

Request for 2016 - 2017 Budget

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Whitman College
Request form for 2016/2017 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	Personnel costs without OPE	Non- personnel costs	Responsible staff person or position	Officer Ranking	President's Cabinet Ranking
	Total for all pages		136,340	99,238			
1	STAFF POSITIONS and/or WAGES						
2	SSRA Assoc Athletics Dir/Senior Women's Administrator	SSRA Personnel Salaries	65,000		Pat Spencer	A	
3	SSRA Assistant Volleyball Coach	SSRA Assistant Coaches	27,500		Pat Spencer	A	
4	Administrative Assistant for Hunter (.35 FTE)	Division II Office Staff	10,220		Nicole Simek	A	A
5	Sheehan Assistant	Sheehan Gallery	12,500		Lisa Perfetti	A	
6	Research Analyst (.44 FTE)	Institutional Research	21,120		Pat Spencer	A	A
7							
8	ATHLETICS						
9	Provide budget support for the new Associate Director/SWA position.	General Athletics		4,000	Pat Spencer	A	
10	Increase operation funds.	Women's Lacrosse		4,000	Pat Spencer	A	A
11							
12	PROVOST OFFICE & DIRECT REPORTS						

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Provost & Dean of the Faculty

Memo or justification

1	
2	The Senior Woman Administrator for the department is responsible for NCAA Compliance, Club & Intramural Sports, the student athlete advisory committee and departmental liasing with campus resources to student-athlete well being....
3	
4	The current Administrative Assistant is employed by WCTS and will move with the department when they vacate the building. The faculty housed in Hunter need the same level of support as other academic buildings.
5	To assist in the areas of framing and art installation. Currently a temporary position funded by the Wadsworth endowment.
6collect, organize, produce, analyze, and report institutional data and assist with other research projects. Currently a full time position partially funded by a Mellon grant that is about to end.
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Whitman College
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Provost & Dean of the Faculty

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13	Advising/registration meal; daycare for commencement & registration	Provost/DOF		5,000	Pat Spencer	A	
14	Speakers, MCAT Mock Exam, Meetings, Shadowing program	Health Professions Advising		2,400	Pat Spencer	A	A
15	Travel/meals, services, supplies, communications & student wages	Sheehan Gallery		7,000	Lisa Perfetti	A	A
16	2% increase for services, supplies, communication & travel	Penrose Library		16,042	Pat Spencer	A	
17							
18	ACADEMIC DEPARTMENTS						
19	Reduction based on levels of surplus in previous year(s)	Politics		(900)	Bruce Magnusson	A	
20	To cover actual expenses for director and faculty expenses	Mexico-Border Trip		2,175	Bruce Magnusson	A	
21	Subscription to MaxMSP/Jitter for purposes of exhibitions and Thesis	Art-Lincoln		1,062	Nicole Simek	A	A
22	Increase in mileage reimbursement to mandated higher federal rate	Music Travel		4,500	Nicole Simek	A	A
23	Increase in demand for students or staff to accompany student soloists	Division II - Music		2,025	Nicole Simek	A	A
24	Increase costs for collaborative research/senior thesis	Division III - Chemistry		630	Jim Russo	A	A
25	Instrumentation; plasma mass spectrometer maintenance & parts	Division III - SEM		9,200	Jim Russo	A	A

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Provost & Dean of the Faculty

Memo or justification

13	Provide breakfast & lunch for faculty AND staff that are working arena registration; pre-major advising meals for advisers; daycare provided for faculty AND staff for registration that is on a Saturday and commencement that is on a Sunday.
14	Health Speaker Series; MCAT Mock Exam Day; Regional Visitations/Conferences/Meetings; Shadowing Program Expansion.
15	Previously they hosted visitors at Baker Faculty Center and now they have to use hotels; reception costs; honorarium for guest lectures; framing materials; paper products, postage and printing services; increase in student hours.
16	Contractual and inflationary adjustments to maintain status quo.
17	
18	
19	Voluntary request for a reduced budget in recognition of the College's recent enrollment issues and recent surplus.
20	Note: The budge request indicates if the new Off-Campus and Intensive Study proposal is funded, this budget would become redundant and could be turned over to OCIS.
21	
22	
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24	
25	Flow gases (nitrogen, argon) for the chemistry instrumentation cluster (atomic absorption, mass spectrometry instruments). Paid from a Murdock grant that is ending. Service (maintenance+parts) contract for inductively coupled plasma mass spectrometer

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26	2% inflation rate for supplies, servivces, etc.	Division III - Physics		2,981	Jim Russo	A	
27	Student wages, supplies and Paust's office computer	Division III - Astronomy		1,170	Jim Russo	A	
28	Departmental budget for new department	Division III - Computer Science		12,700	Jim Russo	A	
29							
30	ONE-TIME EXPENSE/REQUEST						
31	Year seven accreditation stie visit to happen in fall 2016	Assessment & Accreditation		16,000	Pat Spencer	A	
32	Emergency door alarm replacement	Penrose Library		2,253	Pat Spencer	A	
33	Legal fees to expedite processing of EB-1 immigrtion status	Penrose Library		7,000	Pat Spencer	A	

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Provost & Dean of the Faculty

Memo or justification

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28

This fiscal year the funds were transferred from one of the CS endowments.

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31

These costs are mandated by the NWCUU and not optional.

32

The emergency alarm system that monitors library exit doors is 25-years old and no longer repairable. The system failed twice last winter.

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	Total for all pages		48,000	582,672			
1	STAFF POSITIONS and/or WAGES						
2	Digital Assets & Metadata Librarian	Penrose Library	48,000		Pat Spencer	B	
3							
4	ATHLETICS						
5	Add'l support for the new Associate Director/SWA Position	General Athletics		6,000	Pat Spencer	C	
6	Increased costs	Volleyball		10,000	Pat Spencer	C	
7	Increase in operational funds	Women's Lacrosse		6,000	Pat Spencer	C	
8							
9	PROVOST OFFICE & DIRECT REPORTS						
10	Ongoing Expenses that are not currently budgets.	Penrose Library		22,700	Pat Spencer	B	
11	Increase for services, supplies, communication & travel	Penrose Library		25,484	Pat Spencer	C	

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Provost & Dean of the Faculty

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Memo or justification

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10	Oberlin Group Open Access Publishing; Full-text journal packages GeoScience World; minor building projects.
11	5% inflationary increase was requested, the CDC moved forward to category A 2%, the remainder category C

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12	Increase costs	Visiting Writer's Series		5,000	Pat Spencer	C	
13	Speaking fellows program	COWS aka Writing Center		2,340	Pat Spencer	C	
14							
15	ACADEMIC DEPARTMENTS						
16	Increase in demand for students or staff to accompany student soloists	Division II - Music		2,025	Nicole Simek	B	
17	Mellon funding ending for ISL position	Division II - English		3,500	Nicole Simek	C	
18	Increase in supply costs and student wages	Divison II - Office		1,124	Nicole Simek	C	
19	Increase associated with increase in number of seniors next year.	Division III - Chemistry		2,999	Jim Russo	C	
20							
21	ONE-TIME EXPENSE/REQUESTS						
22	Compact Shelving for Archives Vault	Penrose Library		29,000	Pat Spencer	B	
23	Install internet capabilities to the athletic fields	General Athletics		25,000	Pat Spencer	B	

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Memo or justification

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Whitman College

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24	A&E Fees to develop scope of Archives classroom expansino	Penrose Library		5,000	Pat Spencer	C	
25	A&E Fees to develop library space use/renovation master plan	Penrose Library		15,500	Pat Spencer	C	
26	Library Organizational structure consultant	Penrose Library		30,000	Pat Spencer	C	
27	CTL Renovation	Penrose Library		50,000	Pat Spencer	C	
28	Learning Commons Furnishings	Penrose Library		10,000	Pat Spencer	C	
29	Add'l quiet study space/Allen reading room expansion	Penrose Library		20,000	Pat Spencer	C	
30	Compact Shelving Room 132	Penrose Library		289,000	Pat Spencer	C	
31	Compact Shelving Reconfiguration	Penrose Library		22,000	Pat Spencer	C	

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Provost & Dean of the Faculty

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Memo or justification

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Dean of Students

	Description of budget request (note here if one-time expense)	Department or budget name	Personnel costs without OPE	Non- personnel costs	Responsible staff person or position	Officer Ranking	President's Cabinet Ranking
	Total for all pages		232,525	100,100			
1	Increase in operating funds for International Student Program	International Student Program		5,000	Kazi Joshua	A	A
2	Writing Support Specialist (Yoder gift runs out after this year)	Academic Resource Center	10,800		Juli Dunn	A	A
3	Add half time Security Officer	Security	15,600		Nancy Tavelli	A	A
4	Climbing Wall Coordinator	Climbing Wall	32,000		Barbara Maxwell	B	
5	Part time Drug and Alcohol Counselor	Counseling Center	30,000		Thacher Carter	C	
6	Student Workstudy Employment Coordinator	Student Engagement Center	32,000		Noah Leavitt	B	
7	Increase in hours for Community Service employees	Student Engagement Center	7,643		Noah Leavitt	A	A
8	Additional student Interns (3) for SEC	Student Engagement Center		10,000	Noah Leavitt	1. A, 2.A, 3.C	
9	Intern for CTUIR project	Student Engagement Center		2,500	Noah Leavitt	C	
10	Increase in fees for Symplicity software	Student Engagement Center		1,600	Noah Leavitt	B+	
11	Support for WIDE	Intercultural Center		6,000	Kazi Joshua	B	

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Dean of Students

	Description of budget request (note here if one-time expense)	Department or budget name	Personnel costs without OPE	Non- personnel costs	Responsible staff person or position	Officer Ranking	President's Cabinet Ranking
12	Special Activity Funds	New Budget (currently 1-90-43-30269)		15,000	Chuck	A	A
13	Support for Summer Fly-in Program	Summer Fly-In Program		60,000	Chuck	A	A
14	Title IX Administrator	Title IX	100,000		Chuck	B	
15	Increase in hours for Intercultural Center Admin	Intercultural Center	4,482		Kazi Joshua	A	A

Budget Requests 2016-2017 for Chuck Cleveland, Dean of Students

Line 1. International Student Program Operating funds increase. We request additional funds to adequately provide programming for the International students. There has been a large increase in the numbers over the past several years as shown below. These funds are used for student interns, supplies, International Student Opening Week camp including meals, transportation and lodging, programming for Friendship families, and other support programming done for International students. International Students: 42 in Fall 2012; 54 in Fall 2013; 58 in Fall 2014; 70 in Fall 2015. **[Request \$5000]**

Line 2. Writing Support Specialist. 2015-16 marks the final year of the gift that funds the Writing Support Specialist position for 20 hours/week during the academic year. This position works with students with disabilities in time-intensive ways as they work on their reading and writing strategies. Currently, the support specialist works an additional 20 hours/week during the academic year in the Center for Writing and Speaking. We have found that combining the two positions alerts students to the additional resources available in the Academic Resource Center as well as transitioning students with disabilities to the offerings and services available in the Center for Writing and Speaking. By partnering with the Center for Writing and Speaking in a formalized manner, we believe that we will be able to staff the position in a more permanent manner (rather than more akin to a fellow position), which will in turn allow us to hire a more qualified and long-term employee. This amount will fully fund the Writing Support Specialist Position so that we can partner with the already funded Assistant Director position in the Writing Center. **[Request \$10,800].**

Line 3. Half time Security Officer. It is desirable that Whitman Security be staffed 24/7 every day of the year. We would like for two people to be on at nights and some afternoons. This presents some unique challenges for scheduling when officers get sick, need to take vacations and take part in professional development sessions. There are also times when due to emergencies or when we have a large number of people on campus, we need to have additional people on staff. While some of this can be taken care of with existing staff there are times we need to use on call personnel or overtime with existing staff to provide proper coverage. Adding a half time officer would allow us to minimize use of on call personnel and reduce overtime. **[Request \$15,600]**

Line 4. Climbing Wall Manager/OP Trips Coordinator. This person would manage the deposits, schedule staff and provide programming for the Climbing Wall for half of the position. This year there are 15 climbing classes with a capacity of 180 students (not at capacity this fall). There are 21 students who work as climbing instructors, 17 students work at the desk, and 6 work on the technician/maintenance crew. There is some overlap on these positions with a total of about 35 student climbing wall staff. The other half of the time would be working as the OP Trips Coordinator managing the OP trips student staff. There are about 30 paid student trip leaders for the OP and SSRA outdoor trips. Supervision by this position would provide for a well supervised student staff with more direction, feedback and risk management direction/intervention. **[Request \$32,000]**

Line 5. Part Time Drug and Alcohol Counselor. Disruptive behavior and poor impulse control are found in many of the incidences on campus that result in damage to property, self and others. Many times it is a combination of all of these. Alcohol is involved in approximately 50% of sexual assaults on campuses nationwide. Having a part-time drug and alcohol counselor on campus would facilitate consistent outreach prevention and expand counseling's impact on the campus. A certified alcohol and drug counselor conducting individual counseling and group treatment, in addition to outreach and

consultation to the campus community would greatly help students make healthier choices. [Request \$30,000]

Line 6. Student Work-study Employment Coordinator. A comprehensive data analysis revealed that significant numbers of work-study eligible Whitman students were not accessing the employment that they needed in order to satisfy their financial aid requirement. As a result, not only did they lack the resources they needed, college work-study funds were left unspent. The College has prioritized helping incoming students who are work study eligible to find employment and increase their earnings. A pilot program was started over the summer with funding from the Treasurers' office. This program has significantly increased these students' ability to find and access relevant employment. The number of available positions listed with iEngage more than doubled compared to Fall 2014. Because of the limited hours available, they were not able to organize a fall on-campus jobs fair. They also believe that during spring semester, a jobs fair should be organized for summer employment. Additional time is also necessary to stay in touch with campus employers, reach out to off-campus employers about hiring work-study eligible students and provide support to students to ensure that the match will be successful for both the student and the employer. This new position would provide a full time person to address these needs. This person would also help provide training to the students about professional practice, demeanor and responsibility so their student employment can be attractive to future employers. [Request \$32,000]

Line 7. Increased Hours for Community Service Employees. This increase provides for a total of 320 hours to be added to two employees. They have been working with limited hours to maintain excellence, develop new partnerships and programs and invest in both campus and community relations. They oversee a number of community service programs with interns, school based partnerships and work study programs. They also oversee large scale events such as the Green Park Bilingual Celebration and Family Mentor Nights with up to 300 people in attendance. They are involved with several signature programs including Whitman Teaches the Movement, America Reads/Counts and the new relationship with the Confederated Tribes. Their work encompasses two of the top three areas of student interest: education, teaching and tutoring and volunteerism. We are asking for \$3,071 for one position that includes: SCORE, spring break service trips including CTUIR, all-college service days and the ongoing programs such as Adopt-A-Grandparent and Buddy Program. We are asking \$4,572 for the position that includes Classroom Connections (formerly College Coaches), Green Park Bilingual program, Whitman Teaches the Movement and an expanded America Reads/Counts program. This increase provides for adequate professional oversight for a growing, thriving and robust aspect of Student Affairs that is in step with our student's interests as they develop competencies to succeed in an ever changing world. [Request \$7643]

Line 8. Additional Student Interns. This request would increase the SEC discretionary funds to cover the expense for three student interns. These interns work out of the SEC to help manage important programs. These costs are currently covered by the Parents Leadership Committee funding which, while significant, is not permanent.

1. The most important of the three positions is the SCORE summer intern. This intern works in the summer to prepare for the student-led pre-orientation service trips for incoming Whitman students. These trips allow new students to participate in community service projects in the Walla Walla Valley. SCORE participants volunteer at a primary service project each day and go on field trips to non-profits to gain an understanding of the social issues that affect our community. Evening activities provide opportunities for fun and reflection for the new students and leaders. Students are housed at nearby churches and cook most meals together. [Request \$5,000]

2. Equally important is the Green Park Bilingual intern. Green Park Elementary Bilingual Program volunteers assist in the Green Park Elementary School classrooms by acting as a safety net for the children as they transition from learning only in Spanish to learning in English. Volunteers are expected to be able to teach a range of subjects such as math, reading, writing, and science while only conversing in Spanish. Green Park Bilingual volunteers offer academic support to ELL students in K-3 classrooms with students working on both math and literacy fundamentals. Spanish language proficiency is a pre-requisite for this opportunity. [Request \$2500]
3. The Events and Reflection intern creates service events that address immediate needs in the community and student interests. There are students who are committed to being active citizens and building community, but who do not have the time or desire to commit to a program that requires a 1-hour commitment each week. Service Saturdays and our other service events, like Make-A-Difference Day, Adopt-A-Family, MLK Day of Service, and Tri-College Spring Service Day, provide an outlet for these students. The Events and Reflection intern has been instrumental in designing, planning, and implementing these events. [Request \$2500]
[Total additional internship request \$10,000]

Line 9. Intern for CTUIR Project. This paid student intern position will help manage the expanding relationship with the Confederated Tribes of the Umatilla Indian Reservation and to assist regular staff in coordinating the various co-curricular aspects of that interaction (primarily: Student Affairs, Admission and Financial Aid, and Athletics). As with the other student interns, these funds will pay for a year-long intern. **[Request \$2,500]**

Line 10. Fund increase in fees for iEngage. This is the excellent and powerful internship and job search platform. The company has recently raised the yearly fees by \$1600. **[Request \$1600]**

Line 11. Support for WIDE. This would provide discretionary funds for the campus initiative to nurture an inclusive, diverse and equitable learning and working environment. At present there are no dedicated funds to support this group. (Note that there are funds to pay for Rankin and Associates and the associated visits.) **[Request \$6,000]**

Line 12. Special Activity Funds. This fund was set up to provide funding for students with high need to pay for class related fees. It is meant to provide access to the Whitman experience for these students. It has been funded by gifts up to this time. While it varies by the year, we have been giving out about \$7,000 to \$8,000 per semester for class related fees. The fees have risen over time as well. A 30 minute per week music lesson costs \$350 per semester (1 credit) or \$700 for a one hour lesson (2 credits). SSRA fees range from free to \$75 to \$650 with one class costing \$1600 (after all other income based scholarships are applied to this particular class, there is still a \$400 fee.) These funds are used for class related fees in SSRA classes, Wilderness First Responder, science lab fees, GRE when required by the department, music lessons, some art fees, art supplies (usually limited to senior art project when costs are more than usual). Note that financial aid will waive the art fees for majors and students who need to meet their fine arts distribution requirement (but not those with an art minor or for additional art classes). This is not the case for music majors. There are only very limited amounts of scholarships available for music majors from the music department.

This is an important fund for low income students and they depend on it for access to classes. Over the past several years, we have used the MISA Endowment to supplement these funds. The MISA Endowment can be used for minority and international students only. Possible uses from this fund may include, but are not limited to student programming needs, family or medical emergencies, tuition fees, or other circumstances determined at the discretion of the Dean of Students. Currently there is a balance of \$8,517 in the MISA funds, with a yearly income of about \$2800. Last year we spent about \$4,000 from the MISA funds.

For class fees, this last semester (Fall 2015), we gave out \$5,907 from Student Activity Funds and \$2,195 from the MISA endowment for a total of \$8,102. There is currently a total of about \$9,000 left in the Student Activity account.

[Request \$15,000]

Additional information: We also have access to Emergency Endowment funds that can only be used for emergency situations which would include emergency travel, recovery from theft, accidents or medical help. [Student Emergency Fund (\$22,318); Class of 1977 endowment (\$7819); and ASWC emergency endowment (\$16,004). Although it varies from year to year, last year we dispersed about \$14,000 from these funds.

Line 13. Summer Fly-in Program. This is a highly successful pilot orientation program for First Gen/Working Class students that works to promote their integration and transition into campus life. It is meant to familiarize them with both in and out of classroom experiences. It is a starting point to support these students in their college career. The first year was covered by gifts of about \$72,000. This covered the fly-in (about \$50,000) with about \$22,000 left. We were only able to invite about half of the eligible students this year and would like to expand it in the future. There is also a need to do follow-up during the year with these students to make sure they are able to make the most of their Whitman experience. Additional funding would be needed to provide ongoing programming. We are collecting data to provide an assessment of this program. **[Request \$60,000]**

Line 14. Title IX Administrator. Because of the complexity and enormous time involved with fulfilling the responsibilities of a Title IX Administrator we would like to request an additional staff person for this role. This is currently an add-on to the duties of the Associate Dean of Students. This means that the roles and duties of the Associate Dean have to come second to the role of the Title IX Administrator as those duties require an immediate response. The Title IX Administrator is responsible for providing ongoing training to the campus to both those who are involved with the Title IX process as well as members of the Whitman community, promoting safety and programming, and providing the direction for those involved in the Title IX process to ensure a fair and equitable outcome. This person must also be able to keep records that will be able to undergo legal scrutiny. This is an important role for the campus as a whole. **[Request \$100,000]**

Line 15. Increase in hours for Intercultural Center Admin. We have made some organizational changes at the Intercultural Center with a view to serving under represented students more adequately to help them thrive here at Whitman. We have two Assistant Directors instead of the previous Interim Director. We have added responsibilities of Diversity, Equity and Inclusion to Adam Kirtley in addition to his Religious and Spiritual Life duties (this is extra staffing capacity for support of students). We have made more explicit in the Program Advisor position (Christina Irvine), the support of FGWC students and student associated with FUBU (For Us By US). This has meant increased staffing of student leader positions and programming responsibilities. Our Administrative Assistant (Sonja Aikens) oversees the WISE program and also supports all of our administrative tasks. The request in the light of all these changes is to increase her hours from her current 35 hours a week to 40 hours a week. This will cover the work that she is picking up for Religious and Spiritual Life and FGWC/FUBU related activities. **[Request \$4,482]**

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Treasurer & Chief Financial Officer

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	Total for all pages		33,000	60,380			
1	Increased Utilities	Physical Plant Operations		25,000	Dan Park	A	A
2	Increased Elevator Service Contracts	Maintenance		8,880	Randy Coleman	A	A
3	half time custodian for DSHS Building	Custodial Department	13,000		Kevin Wright	A	A
4	Refinishing Multi Purpose Gym Floor Annually	Custodial Department		10,000	Kevin Wright	A	A
5	Create Bike Share Intern	Sustainability		1,500	Tristan Sewell	A	A
6	Increase purchase renewable energy credits	Physical Plant Operations		15,000	Dan Park	A	A
7	Add 1/2 time HR Coordinator	Human Resources	20,000		Dennis Hopwood	B	

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Treasurer & Chief Financial Officer

Memo or justification

1	Increase to cover addition of DSHS building (total increase of \$50,000 but offset by reduction in natural gas campus wide)
2	This increase is after bidding the contract to three providers this year.
3	1/2 time position will be added to existing 1/2 position and maintain 16,000 sq ft of space in DSHS building
4	Multipurpose floor is currently refinished every other year. It is not adequate given high usage
5	Create student internship to ensure program continues rather than relying on student volunteers. ASWC pays \$2,000/hr for the bikes and parts.
6	Proposed by sustainability coordinator and working group. Results in offsetting 100% of electricity consumption. See memo.
7	1/2 position would assist with payroll and benefits administration. Work load has increased significantly due to growth in employees and legal compliance issues. Staffing in department has not increased to keep up. Position would also free up time for the Assistant Director to offer more training and guidance to supervisors on topics such as strengthening diversity, conflict resolution, interviewing and selection, team building etc.

Renewable Energy Credits

Tristan Sewell, Campus Sustainability Coordinator

Currently, Whitman purchases renewable energy credits (RECs) from Renewable Choice Energy and PacificPower's Blue Sky program. Both provide the College with 100% wind-generated RECs. The College spends \$10,000 per provider to balance cost and local production. However, Renewable Choice Energy provides RECs at a cheaper price. Whitman purchases 1,214,400 kWh of RECs from Pacific Power and 4,000,000 kWh from Renewable Choice. These RECs mitigate 2,905.9 metric tons of CO₂-equivalent, which is the same GHG footprint as 400 average American households for a year. Last year, the campus electricity bill was over 14 million kWh. Between REC purchasing and the onsite generation at Bratton Tennis Center, Whitman's electricity was about 36% renewable.

To reach 100% renewable electricity purchasing, Whitman has two broad options, which are not mutually exclusive: to purchase the requisite amount of RECs, or to increase onsite generation. Onsite generation has higher costs, but greater narrative and educational value for students and the community alike. With onsite generation, the College visibly demonstrates the importance and effectiveness of renewable energy. Onsite generation also addresses resiliency concerns by supporting distributed generation. REC purchasing is the more economical option, where the College pays for share of the renewability of a larger project. Since RECs are an intangible good, this has little demonstration value. Both approaches contribute to advancing the College's GHG neutrality goals and earn recognition via programs such as the EPA's Green Power Partnership.

Looking closer at REC purchasing, again the College is presented with options. Currently, with our 50/50 financial split between an economical provider and our local power company, we are incurring more cost by utilizing PacificPower's Blue Sky program in the name of local production. The definition of 'local' in this sense must be anywhere within PacificPower's service area, which stretches in pockets from southeast Washington to northern California, Utah, and Wyoming. It is worth questioning whether this is indeed local enough for Whitman. Renewable Choice Energy, based in Denver, CO, is about 1/3 as expensive per kWh of RECs and invests in American renewable energy projects, but with much less defined or apparent locations. The College has discretion in contracting with Renewable Choice to define the types of RECs or project it wants to support. As stated above, the College currently purchases 100% wind with no other criteria. This can be changed, but would likely have price implications.

In pursuing the College's GHG neutrality goals, I recommend Whitman takes steps to reaching 100% renewable electricity purchasing as quickly as practicable, and in doing so prioritizes onsite generation mixed with REC purchasing from the lowest cost provider. The Sustainability Task Force has discussed a 'ramp up, ramp down' model where the College grows its purchase of RECs to reach 100% relatively swiftly as on-going energy efficiency and onsite generation projects work to reduce the total energy bill of campus, thereby 'ramping down' the amount of RECs needed to reach the 100% mark. I believe this model works best for our campus by balancing price, effectiveness, and long-term investment in campus itself. With this approach, the College can take immediate action while minimizing our reliance on RECs over time.

The first step recommended is to move all current funding REC funding to Renewable Choice as our provider. Moving the \$10,000 previously spent on BlueSky to Renewable Choice would increase our REC purchasing by 2,785,600 kWh, putting Whitman's renewable usage at about 57% of our electricity bill – up from 36%. This is an attractive first step because it comes at no higher cost to the College.

From there, I recommend the College works toward reaching that 100% mark for renewable electricity purchasing. Assuming rates remain stable, as they have with Renewable Choice for some time, the cost of reaching the 100% by purchasing all RECs from Renewable Choice would be about another \$15,000 annually on top of the current \$20,000, depending on campus energy consumption. This estimation is based on our current rate of \$2,500 per 1,000,000 kWh. With the support of the Climate Action Plan, expanding building sub-metering coverage on campus, and the ongoing efficiency upgrades that both will push the College toward, this sum should decrease over time. However, it remains a moving target. A cold winter, a lot of construction, large events, new buildings, or any number of other variables can increase our annual consumption of electricity. For this reason, I recommend we purchase RECs based on the previous year's electricity bill or set a constant rate somewhere in the 12-18 million kWh range and accept that we'll often be over or under 100% renewable energy purchasing.

I also recommend that ASWC levies this fee upon the student body for transparency's sake. Recognizing the Budget Advisory Committee is not in charge of ASWC, I have sent this proposal to ASWC stakeholders as well. Based on a *very* rough estimate of 1,500 students on campus, this move to 100% renewables should cost about \$10 per student, which can be subdivided further to \$5 a semester. This fee could be bumped up slightly to contribute to ASWC's green fund.

In the future, I recommend the College looks into purchasing greenhouse gas offsets to mitigate emissions from our natural gas usage on campus. Last year, the College used over 440,000 therms (10,000 BTUs) of natural gas. This emitted 2,353 metric tons of CO₂-equivalent - approximately 215 average American homes' annual emissions. Rough market cost for GHG offsets according to the Carbon Trust is about \$5/ton, putting our natural gas emissions cost at just under \$13,000.

Whitman College

Request form for 2016/2017 budget

Prioritize;
 Highest - A
 Medium - B
 Lowest - C

Dean of Admission and Financial Aid

	Description of budget request (note here if one-time expense)	Department or budget name	Personnel costs without OPE	Non- personnel costs	Responsible staff person or position	Officer Ranking	President's Cabinet Ranking
	Total for all pages		0	40,000			
1	Student Search Expense	Admission		20,000	Cabasco/Miller	A	A
2	Mailings & Communications cost	Admission		20,000	Cabasco/Miller	A	A

MEMORANDUM

Whitman College
Offices of Admission

TO: Budget Advisory Committee

FROM: Tony Cabasco, Dean of Admission & Financial Aid

DATE: November 13, 2015

SUBJECT: 2016-2017 Budget Requests

Admission Budget Requests

Additional Expense for Student Search \$20,000

As part of the strategy implemented in 2013-14 to increase application, the admission office increased the number of student names purchased from the College Board and other sources. The number of students in the direct mail recruitment effort increased from 90,000 to approximately 125,000. Staff requested an increase of \$30,000, the estimated cost for the services to the third-party vendor that manages the student search effort for Whitman. The actual services fees were an additional \$37,000 and have now grown to approximately \$50,000 above the costs in 2013. This request helps cover the actual cost of the service fees.

Mailing Costs \$20,000

In addition to the service fees, the cost of mailings for the additional students was not thoroughly accounted for in the 2013-14 budget request. As the size of the prospect has grown from about 22,000 high school student inquiries to about 30,000, mailing and communications costs have grown about \$20,000 since 2013.

Whitman College

Request form for 2016/2017 budget

Prioritize;
Highest - A
Medium - B
Lowest - C

Chief Information Officer

	Description of budget request (note here if one-time expense)	Department or budget name	Personnel costs without OPE	Non- personnel costs	Responsible staff person or position	Officer Ranking	President's Cabinet Ranking
	Total for all pages		0	66,070			
1	Increase to Annual Software Licensing	Enterprise Technology		13,095	Mike Osterman	A	A
2	Discretionary Consulting	Enterprise Technology		10,000	Mike Osterman	C	
3	Student Wages - Increase to Minimum Wage	Multimedia Development & Serv		2,000	Jon Loney	B	
4	Travel and Meals	Multimedia Development & Serv		1,000	Jon Loney	A	
5	Student Wages - Increase to Minimum Wage	Academic Technology Consulting		1,500	David Sprunger	B	
6	Increase to Annual Software Licensing	Academic Technology Consulting		13,975	David Sprunger	A	A
7	Purchase of Software license for Pix4D software for Geology	Academic Technology Consulting		1,000	David Sprunger	A	A
8	Purchase of license of CrashPlan for desktop/laptop cloud backup	Academic Technology Consulting		20,000	David Sprunger	C	
9	Professional Development for additional 2 FTE in ILT, to attend conf/workshops	Academic Technology Consulting		3,500	David Sprunger	A	A

Whitman College
Request form for 2016/2017 budget

Prioritize;
Highest - A
Medium - B
Lowest - C

Chief Information Officer

Memo or justification

1	Estimated Annual Increase to Software Licensing
2	
3	Increase to cover anticipated increase to WA minimum wage for 2017
4	Increase to cover inflated costs of travel and for further participation in regional conferences and training opportunities
5	Increase to cover anticipated increase to WA minimum wage for 2017
6	Estimated Increases to software licenses such as Mathematica, SPSS, Qualtrics, MDI Jade
7	Ongoing annual licenses of Pix4D that works in conjunction with ArcGIS for three dimensional spatial analysis (\$7300 on-time cost for purchase of licenses)
8	WCTS is going to pilot CrashPlan this next year with existing resources. Should pilot be deemed successful, we would seek funds for additional deployment in FY17-18, but did want to reflect costs for phase two in this budget request
9	ILT has had an increase in staff (particularly with the CS/Math Technology specialist) and this request would provide professional development funds for the new position.

Whitman College

Request form for 2016/2017 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	Personnel costs without OPE	Non- personnel costs	Responsible staff person or position	Officer Ranking	President's Cabinet Ranking
	Total for all pages		37,500	118,000			
1	Eliminate chargeback for design services	Printing Services Discretionary	0	10,000	Dobbs	A	A
2	Annual Giving Program Enhancement	Annual Giving	0	8,000	Dohe	A	A
3	Annual Report of Gifts support	Development Publications	0	6,000	Tinhof	A	A
4	Professional Development	Dev-Corp/Fdn/Gov't Relations	0	2,500	Sinnott	A	
5	Reunion events--creating access for our younger alumni	Reunions	0	5,000	Mitchell	A	A
6	Young alumni employment and education researcher	Development Services	2,500		Becky Kennedy	A	A
7	Paying for and utilizing technology in development and alumni relations work	Development Services	0	11,500	Becky Kennedy	A	A
8	Alumni receptions featuring the President	Alumni Affairs	0	20,000	Mitchell	A	
9	Data Analytics	Annual Giving	35,000		Dohe	B	

Whitman College

Request form for 2016/2017 budget

Prioritize;
Highest - A
Medium - B
Lowest - C

Vice President for Development & Alumni Relations

Memo or justification

1	For each design job requested by departments across campus, they are charged an hourly rate for the designer's time. It causes some departments to "design their own" or take work to outside designers that is best done in house to fit with the design themes of Whitman.
2	This program is the backbone of our long-term donor development strategy and has been over budget each of the last three years as we seek to add technology, personal attention, improve the quality of mailings, and grow the level of giving from our annual fund donors. With these funds, we will expand quantitative research, pay for increased mailing costs, attend training on improving use of our calling software and fund part retaining a vendor who started at facebook who will help us build a social media campaign aimed at attracting large numbers of gifts from alumni.
3	The Annual Report of Gifts is mailed to 16,000 alumni, parents, and friends worldwide as part of the fall issue of Whitman Magazine. Printing and postage costs have increased significantly causing us to go over budget in FY15 by \$2,746. To build a budget that does not have to be further increased for a few years--even as our alumni numbers grow, we request this increase.
4	When Tana Park moved from reporting to the Provost's Office to our office, she came with insufficient budget to support conference travel during which she can make sure Whitman is in compliance with complex and constantly changing federal reporting standards. The Provost funded this out of surpluses. We seek to add it to our operational budget.
5	Alumni who attend reunions soon after graduation are more likely to stay engaged with Whitman, serve as ambassadors/volunteers for the College, and make annual gifts. By reducing registration costs for reunions, we seek to increase attendance and build community.
6	A collaborative project between the Office of Admission, Alumni Relations, Institutional Research, the Student Engagement Center, Grants and Foundation Relations, Communications, and WCTS, this student intern will be tasked to conduct research on our younger alumni utilizing LinkedIn, direct email, and direct faculty conversations, to gather better information about where our alumni go and what they are doing--and then enter it into our records so we can better utilize the data for research and external relations.
7	As we utilize more software tools to raise money, costs for the products have grown--to support research databases, our underlying software product (Abila Millennium), and our online alumni database used by students and alumni (iModules)--we need to fund the product costs and occasional conferences at which trainings occur.
8	The campaign set a new standard for programs featuring the president--and had the desired results, including a 37 percent increase in gifts (on average) during the campaign compared to the pre-campaign period. Engagement of alumni, parents and friends is necessary and our largest and most influential audiences are those at which we feature the College's president.
9	We need to deepen our skill set in data analysis to help us refine our annual giving strategies. This position will provide expertise embedded with the team primarily responsible for the work of broadening our alumni donor pool.

BAC - 28

Whitman College

Request form for 2016/2017 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	Personnel costs without OPE	Non- personnel costs	Responsible staff person or position	Officer Ranking	President's Cabinet Ranking
10	Development Consulting	Development-General		50,000	Bogley	B	
11	Reunion Weekend improvement	Reunions		5,000	Mitchell	C	

Whitman College

Request form for 2016/2017 budget

Prioritize;
Highest - A
Medium - B
Lowest - C

Vice President for Development & Alumni Relations

Memo or justification

10

As we move toward development of a strategic plan for Whitman and begin planning for another campaign, we will want to have a consultant on board with us by the time that planning work translates to development preparations. It is important that advance work be done prior to the completion of a strategic plan and so we seek to begin a relationship as the strategic planning process is underway.

11

A cornerstone of our reunion weekend are the Saturday morning activities that include an all graduating year parade followed by a convocation. The spirit of the march into Cordiner will be even stronger if we can provide more Whitman swag to participants. This request would fund that.

Whitman College

Request form for 2016/2017 budget

Prioritize;
 Highest - A
 Medium - B
 Lowest - C

ASWC

	Description of budget request (note here if one-time expense)	Department or budget name	Personnel costs without OPE	Non- personnel costs	Responsible staff person or position	Officer Ranking	President's Cabinet Ranking
	Total for all pages		0	4,000			
1	Power and Privelege Symposium	Symposium, Power & Privilege		4,000	Barbara Maxwell	A	A

Whitman College

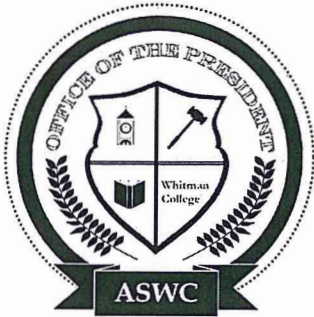
Request form for 2016/2017 budget

Prioritize;
Highest - A
Medium - B
Lowest - C

ASWC

Memo or justification

- 1 See ASWC memo - The request is for an additional \$4,000 to provide a total of \$14,000 in College support of the Symposium



The Associated Students of Whitman College

From the Office of the President

To the President's Budget Advisory Committee:

Thank you for your consideration of ASWC's budget priorities. This year, we would like to request funding for three programs that ASWC believes will have a significant impact on the student experience at Whitman. We fully endorse the following budget priorities:

- 1. Power and Privilege Symposium—\$14,000**
- 2. Bike Share Program—\$1,500**
- 3. First-Generation Fly-In Program—\$60,000**

ASWC would like to build upon the successes of both the Power and Privilege Symposium and the first-generation summer fly-in program to better support students from diverse backgrounds at Whitman and reaffirm our commitment to diversity and inclusivity on our campus.

Additionally, ASWC would like to fully endorse Tristan Sewell's request to create a budget line item for the Bike Share Program. ASWC believes that there is a significant student demand for this service and that this program can only help to further efforts at on-campus sustainability for which the College has demonstrated its strong support.

These priorities have been formulated with an eye to improving the student experience at Whitman. ASWC believes that continued support from the College for these existing programs will allow for their success and growth in the years to come.

Thank you again for your consideration of these requests.

Regards,

Jack Percival '16
President | Associated Students of Whitman College
aswc_president@whitman.edu

1. Power and Privilege Symposium

The Power & Privilege Symposium is a multi-day event that occurs in the spring semester, bringing students, faculty, and staff together to discuss issues of race, ethnicity, gender, sexual orientation, political ideology, and socio-economic status. Last fiscal year the College generously added an additional \$5,000 to the existing line item for the Power and Privilege Symposium and provided a total of \$10,000 to contribute the event's success.

The 2013 Symposium, called Why Race Matters, focused on race and ethnicity, and brought the issue of racial marginalization at Whitman to the forefront. The Symposium featured a keynote speech by Rigoberta Menchú, the 1992 Nobel Peace Prize Laureate, and over 11 workshops in a three-day period. Exit surveys indicated that over 51% of the student body attended the Symposium, which doesn't include the many staff, faculty, and community members who were also in attendance.

The 2014 Symposium, Understanding Identity, aimed to engage the community in discussions about the intersection of race, gender, sexuality, class, religion, and ability. The Whitman Faculty graciously canceled classes for a trial period of three years so all members of the Whitman community would have the opportunity to attend the event. We witnessed great participation in the Symposium: over 581 people attended workshops during the first session, 790 attended the second session, 837 attended the third session, and 635 attended the fourth and final session. Over 13 different clubs, organizations, and academic departments contributed funding.

The 2015 Symposium, The Past Is Ever Present, built on the momentum of previous years and focused on how manifestations of oppression and inequality from the past continue to take their power through structural, institutional, and systemic oppression in the present. Thanks to the cancellation of classes, generous funding from ASWC, the College, departments and clubs, the Symposium was again a resounding success, boasting 589 participants in the first session, 818 in the second, 771 in the third, and 689 in the fourth.

This year, the Power and Privilege Symposium has expanded into its own programming entity with three sub-committees to focus on logistics, programming, and marketing to facilitate the organization of a successful event. The Power and Privilege Symposium has received tremendous financial support from various departments and offices on campus. This year, however, departments have been less willing to contribute to the Symposium, arguing that their budgets do not allow for discretionary spending on events like these. Furthermore, ASWC has increased its total contribution to \$14,000, and matching funds from the College will allow the students organizing this event to put on a meaningful symposium that will address critical issues in our community.

Total Request: \$14,000

2. Bike Share Program

The bike share program was established in 2012 as a club to promote on-campus sustainability and minimize Whitman's carbon footprint. The program began with cooperation between the ASWC club spun off of Campus Climate Challenge, Penrose Library, Outdoor Program, and Campus Security. Students can check out a bike, lock, helmet, and light for 24 hours, 24 hours a day at Penrose Library. Last year, bikes were checked out 500 individual times.

Unfortunately, the program existed only as a club and has since died out since the student leaders of the club graduated last year. Tristan Sewell and Dani Hupper, the ASWC Sustainability Director, have done a substantial deal of research and work into reviving the program, and thus ASWC would like to throw its support behind this budget request.

Thus far, OELF has contributed \$2,262 to purchase a new fleet of bikes that will replace the old, irreparable ones that were in use. Additionally, ASWC has voted to fund a Bike Share Intern for the spring semester, who will receive a stipend of \$600 to lay the groundwork of revitalizing the program.

ASWC believes that this position should be located under Tristan's supervision to ensure its longevity and success in building a permanent program. Tristan has the resources and institutional knowledge to guide the intern in thinking strategically about the future of the program.

Again, this initiative has been very popular, and ASWC believes that the bike share is hugely beneficial to reducing Whitman's carbon footprint and promoting sustainability initiatives on campus.

Total Request: \$1,500

3. Summer Fly-In Program

Finally, ASWC would like to fully support Dean Cleveland's request for funds to better support the summer fly-in program for first generation students. Student testimonials indicated that this program was enormously helpful in making the transition to college, and ASWC believes that these types of initiatives demonstrate the College's continued commitment to accessibility, diversity, and inclusion.

Total Request: \$60,000

Whitman College

Request form for 2016/2017 budget

Prioritize;
Highest - A
Medium - B
Lowest - C

One-time budget requests

	Description of budget request (note here if one-time expense)	Department or budget name	Department Datatel number	Personnel costs without OPE	Non- personnel costs	Responsible staff person or position	Priority
	Total for all pages			0	616,553		
Provost & Dean of the Faculty							
1	Year seven accreditation site visit to happen in fall 2016	Assessment & Accreditation	1-50-29-20470		16,000	Pat Spencer	A
2	Emergency door alarm replacement	Penrose Library	1-60-21-20002		2,253	Pat Spencer	A
3	Legal fees to expedite processing of EB-1 immigration status	Penrose Library	1-60-21-20002		7,000	Pat Spencer	A
4	Compact Shelving for Archives Vault	Penrose Library	1-60-21-20002		29,000	Pat Spencer	B
5	Install internet capabilities to the athletic fields	General Athletics	1-58-41-20108		25,000	Pat Spencer	B
6	A&E Fees to develop scope of Archives classroom expansion	Penrose Library	1-60-21-20002		5,000	Pat Spencer	C
7	A&E Fees to develop library space use/renovation master plan	Penrose Library	1-60-21-20002		15,500	Pat Spencer	C
8	Library Organizational structure consultant	Penrose Library	1-60-21-20002		30,000	Pat Spencer	C
9	CTL Renovation	Penrose Library	1-60-21-20002		50,000	Pat Spencer	C
10	Learning Commons Furnishings	Penrose Library	1-60-21-20002		10,000	Pat Spencer	C
11	Add'l quiet study space/Allen reading room expansion	Penrose Library	1-60-21-20002		20,000	Pat Spencer	C

Whitman College
Request form for 2016/2017 budget

Prioritize;
Highest - A
Medium - B
Lowest - C

One-time budget requests

Memo or justification

1	These costs are mandated by the NWCUU and not optional.
2	The emergency alarm system that monitors library exit doors is 25-years old and no longer repairable. The system failed twice last winter.
3	
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11	

Whitman College

Request form for 2016/2017 budget

Prioritize;
Highest - A
Medium - B
Lowest - C

One-time budget requests

	Description of budget request (note here if one-time expense)	Department or budget name	Department Datatel number	Personnel costs without OPE	Non- personnel costs	Responsible staff person or position	Priority
12	Compact Shelving Room 132	Penrose Library	1-60-21-20002		289,000	Pat Spencer	C
13	Compact Shelving Reconfiguration	Penrose Library	1-60-21-20002		22,000	Pat Spencer	C
CFO & Treasurer							
14	Garbage truck repair	Grounds	1-94-60-40094		64,300	Peter Harvey	A
15	AutoDesk software	Grounds	1-94-60-40094		6,500	Peter Harvey	A
16	New (used) pickup	Campus Events & Conf Support	1-82-42-41006		15,000	Katie Deponty	A
17	New (used) pickup	Recycling	1-94-60-40102		10,000	Tristan Sewell	A

Whitman College

Request form for 2016/2017 budget

Prioritize;
Highest - A
Medium - B
Lowest - C

One-time budget requests

Memo or justification

12	
13	
14	This is to repair the collection box on the garbage truck and extend the life of the engine and chassis which are in good shape
15	The educational license is no longer available and the software is quite useful to map underground infrastructure and trees
16	Replace high mileage vehicle requiring significant repairs
17	Replace high mileage vehicle requiring significant repairs