3.9	Successfully hire new Director of Security.	Tavelli, Cleveland

The Whitman College Strategic Plan – 2013

Tactic 2.3.10	Create and hire a new security officer position.	Cleveland, Tavelli
Strategy 2.4	Deliver strong varsity athletics, club sports, intramural programs, and other programs (e.g., Debate) that offer teamwork and leadership experiences for students.	
Tactic 2.4.1	Develop ongoing education programs for coaches, captains, athletic student leaders over critical issues impacting teams and programs. Send athletic department representatives to annual NCAA Conference.	Cleveland, Kaufman-Osborn, Carson, Snider
Tactic 2.4.2	Examine ways of improving athletic recruitment efforts.	Kaufman-Osborn, Snider
Tactic 2.4.3	Monitor and ensure compliance with Title IX, especially in terms of varsity athletics and club sports, for example, by taking initial steps to add women's lacrosse.	Kaufman-Osborn, Snider
Tactic 2.4.4	Continue funding for two full-time assistant athletic coaches when W Club funding expires.	Kaufman-Osborn, Snider
Tactic 2.4.5	Provide support and strategic direction for W Club.	Snider
<u>Objective 3</u>	Ensure the enrollment, retention, and graduation of an academically talented and diverse group of students that meets net tuition revenue goals and ensures a balanced budget.	
Strategy 3.1	Meet net tuition revenue and enrollment targets.	
Tactic 3.1.1	Enroll 400 first-year students and 20 transfer students in the entering class.	Cabasco
Tactic 3.1.2	Ensure enrollment of 1,554 FTE.	Cabasco

The Whitman College Strategic Plan – 2013

Tactic 3.1.3 Continue need-sensitive financial aid policy for new students, with a target of 34% - 35% discount rate. Cabasco, Ponti

Tactic 3.1.4 Continue financial aid consultant to optimize net tuition revenue goals. Cabasco

Tactic 3.1.5 Balance discount rate goals with academic profile and diversity goals. Cabasco, Ponti

Strategy 3.2 Increase the number of completed applications.

Tactic 3.2.1 Implement addition of student search to high school seniors. Cabasco/Miller

Tactic 3.2.2 Expand student search with additional purchase of names. Cabasco/Miller

Tactic 3.2.3 Add a regional admission officer position in Northern California. Cabasco/Miller

Tactic 3.2.4 Simplify Whitman Supplement by requiring only one essay to help increase applications. Cabasco/Miller

Tactic 3.2.5 Offer 60 travel vouchers of up to \$500 to prospective students to increase campus visits to help grow applications as a pilot program. Cabasco/Miller

Tactic 3.2.6 Provide fee waivers as an incentive to complete the application earlier as a pilot program. Cabasco/Miller

Tactic 3.2.7 Offer 25 internship grants to incoming students. Cabasco/Miller

Tactic 3.2.8 Make Garrett & Sherwood Leadership Scholarships an incentive for all applications to be received by December 15. Cabasco/Miller

Tactic 3.2.9 Expand international travel and recruitment in Asia. Cabasco/Miller

The Whitman College Strategic Plan – 2013

Tactic 3.2.10	Enhance Social media outreach with Zinch subscription as a pilot program.	Cabasco/Miller
Tactic 3.2.11	Create a program for current Whitman students to visit high schools.	Cabasco/Miller
Tactic 3.2.12	Enhance outreach with additional brochure, including mailing costs.	Cabasco/Miller
Tactic 3.2.13	Implement new videos and multimedia.	Cabasco/Miller
Tactic 3.2.14	Assess test-optional admission policy and make recommendation spring of 2014.	Cabasco/Miller
Tactic 3.2.15	Update print publications.	Cabasco/Miller
Strategy 3.3	Enhance admission operations to support enrollment and net tuition revenue goals.	
Tactic 3.3.1	Implement Slate CRM, in collaboration with WCTS, updating admission offices processes, communications, visit program, application processing, and online application reading.	Cabasco
Tactic 3.3.2	Assess need to update website virtual tours.	Cabasco
Strategy 3.4	Improve retention rate to 95% and graduation rate to 90%.	
Tactic 3.4.1	Continue enrollment management committee to monitor and coordinate retention efforts.	Cabasco
Tactic 3.4.2	Review and analyze retention and graduation rate data to determine potential areas where Whitman can improve.	Cabasco, Christopherson

The Whitman College Strategic Plan – 2013

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

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| Tactic 3.5.1 | Continue to cultivate and develop relationships with community-based organizations. | Cabasco |
| Tactic 3.5.2 | Continue to enhance Visit Scholarship Program. | Cabasco |
| Tactic 3.5.3 | Continue to enhance yield efforts. | Cabasco |

Objective 4 Enhance fund raising to realize the vision for Whitman's future.

Strategy 4.1 Advance Whitman's *Now Is the Time Campaign*.

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| Tactic 4.1.1 | Exceed \$144,000,000 in total campaign commitments by June 30, 2014. | Bogley |
| Tactic 4.1.2 | Continue cultivation and solicitation of first-time leadership-level (\$250,000+) donors. | Bogley |
| Tactic 4.1.3 | Re-solicit governing board members and other early campaign supporters for additional pledges. | Bogley |
| Tactic 4.1.4 | Expand travel efforts to reach more donors, more often, and in more areas. | Bogley |
| Tactic 4.1.5 | Implement new phonathon system and software to maximize participation in annual fund. | Dohe |
| Tactic 4.1.6 | Launch focused series of small group dinners with prospective major gift donors. | Bogley, Schmitz |
| Tactic 4.1.7 | Re-establish campus-based volunteer workshop. | Schmitz |

The Whitman College Strategic Plan – 2013

Tactic 4.1.8	Retain professional development consultant for major gift officers aimed at building better ROI for their work.	Bogley
Tactic 4.1.9	Retain annual giving consultant to grow number of alumni donors to the annual fund.	Dohe
Tactic 4.1.10	Complete alumni census and enter data for fundraising support and college outcomes assessment.	B. Kennedy, Schmitz
Tactic 4.1.11	Redesign and then host campaign events and receptions featuring programs that show the impact of philanthropic support on the three initiatives of the campaign.	Bogley, Schmitz
Tactic 4.1.12	Implement new model for fall 2014 reunion weekend.	Mitchell
Tactic 4.1.13	Expand alumni relations and annual giving staff to broaden programming and annual fund.	Bogley, Dohe, Mitchell
Tactic 4.1.14	Establish operation/travel budget for assistant vice president for events.	Bogley
Tactic 4.1.15	Develop plans and budget for campaign closing celebrations.	Bogley, AVP, Schmitz
Strategy 4.2	Raise funds for campaign priorities and other special initiatives.	
Tactic 4.2.1	Build Whitman's Academic Strength through gifts and grants to deepen and broaden the curriculum, strengthen the faculty, expand opportunities for student-faculty research, improve student learning, an expanded internship program, and necessary equipment and technology to support the initiatives.	Bogley

The Whitman College Strategic Plan – 2013

Tactic 4.2.2 Endow Whitman's commitment to access and affordability through expanded need and merit-based scholarships. Bogley

Tactic 4.2.3 Build Whitman's financial strength through increased funding of unrestricted endowments and increased unrestricted giving to support the annual operating budget through the annual giving program. Bogley

Objective 5 Advance Whitman's strategic communications to enhance the college's visibility to important local, national and international audiences.

Strategy 5.1 Recruit and appoint Chief Communications Officer to oversee Office of Communications.

Tactic 5.1.1 Complete work with Isaacson, Miller in identifying and interviewing finalists for CCO position. Bridges

Tactic 5.1.2 Appoint new CCO and assist in the leadership transition from the interim director to CCO in Fall 2013. Bridges

Strategy 5.2 Implement key recommendations from communications external review.

Tactic 5.2.1 Establish campus editorial/content committee with representation from admission, alumni, development, athletics, student services, and faculty. CCO

Tactic 5.2.2 Establish advisory panel of alumni and parents with marketing and communications expertise. CCO

Tactic 5.2.3 Reconsider the segmentation strategies utilized for alumni publications. CCO, Bogley, Mitchell

The Whitman College Strategic Plan – 2013

Tactic 5.2.4 Assess and make recommendations of staffing configuration of Office of Communications in consultation with the president. CCO

Strategy 5.3 Building communications office infrastructure to support the college's strategic plan.

Tactic 5.3.1 Within the first six months of filling the new CCO position create a strategic communications plan to build market position, strengthening the College, overall, and with particular focus on supporting admission, alumni relations, and development efforts. CCO

Tactic 5.3.2 Hire digital communications director. CCO

Tactic 5.3.3 Expand video footage acquisition program to better tell the Whitman Story in a compelling manner to prospective students and alumni and friends. CCO

Tactic 5.3.4 Complete implementation of mobile website. CCO, Terrio

Tactic 5.3.5 Establish web content owners group to better utilize the CMS and web capabilities and increase individual departmental ownership of content. CCO

Objective 6 Provide the resources necessary to support excellent staff and facilities.

Strategy 6.1 Support a culture of excellence, innovation and collaboration that attracts and retains quality staff, honors employee contributions and invest in developing people to ensure organizational sustainability.

Tactic 6.1.1 Provide competitive staff salaries compared to peer institutions. Harvey, Hopwood

The Whitman College Strategic Plan – 2013

Tactic 6.1.2	Review performance assessment system to ensure excellent performance is rewarded through merit pay.	Hopwood
Tactic 6.1.3	Continue to support access to adequate child care services through Kids Place and by facilitating the sharing of information on other community resources.	Hopwood
Tactic 6.1.4	Continue spouse and partner support in finding employment and housing at Whitman and throughout the Walla Walla Valley.	Hopwood, Kaufman-Osborn
Tactic 6.1.5	Conduct two to three external reviews of administrative departments per year.	Hopwood
Tactic 6.1.6	Continue succession planning for key administrative staff positions.	Hopwood
Tactic 6.1.7	Complete year one of staff leadership development program and develop curriculum for year two.	Hopwood
Strategy 6.2	Ensure that Whitman facilities support the evolving needs of the college.	
Tactic 6.2.1	Ensure appropriate funding to replace facilities components in accordance with life cycle plan by reviewing life cycle funding model annually.	Harvey
Tactic 6.2.2	Implement process for prioritizing future academic and administrative facilities renovations to be funded out of enrollment contingencies.	Harvey, Kaufman-Osborn
Tactic 6.2.3	Continue to renovate key facilities (e.g., Science and Music Buildings) as needed to accommodate new faculty positions.	Kaufman-Osborn, Harvey, Beck

The Whitman College Strategic Plan – 2013

Tactic 6.2.4 Augment Science Equipment Maintenance budget, with aim of eventually providing adequate funding for purchase of maintenance contracts, as well as other critical equipment budgets (e.g., Fine Arts). Kaufman-Osborn

Tactic 6.2.5 Continue to incorporate sustainable design elements into renovations and new construction projects where practicable. Park

Tactic 6.2.6 Continue to incorporate barrier free design elements into renovations and new construction where practicable. Park

Strategy 6.3 Promote long term financial stability through effective planning.

Tactic 6.3.1 Review strategic plan annually and ensure priorities are linked with budget modeling. Budget Officers

Tactic 6.3.2 Promote technology to enhance efficiencies and reduce expenses. Budget Officers

Tactic 6.3.3 Regularly review programs to ensure they are still central to the mission. Budget Officers

Tactic 6.3.4 Explore opportunities to reallocate existing resources to fund new initiatives and priorities. Budget Officers

Tactic 6.3.5 Promote sustainability practices to more efficiently utilize resources and facilities. Budget Officers

Tactic 6.3.6 Refine the zero-based contingent faculty staffing model, adopted in 2010-11, in order to cost-effectively allocate contingent faculty positions. Kaufman-Osborn

The Whitman College Strategic Plan – 2013

Tactic 6.3.7 Conduct workshops regularly with department heads to enhance awareness of the college operating budget and internal controls. Ensure key new staff members receive training in a timely manner. Froese

Objective 7 Continuously enhance the overall student experience, in partnership with faculty and staff, through the creative and innovative use of technology.

Strategy 7.1 Assist faculty in the pursuit of academic excellence through innovative and creative uses of technology in teaching and learning.

Tactic 7.1.1 Study current faculty/department uses of technology in teaching, learning and scholarship. Sprunger, ILT Team

Tactic 7.1.2 Promote conversations between faculty who use identical or very similar technologies in teaching and learning, inviting student participation as appropriate. Terrio, Sprunger

Tactic 7.1.3 Investigate ways to partner with the Provost's office and the Committee of Division Chairs (CDC) with regards to instructional and learning technology plans and initiatives. Sprunger, Lubbers

Tactic 7.1.4 Partner with the CTL to implement effective faculty development opportunities. Sprunger

Strategy 7.2 Ensure effective and efficient processes and procedures through the use of technology that promote community success.

Tactic 7.2.1 Complete process mapping/analysis and associated process improvements in HR and then conduct the same process with another administrative office; resources to be determined when process improvements are identified. Singer

The Whitman College Strategic Plan – 2013

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| Tactic 7.2.2 | Evaluate (13-14) and implement (14-15) technology solution(s) to aid workflow and processes that require document/form routing and approval towards eliminating paper (i.e. Registrar, Business Office). | Quiner |
| Tactic 7.2.3 | Pilot a Business Intelligence software solution to demonstrate dashboards, assessing its success and then making recommendations for next steps towards a broader Business Intelligence and Analytics Strategy. | Griffith |
| Tactic 7.2.4 | Implement new online course evaluation system for fall 2013 evaluation period. | Quiner |

Strategy 7.3 Maintain a robust technology infrastructure and security posture to support the operations of the College and protect its information assets.

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| Tactic 7.3.1 | Continue to implement a redundant and flexible network and server architecture. | Kelly |
| Tactic 7.3.2 | Complete Phase II of the wireless upgrade, which includes most of the major academic buildings and request increase to network life cycle budget to account for the new equipment. | Kelly |
| Tactic 7.3.3 | Implement Phase III (final phase) of wireless network upgrade (Summer 2014) and request increase to the network life cycle budget to account for the new equipment. | Kelly |
| Tactic 7.3.4 | Investigate "cloud-sourced" solutions for enterprise applications and services, such as the feasibility of moving all faculty and staff to Google Email, hosting the Ellucian Colleague ERP services, and enterprise and/or workstation backup. | WCTS Leadership Team |

The Whitman College Strategic Plan – 2013

Tactic 7.3.5 Implement a hosted (cloud) solution for the College’s website in the summer/fall of 2014 to provide better reliability, uptime, redundancy and recoverability (\$18,000 annually).

Tactic 7.3.6 Assess and promote options for web file storage/sharing towards the elimination of Netfiles.

WCTS Leadership Team

Strategy 7.4 Foster student success and enrich the overall student experience (with technology).

Tactic 7.4.1 Develop advising tools in partnership with Academic Resources Center and Office of the Registrar.

Singer

Tactic 7.4.2 Move the registration functions to the MyWhitman portal and work with the Office of the Registrar to improve functionality of these tools.

Singer

Tactic 7.4.3 Support the implementation of the mobile whitman.edu site.

Terrio, Bogley

Tactic 7.4.4 Begin the mobile implementation of the my.whitman.edu portal.

Singer

Tactic 7.4.5 Provide meaningful student employment in WCTS that creates opportunities for students to develop technology and information aptitudes (marketable/practical skills) creating a student position in Enterprise Technology (maximum of 10 hours per week during the academic year and 40 hours per week during the summer).

Osterman

Tactic 7.4.6 Working with STAC and ASWC, participate in the ECAR (EDUCAUSE Center for Applied Research) survey.

Sprunger

The Whitman College Strategic Plan – 2013

Strategy 7.5 Promote and support collaborative opportunities that advance Whitman strategic priorities/initiatives.

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| Tactic 7.5.1 | Work with the Provost's office to continue to advance the work of the NW5C consortium through the appropriate use of collaborative technology tools. Begin to explore ways of rendering Northwest 5 Consortium financially self-sustaining. | Terrio, Kaufman-Osborn, Perfetti, Bogley, Sinnott |
| Tactic 7.5.2 | Explore attending non-IT professional organizations' conferences, particularly with other staff or faculty from Whitman (i.e. NACUBO, AACRAO, SCUP, etc.). | WCTS Leadership Team |
| Tactic 7.5.3 | Promote participation by Whitman constituents in consortia events such as ISIS and EDUCAUSE ELI through a pilot "scholarship program." | Terrio, Sprunger |
| Tactic 7.5.4 | Participate in assessment of alumni directory and career network solutions in partnership with Development, Alumni Relations, and Student Engagement Center. | Quiner |

Strategy 7.6 Continue to strengthen the information security posture to protect the information assets of the College.

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| Tactic 7.6.1 | Implement secure workstation configuration on all high value/risk workstations (removing administrator privileges to prevent installation of malicious software and implementing Microsoft System Center to further automate patch/update management for both servers and high risk/value workstations). | Osterman |
| Tactic 7.6.2 | Proactively scan the network and local (high/risk value) workstations for unencrypted personally identifying information (PII) and review procedures with offices for encrypting files with PII, reporting needs and document retention. | Osterman |

The Whitman College Strategic Plan – 2013

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| Tactic 7.6.3 | Implement the centralized McAfee ePolicy Orchestrator for better antivirus management, configuration and detection after training for administrators. | Osterman, Kelly |
| Tactic 7.6.4 | Identify and implement a secure solution for sharing confidential information via email. | Osterman |
| Tactic 7.6.5 | Work with the Information Security Task Force to complete the Information Security Policy framework and associated policies and procedures. | Osterman |
| Tactic 7.6.6 | Improve incident response procedures when encountering infections (i.e. malware, viruses) to capture best possible forensic information. | Osterman |
| Tactic 7.6.7 | Split the current position of Deputy director of Enterprise Technology (1/2 FTE) and the Information Technology Security Officer (1/2 FTE) into two positions, making both ½ time positions full-time, creating a full-time information technology security officer and a full-time project manager (overseeing a broad portfolio of technology related projects across campus). The net result would allow us to have a full-time person dedicated to security initiatives (ever more critical) and a full-time position to manage a portfolio of projects that have technology focus, that address college priorities and promote efficiencies in operations. | Terrio |
| Tactic 7.6.8 | Implement an intrusion detection and prevention systems at the perimeter of the College network and on high risk/value workstations to enable more proactive detection and prevention of malicious activity. | Osterman, Kelly |

The Whitman College Strategic Plan – 2013

Tactic 7.6.9 Increase logging capabilities (storage space for longer retention of logs and turning on additional logging functions) for both servers and high risk/value workstations to better identify possible anomalies and incidents and provide better forensic evidence in the event of an incident.

Osterman, Kelly

2014 - 2015 PROPOSED PLANNING ASSUMPTIONS

	<u>2013-2014</u>	<u>Proposed 2014-2015</u>
Budgeted Enrollment (Forecast: 1555 - 1575) (10 students = \$293,000)	1554	1530 - 1550
Target first year & transfer students	415 FTE	410 - 420 FTE
Enrollment Contingency	47.5 FTE \$1,351,000	47.5 FTE \$1,000,000 - \$1,400,000
Tuition Increase (1% = \$409,000)	3.25%	2.0% - 4.0%
Tuition Discount (Excluding Federal Support) (Forecast: 34.0 - 35.5%) (.50% = \$332,000)	34.0%	34.0% - 34.5%
Target first year & transfer discount rate	34%	35.0% - 36.0%
Endowment Payout	5.0% \$18,530,000	5.0% \$20,637,684
Investment Income	\$50,000	\$50,000 - \$75,000
Private Gifts and Grants	\$1,150,000	\$1,150,000 - \$1,350,000
Life Cycle Contributions	\$2,483,000	\$2,583,000
Salary Pool for Faculty (1% = \$207,000)	4.0%	2.0% - 3.5%
Salary Pool for Staff (1% = \$200,000)	4.0%	2.0% - 3.5%
Fringe Benefit Rate (.50% = \$153,000)	37.75%	37.0% - 37.5%
Room Increase (1% = \$41,000)	3.25%	2.0% - 4.0%
Board Increase (1% = \$44,000)	3.25%	2.0% - 4.0%