PRESIDENT'S CABINET STRATEGIC PRIORITIES
TO THE BUDGET ADVISORY COMMITTEE
2016-2017

Each year the senior leadership of the College works with staff and faculty within their areas of responsibility to identify priorities for the coming year. The cabinet discusses the many priorities and creates a combined set of institutional priorities.

In our efforts to strengthen Whitman College as a place of excellence in student learning, both in the classroom and beyond, we have set the following goals for the 2016-2017 academic year:

- Continue to build and support a more inclusive and diverse community.
- Move forward with the Living at Whitman initiative to strengthen our undergraduate residential experience.
- Make Whitman an increasingly safe campus by bolstering policies and procedures, community education, risk management, and emergency preparedness.
- Support the College's strategic planning process to maximize transparency and engagement with the Whitman community.
- Steward the College's budget in a manner that is sustainable in this period of change and prepares the College to achieve the imperatives set forth in the strategic plan.
- Ensure that Whitman's internal and external communications are consistent and advance Whitman's strategic priorities.

The cabinet recognizes that financial constraints for the coming year mean there will be little new money for new initiatives. As the cabinet considers what should be prioritized in next year's budget, the highest priority will be given to the following goals:

- Improve access to a Whitman education by increasing the incoming student discount rate.
- Provide adequate funds to cover rising health insurance costs and offer reasonable merit salary pools.
- Phase-in debt service to help cover capital constructions costs of the Living at Whitman initiative.

Whitman College
Request form for 2017/2018 budget

Combined Requests

	Description of budget request (note here if one-time expense)	Department or budget name	Department Colleague number	Personnel costs without OPE	Non-personnel costs	Responsible staff person or position	Officer Ranking	President's Cabinet Ranking
	Total for all pages			**10,000**	**385,000**			
1	To support one student per bed policy	Athletics General	1-58-41-20108		25,000	Dean Snider	A	A
2	Minimum wage increase for students	campus wide	various		200,000	various	A	A
3	Minimum wage increase	Athletics	various	10,000		various	A	A
4	Liability insurance increase	Liability Insurance	1-00-59-40018		25,000	Peter Harvey	A	A
5	Property insurance increase	Property Insurance	1-00-60-40096		35,000	Peter Harvey	A	A
6	Expanding Admissions - Student Search	Admissions	1-00-42-50001		30,000	Adam Miller	A	A
7	Expanding Admissions - Listing Services	Admissions	1-00-42-50001		10,000	Adam Miller	A	A
8	EverTrue software	Advancement Services	1-92-55-70004		60,000	Becky Kennedy	A	A
9								

Whitman College

Request form for 2017/2018 budget

Prioritize;
Highest - A
Medium - B
Lowest - C

Combined Requests

Memo or justification

Estimated costs for student minimum wage increases going into effect January 1, 2017, per Washington State initiative. Raises minimum wage from $9.47 per hour to $11 per hour and continues to increase to $12 per hour in 2018 and $13.50 in 2019. Cabinet will explore with departments where hours can be reduced to offset this increase.
Fund estimated minimum wage increase for part-time coaches and athletic chaperones.
Total increase of $115,000 went into effect July 1, 2016. Cabinet recommends phasing in over several years by drawing down $350,000 reserve.
Increase went into effect July , 2016.
This will be a pilot program funded with President's Contingency for first year. Purchase additional names (approximately 30,000) from the College Board and the ACT for use in our student search campaign. Name purchase = $12,600 ($.042/name); $17,400 for mailing and service fees to our vendor. For a portion of the student search campaign, the admission office will handle direct mail and email communications. This initiative will help to save on costs and allow the admission staff to develop expertise in student search processing and building the funnel. If the admission team can be successful, we can decrease our reliance on an outside vendor and allocate those resources into other enrollment opportunities.
This will be a pilot program funded with President's Contingency first year. Listing services (online college search and scholarship services) is another relatively new source for names. Students who express interest in Whitman from these sources make up nearly 20% of our inquiry pool (over 5,000 inquiries) and 6-8% of our applicant pool. Staff recommends adding another 3,000 inquiries.
The program helps identify more prospects and funnel insights that help grow our donor pipeline. It is driven by Whitman data from Sage and third-party sources such as LinkedIn, Facebook, and Zillow. The product provides quick search capabilities, social media insights, and predictive modeling with an interface that will empower our staff tremendously. This is similar in impact to that which Slate has had on the Admission operation

MEMORANDUM
Whitman College – Offices of Admission

TO: Peter Harvey, Treasurer and CFO

FROM: Tony Cabasco, Dean of Admission & Financial Aid

DATE: November 9, 2016

SUBJECT: 2017-2018 Budget Requests

Admission Budget Request

<u>Expanding the Admission Funnel</u> $40,000

One of the key tactics that the Admission Office uses to generate interest and an applicant pool is the use of student search and listing services to build the inquiry pool. In 2014, staff increased the number of student search names purchased through the testing agencies, and it was one of several tactics that helped with the growth in applications in 2014. While the admission staff has continued to optimize the number of students in our inquiry pool who apply and enroll, it's time to increase the number of students at the top of our funnel to help us grow the applicant pool.

Students who are contacted initially through student search and listing services make up about 50% of our inquiry pool and 20% of our applicant pool. The net impact of the requests below can help us grow our inquiry pool by 20% or more and have the potential to increase application by 5-10%, assuming that current rates of conversion from initial contact to inquiry and inquiry to applicant holds.

1. Student Search - $30,000

Currently, we purchase 120,000 – 130,000 names each year and generate about 8,000-10,000 inquiries. In recent years, student search respondents make up about 30% of inquiry pool, the largest individual source among the top admission inquiry activities, and 10-15% of our applicant pool, the second largest source in our applicant pool next to students who submit a Common Application. Increasing the number of students we contact through student search can help us grow the number of inquiries and the applicants.

- Purchase additional names (approximately 30,000) from the College Board and the ACT for use in our student search campaign. Name purchase = $12,600 ($.042/name); $17,400 for mailing and service fees to our vendor.
- For a portion of the student search campaign, the admission office will handle direct mail and email communications. This initiative will help to save on costs and allow the admission staff to develop expertise in student search processing and building the funnel. If the admission team can be successful, we can decrease our reliance on an outside vendor and allocate those resources into other enrollment opportunities.

2. Listing Services - $10,000

Listing services (online college search and scholarship services) is another relatively new source for names. Students who express interest in Whitman from these sources make up nearly 20% of our inquiry pool (over 5,000 inquiries) and 6-8% of our applicant pool. Staff recommends adding another 3,000 inquiries.