

TO: Budget Advisory Committee

FROM: Peter Harvey, Chief Financial Officer

DATE: December 1, 2021

Dear Budget Advisory Committee,

I look forward to seeing you all this Friday at 2pm in Memorial 331 for our next meeting.

Following is a pdf of the budget requests we have received with the Cabinet's priority rankings. A few notes about the document:

We will be focusing our discussion on pages 1-6 labeled Combined Priority A Requests. This consolidates all Priority A requests from Cabinet Officers and includes a column labeled Cabinet Priority identifying which requests have been identified as an A priority by the Cabinet. If an A is not included in the Cabinet Priority Column then the Cabinet believes those requests can be deferred to a future year. There is also a column labeled Cabinet Recommended. If that column is blank then the Cabinet is recommending the requested amount. If there is a number in that column then the Cabinet is recommending the amount indicated. The subsequent pages of the PDF shows requests broken down by cabinet officer and memos that accompanied some of the budget requests.

I want to share a little about the Cabinet's thinking as they considered prioritizing requests. The attached Cabinet Priorities document was written by the Cabinet in our retreat this summer and it identifies the priorities the Cabinet believe are important to support this year and that should be considered when evaluating budget requests.

I also want to remind us of a few of key elements of next year's budget that we discussed in our last meeting when reviewing the budget model. First, the budget model includes financial aid growing over \$5 million (13%). This reflects the college's strong commitment to making a Whitman education accessible and affordable. Second, the Cabinet is hoping for at least a 6% salary pool for faculty and staff which equals \$5.8 million in salaries and benefits. As a reminder, the salary pools would be split into merit and equity and promotion adjustments. Equity adjustments would be focused on positions where Whitman's salaries are least competitive and to address salary compression issues. . Second, the model also shows support from the endowment growing over \$3 million (12%). Without this growth in endowment the college would not be able to support this growth in financial aid and provide a strong salary pool for our faculty and staff.

Not reflected in the requests document is the fact that two new faculty positions in Computer Science will be added next year which are funded by new endowments.

Budget Model Summary

The budget model projects a balanced budget with all Cabinet A priorities included and the following additional assumptions:

- 4.5% Tuition Increase
- 6% faculty and Staff Salary Pools
- 35.5% Fringe Benefits Rate
- 425 incoming students for a total enrollment of 1,484

- 51% incoming discount rate for a total discount rate of 47.8%
- Annual Fund Gifts Increasing by \$300,000

Impact of Changing Key Variables

5 fte students =\$120,000

.5% change in tuition=\$195,000

.5% change in incoming discount rate =\$114,000

.5% change in faculty/staff salary pools=\$233,000

As a reminder, The Cabinet and ASWC President Salma Anguiano will be joining us for the start of the meeting to share their priorities and answer our questions. After they leave we will deliberate on and each of us will share our priorities on the key elements of the budget and budget requests.

I know I am providing you a lot of material to review in just a couple of days. I encourage you to focus on the Combined Priority Requests. Our discussions will be greatly enhanced if we can all come prepared to ask questions and share our thinking in order to have a robust conversation.

Best,

Peter

CABINET PRIORITIES – 2021-2022

While the Cabinet recognizes the need to manage the ongoing state of crisis related to the pandemic, we also understand the importance of advancing important initiatives that include:

- Supporting the campus-wide effort to guide our students, most of whom have been with us in person for little or no time in the past, in a successful return to in-person learning and living.
- Working with our employees to strengthen the sense of community and improve our retention and recruitment of faculty and staff. These efforts will include prioritizing compensation for faculty and staff, enhanced communication, more intentional training and onboarding, finding ways to create a deeper connection to our mission of changing the lives of our students, and celebrating our successes campus-wide as reminders of our shared purpose and sense of pride in Whitman.
- Building campus-wide capacity for diversity, equity and inclusion work. Developing a broad understanding of the issues in order to facilitate change.
- Supporting faculty curricular initiatives.
- Developing talent during leadership transitions on the Board of Trustees, the Cabinet, and other key positions across campus.
- Focusing on strategic enrollment management to identify and enhance programs and tactics that drive enrollment and tuition revenue now and into the future.
- Securing philanthropic investment for scholarships and access, the Whitman experience and curricular and co-curricular initiatives, career preparation, and The Whitman Fund.
- Exploring opportunities to leverage technology to help staff be more effective and efficient.

We believe these efforts will help Whitman build on its mission of advancing student learning and be in the best possible position to welcome its 15th President.

2023 Budget requests combined

Combined Priority A requests

Description of budget request (note here if one-time expense)		Discretionary		Personnel costs without OPE	Non-personnel costs	Responsible staff person or position	Officer Priority	Cabinet Priority	Cabinet recommended		
Department or budget name	Department Datatel number	Budget amount									
Total for all pages				722,701	1,462,615						
1	Executive Assistant	Pres off		80,000		President	A	A		1	Trustees request this position be added as part of the recruitment for the next President.
2	b/c of changes to WA state DOL laws, move from salaried to hourly	Semester in the West (rolls over)	1-53-19-20387	13,200		Shampa Biswas	A	A		2	
3	Increase for student wages: WA state minimum wage increase,	Computer Science	1-54-19-20810	4,120	1,871	Albert Schueller	A	A		3	as well as an added selection of CS210
4	increase in WA state minimum wage/student wages	Library	1-60-21-20002	448,756	20,000	Alzada Tipton	A	A	10,000.00	4	
5	for yearly subscription of TES, an equivalency database	Registrar's Office	1-61-42-20107	33,425	4,000	Alzada Tipton	A	A		5	used to help promote transfer decisions..
6	raise in NWC conference and NCAA annual dues,	Athletics - General	1-58-41-20108	30,755	7,800	Alzada Tipton	A	A		6	cover costs of mandatory institutional attendance
7	Increase in student wages	SSRA Student Wages	1-58-41-20346	105,325	112,933	Alzada Tipton	A	A	28,675.00	7	
8	Increase in student wages	Training Room	1-58-41-20122	33,734	3,000	Alzada Tipton	A	A		8	
9	New position, full time assistant AD to help with AD workload	SSRA Personnel Salaries	1-58-41-20445		70,000	Alzada Tipton	A	A		9	
10	normalize Student Liaison program it has proven to be a ,	Academic Resource Center	1-87-29-20930	54,084	11,000	Alzada Tipton	A	A		10	robust program we have 49 liaisons who are enthusiastic, energetic, great ambassadors for their major programs and the college. Currently the liaisons are paid from temporary surplus
11	normalize the coordinator wages and cover 100%	OCS - staff wages	1-62-29-20032		20,000	Alzada Tipton	A			11	stop supplementing with the David Deal Endowment
12	Increase hours of current admin asst in Hunter to provide	Division II-Office	1-54-19-20093		9,376	Alzada Tipton	A			12	support to faculty/staff in the building
13	Estimated expense for OCS tuition for junior class	OCS Programs	1-62-17-20751	2,340,022	459,978	Alzada Tipton	A	A	145,448.00	13	to attend US based OCS programs.
14	Addition of .25 FTE to extend open hours to 1 am during the week	Library	1-60-21-20002	448,756	14,000	Alzada Tipton	A	A		14	and additional access on the weekends mornings.
15	Funding of assistant coaches to operting budget	Assistant Coaches	1-58-41-2XXXX	0	60,000	Alzada Tipton	A	A		15	Transition Assitant Coaches to from W-Club gift funded to fully budget funded over a three year period.
16	Permanent Funding for Care Coordinator position	Dean of Students	1-90-42-30001	34,905	20,000	Bridget Jacobson	A	A		16	The Care Coordinator position is partially funded by the Tabbutt Family Endowment (\$31K) and the remaining \$20K is funded by the Contingency Student Services budget under the Dean of Students. We are seeking permanent funding for the \$20K into the Dean of Students Office Staff salary & wage budget.
17	Asst. Director of Student Activities: New Student and Family Programs and Greek Life	Student Activities	1-97-42-30018	22,753	50,000	Juli Dunn	A			17	Restoring office to previous level of staffing and to provide increased oversight for increasing in programming in NSO, Family Programs, and Greek Life (See Appendix A)

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18 Summer Fly-In	Student Activities	1-90-43-30394	60,000			68,450	Juli Dunn	A	A			18	See Appendix B
19 Security Department	Security	1-00-59-30032	48,312			4,831	Steve Davis	A	A			19	The Security Dept. has operated at a set amount for three years. Within this budget, the college has seen an increase in students. We have not seen funding transfer for duties with access control. Security has a 24/7 operational requirement. (Appendix C)
20 Request for a supplemental grant to offset work study costs	Security	1-00-59-30032	48,312			40,000	Steve Davis	A	A	30,000.00		20	With the hiring of student-employees in campus security, we have utilized them for escorts, lookups and checking fire systems. With the onset of COVID, campus building operational hours have changed. Our goals is to increase work study students to Campus Security. (Appendix C)
21 Security Officer (.5 FTE)	Security	1-00-59-30032	48,312	17,680			Steve Davis	A	A			21	Campus Security has a primary duty of protecting and preserving the safety of Whitman College. Campus Security was impacted on several occasions under the COVID protocols with quarantining and symptomatic staff during three operational shifts. (Appendix C)
22 Medical Providers (additional physician hours)	Health Center	1-89-42-30006	43,080	30,000			Claudia Ness	A	A			22	Due to the increase with the student population, we are seeing an increased need for physician and nurse practitioner hours.
23 Mental Health Outreach Coordinator (.75 FTE/exempt - works academic year 8 hrs/day)	Counseling Center	1-89-42-30008	50,136	55,000			Rae Chresfield	A				23	This position will work closely and report directly to the Associate Dean of Health and Wellness and Student Health staff to provide operational and service excellence to maximize opportunities in delivering counseling and other mental health outreach services. (Appendix D)
24 CNA Position for the academic year	Health Center	1-89-42-30006	43,080	22,045			Claudia Ness	A	A			24	Restore CNA position which was initially furloughed during the 2020FY. Position not filled due to the low number of students on campus during the 2021FY.
25 Increase administrative assistant hours.	Health Center	1-89-42-30006	43,080	3,400			Claudia Ness	A	A			25	Increase administrative assistant hours
26 Funds to address employee retention and organizational development/training needs.	Human Resources	1-98-59-40003	34,730	65,000		10,000	Telara McCullough	A	A			25	Request for additional senior HR generalist position to support onboarding, staff training programs, and assist with grievance investigations. Discretionary increase if \$5,000 for student labor to support data management and \$5,000 for training programs.
27 Audit and Tax services	Audit and Tax services	1-00-59-40016	140,000			15,000	Darlene Wilson	A	A			26	Increase audit and tax compliance service fees.
28 Funds to cover increased liability insurance fees	Liability insurance	1-00-59-40018	577,284			50,000	Peter Harvey	A	A			27	Reflects increase for fiscal year 2021/2022, there will be an additional increase for 2022/2023.
29 Funds to cover increased property insurance fees	Property insurance	1-00-60-40096	334,000			75,000	Peter Harvey	A	A			28	Reflects increase for fiscal year 2021/2022, there will be an additional increase for 2022/2023.
30 Funds to cover increased Varsity Athletics insurance fees	Varsity Athletic insurance	1-98-41-40082	45,000			8,000	Peter Harvey	A	A			29	Reflects increase for fiscal year 2021/2022, there will be an additional increase for 2022/2023.
31 PP Operations- Natural Gas	Utilities	1-94-60-40095	1,328,195			54,115	Tony Ichsan	A	A	30,000.00		31	This increase is due to the projected increase of natural gas prices.
32 PP Operations- Natural Electricity	Utilities	1-94-60-40095	1,328,195			61,428	Tony Ichsan	A	A	30,000.00		32	This request is due to the projected increase of costs for electricity.

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33 Travel Stipends for UWC students	Admission	1-00-42-50001	1,235,265			40,000	Director of Admission	A	A	A	30	Students from United World Colleges (UWC) bring diverse backgrounds and perspectives that enrich the Whitman community, supporting the strategic priority of enhancing diversity, equity, and inclusion. They also receive outside scholarships from the Davis Foundation, and the amount of those scholarships increases as the number of UWC students enrolled at Whitman increases. In 2013 Whitman piloted a travel stipend program in which a one-time \$2,500 travel stipend was offered to three UWC students, all of whom chose to enroll at Whitman. This stipend was originally funded through the President's discretionary budget. In 2015 the Admission Office decided to expand the stipend program using existing budget to apply to all admitted students from UWCs, which has helped grow total UWC enrollment from fewer than 10 students to more than 60, including incoming classes of 20 UWCers in Fall 2020 and 28 in Fall 2021. As the number of enrolled UWC students has grown, the amount of the outside scholarship they receive has increased from \$10,000/year to \$30,000/year, providing a significant source of tuition revenue to Whitman. If current UWC enrollment trends continue, UWC students who choose Whitman will receive \$40,000/year toward the cost of attending Whitman. The Admission Office has been able to absorb the increasing cost of travel stipends this year by use funding that would normally support international travel, which was not possible due to COVID. In future years, however, the Admission Office plans to resume international recruitment travel, so this request will allow us to continue the successful travel stipend program and maintain UWC enrollment. The total cost of these stipends in the 2020
34 Admission Publications: First Mailer	Admission	1-00-42-50001	1,235,265			20,000	Director of Admission Operations	A		A	34	In close collaboration with Communications, the Admission Office is in the middle of redesigning the printed publications we send to prospective students. In addition to the viewbook and the travel brochure, which will be funded through a combination of one-time budget requests and existing budgets for printing, publications, and mailing, we believe there is an opportunity to enhance our outreach with additional publications, supporting Whitman's enrollment efforts. Though these new publications are listed as separate budget requests with varying levels of priority, we believe each of them is important in reinforcing Whitman's brand to prospective students and families. The highest priority item is the 'first mailer' that is sent to prospective students as soon as they express interest in Whitman. In the past, Whitman has sent a letter, sometimes accompanied by other surplus publications. Creating a visually compelling first mailer will serve to create a consistently strong first impression that establishes Whitman's brand and paves the way for future communications.

2023 Budget requests combined

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Total for all pages				722,701	1,462,615						
35	One-time expense: Viewbook	Admission	1-00-42-50001	1,235,265	200,000	Interim VP for Admission & Financial Aid	A			35	In close collaboration with Communications, the Admission Office is in the middle of redesigning the printed publications we send to prospective students. The viewbook is the featured publication, though the scope of this project also includes other publications. We project that this will cost approximately \$230,000 in FY22, including content, design, printing, and paper. The current admission budget already covers approximately \$60,000 in annual printing costs for the viewbook, so that amount has been removed from this
36	One-time expense: Diversity Fly-In	Diversity Initiatives	1-00-43-50210	57,000	30,000	Interim VP for Admission & Financial Aid	A			36	As part of Whitman's efforts to enroll a diverse student body, we provide all-expenses paid trips to Whitman to 40-50 students each spring. In the past, these students have traveled to Whitman alone and been hosted by current Whitman students, staying overnight in residence halls. However, in recent years Admission staff have recommended moving to a model where Whitman pays for travel expenses for both the student and a trusted adult, including flights and lodging. Given the uncertainty surrounding COVID and the low likelihood that we will be in a position in Spring 2022 to allow prospective students to stay overnight in residence halls, we believe this is
37	Budget increase to address software license/maintenance annual increases	Enterprise Technology	1-00-54-60003	369,921	32,000	Dir, Enterprise Technology	A	A		37	The ET discretionary budget has remained flat over the past several years while the software maintenance has increased by 5-8% annually resulting in this budget ending in a deficit. This request is to adjust for the past several years of increases as well as the expected increase for this next year.
38	Upgrade classroom device switching equipment	Multimedia Development & Serv	1-00-24-60006	79,530	6,000	Mgr, Instructional Multimedia Svs	A	A		38	With the increased reliance on classroom technology, the budget increase will allow for the replacement of "switches" that control the multitude of devices. These new switches also report on the health of equipment. This increase will allow for new switches in 5 classrooms each year
39	Student Wages & Software license increases	Academic Technology Consulting	1-00-24-60004	368,463	10,000	Dir, Instructional & Learning Tech	A	A		39	This requested increase is to cover the minimum wage increase for student employees and increase to software licensing (e.g. Canvas, Mathematica, Microsoft, etc.). We have reallocated other funds to reduce the total request from \$15,000 to 10,000.
40	One-time expense - computer to run software for new PXRF in Geology	Academic Technology Consulting	1-00-24-60004	368,463	1,500	Dir, Instructional & Learning Tech	A			40	See supporting documentation
41	One-time expense - projector for booth in theatre	Multimedia Development & Serv	1-00-24-60006	79,530	14,000	Mgr, Instructional Multimedia Svs	A			41	See supporting documentation
42	One-time expense - Mini Mac for lighting setup in theatre spaces	Multimedia Development & Serv	1-00-24-60006	79,530	1,300	Mgr, Instructional Multimedia Svs	A			42	See supporting documentation
43	One-time expense - Smartboard for HJT 115	Multimedia Development & Serv	1-00-24-60006	79,530	2,550	Mgr, Instructional Multimedia Svs	A			43	See supporting documentation
44	Increased costs of annual report printing	Development	1-91-55-70008	36,000	10,000	Setchell	A	A		44	Increased cost of printing annual report.

2023 Budget requests combined

Combined Priority A requests

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45 Internal Communications Strategist	Communications Salary	1-95-59-80001	136,260		60,000		Gina Ohnstad	A			45	Despite the fact that this position has one more year of one-time funds available, I would like to add it to the budget this year to ensure this highly important work can continue into the future. It is no secret that this position has proved invaluable during the COVID pandemic. It is also strategically essential moving forward as we work to build a stronger campus culture, recruit and retain high-quality employees, emphasize transparency, and keep employees engaged and aligned with the goals of the college as some start to take advantage of new telework options. I would also like to give the current Internal Communications Strategist confidence that their job is secure moving forward so they do not start looking for other opportunities knowing their position is only funded for one more year. One option worth considering is using 50% of the one-time
46 Whitman Magazine -- increase in paper prices	Content Development	1-95-59-80004	144,850			21,657	Ryan Barnes	A	A		46	A nationwide paper shortage has lead to a series of increases in paper prices this year and our printer (Hemlock Printers) estimates that price increases will continue all of 2022 and into 2023. This is their estimated increase in the price of printing 3 issues of Whitman Magazine and our department's share (25%) of the increase for printing one Annual Report of Giving (cost is shared by Development) object 5630.
47 Director of LGBTQIA+ Services	Diversity Equity and Inclusion	Division GL			78,000		John Johnson, VPDI	A	A		47	The Director of LGBTQIA+ Services is a critical position to meet the needs and provide programming, education, resources and support to roughly 25% of the Whitman student population. See Appendix for additional information.
48 DEIA Program Coordinator	Diversity Equity and Inclusion	Division GL			55,000		John Johnson, VPDI	A	A		48	The DEIA (diversity, equity, inclusion, and antiracism) program coordinator will work with the VPDI and various units in the Division to provide programming that contributes to identity and belonging for minoritized student populations. See Appendix.
49 IC Discretionary Budget	Intercultural Center	1-81-42-90002	23,705.00			31,295	Laura Sanchez, IC Director	A			49	Requesting an increase of \$31,295 to the IC Discretionary budget to align with pre-Covid IC allocations and expenses. IC coordinates a number of programs each year that enhance the campus and average IC Discretionary allocation for 2020 and 2021 was \$57,205.00.
50 Multicultural House Discretionary	Multicultural House	1-81-42-90014	11,550.00			450	John Johnson, VPDI	A	A		50	Funds for the purpose of maintaining the Food Pantry, providing student programming during holiday breaks, replacing furniture and general upkeep of the Grover Alston Center (GAC).

2023 Budget requests combined

Combined Priority A requests

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51 International Discretionary	International Student Program	1-81-43-90003	32,643.00			27,357	Greg Lecki, Director Intl Sup	A	A		51	Funds for the purpose of providing programming and support to international students. Increase in allocation is to account for costs incurred to provide international orientation in advance of new student orientation.
52 Religious and Spiritual Life	Religious and Spiritual Life	1-81-43-90017	16,900.00			(1,900)	Adam Kirtley, Interfaith Chaplain	A	A		52	Funds for the purpose of providing programming and support to religious minority students and to engage students in dialogue and exploration of existential and spiritual questions.
53 LGBTQIA Resources	LGBTQIA+ Resources	1-81-43-90029	6,000.00			9,000	John Johnson, V	A	A		53	Funds for the purpose of providing campus education as well as programming and support to LGBTQIA+ students.
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TRUSTEES

President

	Description of budget request (note here if one-time expense)	Department or budget name	Department Datatel number	Discretionary Budget amount	Personnel costs without OPE	Non-personnel costs	Responsible staff person or position	Priority	Memo or justification
	Total for all pages				80,000	0			
1	Executive Assistant	Pres off			80,000		President	A	1 Trustees request this position be added as part of the recruitment for the next President.
2									2
3									3
4									4
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2023 Budget requests combined

Provost & Dean of the Faculty

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	Total for all pages				171,076	455,718			
1	b/c of changes to WA state DOL laws, move from salaried to hourly	Semester in the West (rolls over)	1-53-19-20387		13,200		Shampa Biswas	A	1
2	Increase for student wages: WA state minimum wage increase,	Computer Science	1-54-19-20810	4,120		1,871	Albert Schueller	A	2 as well as an added section of CS210
3	increase in WA state minimum wage/student wages	Library	1-60-21-20002	448,756		20,000	Alzada Tipton	A	3
4	for yearly subscription of TES, an equivalency database	Registrar's Office	1-61-42-20107	33,425		4,000	Alzada Tipton	A	4 used to help promote transfer decisions..
5	raise in NWC conference and NCAA annual dues,	Athletics - General	1-58-41-20108	30,755		7,800	Alzada Tipton	A	5 cover costs of mandatory institutional attendance
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8	New position, full time assistant AD to help with AD workload	SSRA Personnel Salaries	1-58-41-20445		70,000		Alzada Tipton	A	8
9	normalize Student Liaison program It has proven to be a ,	Academic Resource Center	1-87-29-20930	54,084		11,000	Alzada Tipton	A	9 robust program we have 49 liaisons who are enthusiastic, energetic, great ambassadors for their major programs and the college. Currently the liaisons are paid from temporary, surplus funds, and the ARC would like to incorporate this program into its regular operations.
10	normalize the coordinator wages and cover 100%	OCS - staff wages	1-62-29-20032		20,000		Alzada Tipton	A	10 stop supplementing with the David Deal Endowment
11	Increase hours of current admin asst in Hunter to provide	Division II-Office	1-54-19-20093		9,376		Alzada Tipton	A	11 support to faculty/staff in the building
12	Estimated expense for OCS tuition for junior class	OCS Programs	1-62-17-20751	2,340,022		145,448	Alzada Tipton	A	12 to attend US based OCS programs.
13	Addition of .25 FTE to extend open hours to 1 am during the week	Library	1-60-21-20002	448,756	8,500		Alzada Tipton	A	13 and additional access on the weekends mornings.
14	CATEGORY B:								14

2023 Budget requests combined

Provost & Dean of the Faculty

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15	monitor, maintain & assess the JPMC of the academic buildings,	NEW Position	NEW		41,500		Alker - Biswas - Schueller	B	15	most urgently in Olin, Maxey, and Science, but perhaps also in the other academic buildings
16	CATEGORY C:								16	
17	anticipated inflation & long postponed programming requests	Library	1-60-21-20002	448,756	8,500	19,145	Alzada Tipton	C	17	Our records show that our production budget allocation has remained largely static since at least 2018-2019. We are requesting an extra 10% to our production budget because in the last 12 months, the cost of lumber has gone up 188%, building supplies (non lumber) have gone up 87.6%, paint has gone up 5-9%, fuel has gone up 48.54% IN ADDITION, because of staffing cuts to both the scene shop (Kevin's position) and the costume shop (part-time position), we are having to rely on more student workers to get the jobs done. Not only are we using more student workers, their wages are going up to \$14.49, due to increases in minimum wage (which is a 5.3% increase on top on an increased number of workers). omponent.
18	Increase 10% b/c 188% increase in cost of lumber & bldg supplies (non lumber) up 87.6%, paint	Theater Production	1-59-26-20003	147,656		15,000	Sharon Alker	C	18	has gone up 5-9%, fuel has gone up 48.54% . . .
19	airfare up 9% and projected to continue to go up	Division II - DANCE	1-59-19-20103	11,525		1,153	Sharon Alker	C	19	Dance pays for a portion of their own guest artists out of this budget, as well as the accompanists for dance classes. In terms of the guest artists, airline tickets are up 9% this calendar year and are projected to continue to go up as the demand increases coming out of the pandemic. In the past several years, the dance budget has been inadequate to meet these needs and has had to be supplemented by the Theatre budget.
20	Travel/food for Reg Geo & other field trips/increase fuels costs.	Division III - Geology	1-55-19-20078	12,765		2,150	Albert Schueller	C	20	
21	Increase costs for cryogenes and maintenance contracts	Division III - SEM	1-55-19-20079	138,496		5,118	Albert Schueller	C	21	
22	Student wages, physics fellows, lab TA's + increase costs in supplies	Division III - Physics	1-55-19-20081	19,468		8,100	Albert Schueller	C	22	
23	Increase costs of consumables and equipment; requests from new	SERF - Sci Equipment	1-55-19-20200	66,550		10,000	Albert Schueller	C	23	TT faculty in psychology and computer science requests.
24	increase in travel, lodging and food costs	Athletics - Nat'l Travel	1-58-41-20129	6,750		2,000	Alzada Tipton	C	24	

2023 Budget requests combined

Provost & Dean of the Faculty

Provost & Dean of the Faculty

Description of budget request (note here if one-time expense)	Department or budget name	Department Datatel number	Discretionary Budget amount	Personnel costs without OPE	Non-personnel costs	Responsible staff person or position	Priority		Memo or justification
Total for all pages				171,076	455,718				
25 increase in travel, lodging and food costs	Baseball	1-58-41-20109	47,075		10,000	Alzada Tipton	C	25	
26 increase in travel, lodging and food. costs	Men's Basketball	1-58-41-20110	40,700		9,000	Alzada Tipton	C	26	
27 increase in travel, lodging and food. costs	Women's Basketball	1-58-41-20111	40,700		9,000	Alzada Tipton	C	27	
28 increase in travel, lodging and food. costs	Cross Country	1-58-41-20112	33,900		15,000	Alzada Tipton	C	28	
29 if work study dollars do not increase then additional funding is needed	Game Management	1-58-41-20731	31,000		3,000	Alzada Tipton	C	29	
30 increase in travel, lodging and food. costs	Golf - Men's and Women's	1-58-41-20113	57,160		2,000	Alzada Tipton	C	30	
31 increase in travel, lodging and food. costs	Lacrosse - Women's	1-58-41-20499	41,000		2,000	Alzada Tipton	C	31	
32 increase in travel, lodging and food. costs	Soccer - Men's	1-58-41-20115	40,575		6,000	Alzada Tipton	C	32	
33 increase in travel, lodging and food. costs	Soccer - Women's	1-58-41-20116	40,575		6,000	Alzada Tipton	C	33	
34 increase in travel, lodging and food. Costs / increase in roster	Swimming	1-58-41-20117	62,665		10,000	Alzada Tipton	C	34	
35 increase in travel, lodging and food. Costs / increase in roster	Tennis - Men's	1-58-41-20118	24,625		5,000	Alzada Tipton	C	35	
36 increase in travel, lodging and food. Costs / increase in roster	Tennis - Women's	1-58-41-20119	24,625		1,000	Alzada Tipton	C	36	
37 increase in travel, lodging and food. costs	Volleyball	1-58-41-20121	33,970		4,000	Alzada Tipton	C	37	
38 allow program staff to participate in prof networks + learning opportunites	Fellowships & Grants	1-50-29-20479	5,000		5,000	Alzada Tipton	C	38	
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2023 Budget requests combined

Provost & Dean of the Faculty

Provost & Dean of the Faculty

Description of budget request (note here if one-time expense)	Department or budget name	Department Datatel number	Discretionary Budget amount	Personnel costs without OPE	Non-personnel costs	Responsible staff person or position	Priority	Memo or justification
Total for all pages				171,076	455,718			
40 Reallocations:								
41 demand for note takers and tutors has increased in the ARC	Academic Resource Center	1-87-29-20930	54,084		7,000		A	41 Since the SAs no longer live in first year residence halls=savings in the SA wage budget. At the same time, demand for note takers & tutors increased for ARC, thus there has been a significant increase in student wages in those areas, which will
42 SA's no longer live in 1st yr residence halls	Student Academic Adviser	1-87-43-20931	55,900		(7,000)		A	42 likely continue in the future. We proposed reallocating \$7,000 from SA wages to the ARC for this purpose. We still want to leave a good deal of money in the SA wage budget, however, because the current cohort of SAs is only about half of what it usually is. Next year, we anticipate having twice the number of SAs we do now, and their wages need to be accounted for
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45 ONE-Time Requests from Penrose Library:								45
46 Scanner for interlibrary loan	15000							46
47 dedicated work space for Dana Bronson	20000							47
48 Development costs for Born Digital services	25000							48
49 Development costs for Born Digital services	25000							49
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2023 Budget requests combined

VP Student Affairs

VP Student Affairs

	Description of budget request (note here if one-time expense)	Department or budget name	Department Datatel number	Discretionary Budget amount	Personnel costs without OPE	Non-personnel costs	Responsible staff person or position	Priority	Memo or justification	
	Total for all pages				194,725	138,281				
1	Permanent Funding for Care Coordinator position	Dean of Students	1-90-42-30001	34,905	20,000		Bridget Jacobson	A	1	The Care Coordinator position is partially funded by the Tabbutt Family Endowment (\$31K) and the remaining \$20K is funded by the Contingency Student Services budget under the Dean of Students. We are seeking permanent funding for the \$20K into the Dean of Students Office Staff salary & wage budget.
2	Asst. Director of Student Activities: New Student and Family Programs and Greek Life	Student Activities	1-97-42-30018	22,753	50,000		Juli Dunn	A	2	Restoring office to previous level of staffing and to provide increased oversight for increasing in programming in NSO, Family Programs, and Greek Life (See Appendix A)
3	Summer Fly-In	Student Activities	1-90-43-30394	60,000		68,450	Juli Dunn	A	3	See Appendix B
4	Security Department	Security	1-00-59-30032	48,312		4,831	Steve Davis	A	4	The Security Dept. has operated at a set amount for three years. Within this budget, the college has seen an increase in students. We have not seen funding transfer for duties with access control. Security has a 24/7 operational requirement. (Appendix C)
5	Request for a supplemental grant to offset workstudy costs	Security	1-00-59-30032	48,312		40,000	Steve Davis	A	5	With the hiring of student-employees in campus security, we have utilized them for escorts, lookups and checking fire systems. With the onset of COVID, campus building operational hours have changed. Our goal is to increase work study students to Campus Security. (Appendix C)
6	Security Officer (.5 FTE)	Security	1-00-59-30032	48,312	17,680		Steve Davis	A	6	Campus Security has a primary duty of protecting and preserving the safety of Whitman College. Campus Security was impacted on several occasions under the COVID protocols with quarantining and symptomatic staff during three operational shifts. (Appendix C)
7	Medical Providers (additional physician hours)	Health Center	1-89-42-30006	43,080	30,000		Claudia Ness	A	7	Due to the increase with the student population, we are seeing an increased need for physician and nurse practitioner hours.
8	Mental Health Outreach Coordinator (.75 FTE/exempt - works academic year 8 hrs/day)	Counseling Center	1-89-42-30008	50,136	55,000		Rae Chresfield	A	8	This position will work closely and report directly to the Associate Dean of Health and Wellness and Student Health staff to provide operational and service excellence to maximize opportunities in delivering counseling and other mental health outreach services. (Appendix D)
9	CNA Position for the academic year	Health Center	1-89-42-30006	43,080	22,045		Claudia Ness	A	9	Restore CNA position which was initially furloughed during the 2020FY. Position not filled due to the low number of students on campus

2023 Budget requests combined

VP Student Affairs

VP Student Affairs

	Description of budget request (note here if one-time expense)	Department or budget name	Department Datatel number	Discretionary Budget amount	Personnel costs without OPE	Non-personnel costs	Responsible staff person or position	Priority	Memo or justification
	Total for all pages				194,725	138,281			
10	Symplicity Advocate Full Edition & Care Reporting System	Dean of Students	1-90-42-30001	34,905		10,000		B	10 The Advocate reporting system is used campus-wide for incident/care/bias reporting. Previously we would support this expense out of the Dean of Students Office surplus account that is no longer an option.
11	New Student Orientation (opening week)	Student Activities	1-97-43-30015	84,057		15,000	Juli Dunn	B	11 The new model for NSO has significant increases in student labor, with the inclusion of the OWL program. This additional monies (\$15,000) will ensure we are able to fairly compensate the student leaders assisting with the new model.
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2023 Budget requests combined

Chief Financial Officer

Chief Financial Officer

	Description of budget request (note here if one-time expense)	Department or budget name	Department Datatel number	Discretionary Budget amount	Personnel costs without OPE	Non-personnel costs	Responsible staff person or position	Priority	Memo or justification	
	Total for all pages				65,000	273,643				
1	Funds to address employee retention and organizational development/training needs.	Human Resources	1-98-59-40003	34,730	65,000	10,100	Telara McCullough	A	1	Request for additional senior HR generalist position to support onboarding, staff training programs, and assist with grievance investigations. Discretionary increase if \$5,000 for student labor to support data management and \$5,000 for training programs.
2	Audit and Tax services	Audit and Tax services	1-00-59-40016	140,000		15,000	Darlene Wilson	A	2	Increase audit and tax compliance service fees.
3	Funds to cover increased liability insurance fees	Liability insurance	1-00-59-40018	577,284		50,000	Peter Harvey	A	3	Reflects increase for fiscal year 2021/2022, there will be an additional increase for 2022/2023.
4	Funds to cover increased property insurance fees	Property insurance	1-00-60-40096	334,000		75,000	Peter Harvey	A	4	Reflects increase for fiscal year 2021/2022, there will be an additional increase for 2022/2023.
5	Funds to cover increased Varsity Athletics insurance fees	Varsity Athletic insurance	1-98-41-40082	45,000		8,000	Peter Harvey	A	5	Reflects increase for fiscal year 2021/2022, there will be an additional increase for 2022/2023.
6	PP Operations- Natural Gas	Utilities	1-94-60-40095	1,328,195		54,115	Tony Ichsan	A	6	This increase is due to the projected increase of natural gas prices.
7	PP Operations- Natural Electricity	Utilities	1-94-60-40095	1,328,195		61,428	Tony Ichsan	A	7	This request is due to the projected increase of costs for electricity.
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Admission and Financial Aid

Admission and Financial Aid

Description of budget request (note here if one-time expense)	Department or budget name	Department Datatel number	Discretionary Budget amount	Personnel costs without OPE	Non-personnel costs	Responsible staff person or position	Priority	Memo or justification
Total for all pages				0	335,000			
1 Travel Stipends for UWC students	Admission	1-00-42-50001	1,235,265		40,000	Director of Admission	A	1 Students from United World Colleges (UWC) bring diverse backgrounds and perspectives that enrich the Whitman community, supporting the strategic priority of enhancing diversity, equity, and inclusion. They also receive outside scholarships from the Davis Foundation, and the amount of those scholarships increases as the number of UWC students enrolled at Whitman increases. In 2013 Whitman piloted a travel stipend program in which a one-time \$2,500 travel stipend was offered to three UWC students, all of whom chose to enroll at Whitman. This stipend was originally funded through the President's discretionary budget. In 2015 the Admission Office decided to expand the stipend program using existing budget to apply to all admitted students from UWCs, which has helped grow total UWC enrollment from fewer than 10 students to more than 60, including incoming classes of 20 UWCers in Fall 2020 and 28 in Fall 2021. As the number of enrolled UWC students has grown, the amount of the outside scholarship they receive has increased from \$10,000/year to \$30,000/year, providing a significant source of tuition revenue to Whitman. If current UWC enrollment trends continue, UWC students who choose Whitman will receive \$40,000/year toward the cost of attending Whitman. The Admission Office has been able to absorb the increasing cost of travel stipends this year by use funding that would normally support international travel, which was not possible due to COVID. In future years, however, the Admission Office plans to resume international recruitment travel, so this request will allow us to continue the successful travel stipend program and maintain UWC enrollment. The total cost of these stipends in the 2020-21 FY was a little more than \$40,000.
2 Admission Publications: First Mailer	Admission	1-00-42-50001	1,235,265		20,000	Director of Admission Operations	A	2 In close collaboration with Communications, the Admission Office is in the middle of redesigning the printed publications we send to prospective students. In addition to the viewbook and the travel brochure, which will be funded through a combination of one-time budget requests and existing budgets for printing, publications, and mailing, we believe there is an opportunity to enhance our outreach with additional publications, supporting Whitman's enrollment efforts. Though these new publications are listed as separate budget requests with varying levels of priority, we believe each of them is important in reinforcing Whitman's brand to prospective students and families. The highest priority item is the 'first mailer' that is sent to prospective students as soon as they express interest in Whitman. In the past, Whitman has sent a letter, sometimes accompanied by other surplus publications. Creating a visually compelling first mailer will serve to create a consistently strong first impression that establishes Whitman's brand and paves the way for future communications.

2023 Budget requests combined

Admission and Financial Aid

Admission and Financial Aid

Description of budget request (note here if one-time expense)	Department or budget name	Department Datatel number	Discretionary Budget amount	Personnel costs without OPE	Non-personnel costs	Responsible staff person or position	Priority	Memo or justification	
Total for all pages				0	335,000				
3 One-time expense: Viewbook	Admission	1-00-42-50001	1,235,265		200,000	Interim VP for Admission & Financial Aid	A	3 In close collaboration with Communications, the Admission Office is in the middle of redesigning the printed publications we send to prospective students. The viewbook is the featured publication, though the scope of this project also includes other publications. We project that this will cost approximately \$230,000 in FY22, including content, design, printing, and paper. The current admission budget already covers approximately \$60,000 in annual printing costs for the viewbook, so that amount has been removed from this request., leaving a final total of \$170,000.	5630
4 One-time expense: Diversity Fly-In	Diversity Initiatives	1-00-43-50210	57,000		30,000	Interim VP for Admission & Financial Aid	A	4 As part of Whitman's efforts to enroll a diverse student body, we provide all-expenses paid trips to Whitman to 40-50 students each spring. In the past, these students have traveled to Whitman alone and been hosted by current Whitman students, staying overnight in residence halls. However, in recent years Admission staff have recommended moving to a model where Whitman pays for travel expenses for both the student and a trusted adult, including flights and lodging. Given the uncertainty surrounding COVID and the low likelihood that we will be in a position in Spring 2022 to allow prospective students to stay overnight in residence halls, we believe this is a good time to pilot this model.	5700
5 Admission Publications: Postcards	Admission	1-00-42-50001	1,235,265		30,000	Director of Admission Operations	B	5 Whitman's current communications flow involves regular email communications, but can have large gaps between printed material, especially for students who express interest in Whitman earlier in high school. By doing an audit of our printed materials to prospective students we identified gaps where we could be more strategic in our communications. By sending postcards during these identified times, we can regularly reinforce Whitman's brand and increase the likelihood that family members in addition to prospective students are exposed to Whitman messaging.	5630

2023 Budget requests combined

Admission and Financial Aid

Admission and Financial Aid

	Description of budget request (note here if one-time expense)	Department or budget name	Department Datatel number	Discretionary Budget amount	Personnel costs without OPE	Non-personnel costs	Responsible staff person or position	Priority	Memo or justification
	Total for all pages				0	335,000			
6	Admission Publications: Birthday Cards	Admission	1-00-42-50001	1,235,265		15,000	Director of Admission Operations	B	6 Sending birthday cards to prospective students is an easy and memorable way to provide personalization and reinforce that Whitman is a community where students are known and receive personal attention.
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2023 Budget requests combined

Chief Information Officer

Chief Information Officer

	Description of budget request (note here if one-time expense)	Department or budget name	Department Datatel number	Discretionary Budget amount	Personnel costs without OPE	Non-personnel costs	Responsible staff person or position	Priority	Memo or justification
	Total for all pages				0	67,350			
1	Budget increase to address software license/maintenance annual increases	Enterprise Technology	1-00-54-60003	369,921		32,000	Dir, Enterprise Technology	A	1 The ET discretionary budget has remained flat over the past several years while the software maintenance has increased by 5-8% annually resulting in this budget ending in a deficit. This request is to adjust for the past several years of increases as well as the expected increase for this next year.
2	Upgrade classroom device switching equipment	Multimedia Development & Serv	1-00-24-60006	79,530		6,000	Mgr, Instructional Multimedia Svs	A	2 With the increased reliance on classroom technology, the budget increase will allow for the replacement of "switches" that control the multitude of devices. These new switches also report on the health of equipment. This increase will allow for new switches in 5
3	Student Wages & Software license increases	Academic Technology Consulting	1-00-24-60004	368,463		10,000	Dir, Instructional & Learning Tech	A	3 This requested increase is to cover the minimum wage increase for student employees and increase to software licensing (e.g. Canvas, Mathematica,
4	One-time expense - computer to run software for new PXRF in Geology	Academic Technology Consulting	1-00-24-60004	368,463		1,500	Dir, Instructional & Learning Tech	A	4 See supporting documentation
5	One-time expense - projector for booth in theatre	Multimedia Development & Serv	1-00-24-60006	79,530		14,000	Mgr, Instructional Multimedia Svs	A	5 See supporting documentation
6	One-time expense - Mini Mac for lighting setup in theatre spaces	Multimedia Development & Serv	1-00-24-60006	79,530		1,300	Mgr, Instructional Multimedia Svs	A	6 See supporting documentation
7	One-time expense - Smartboard for HJT 115	Multimedia Development & Serv	1-00-24-60006	79,530		2,550	Mgr, Instructional Multimedia Svs	A	7 See supporting documentation
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Vice-President for Development & College Relations

Vice-President for Development & College Relations

Description of budget request (note here if one-time expense)	Department or budget name	Department Datatel number	Discretionary Budget amount	Personnel costs without OPE	Non-personnel costs	Responsible staff person or position	Priority		Memo or justification
Total for all pages				0	10,000				
1 Increased costs of annual report printing	Development	1-91-55-70008	36,000		10,000	Setchell	A	1	Increased cost of printing annual report.
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Communications

VP Enrollment & Communications

Description of budget request (note here if one-time expense)	Department or budget name	Department Datatel number	Discretionary Budget amount	Personnel costs without OPE	Non-personnel costs	Responsible staff person or position	Priority	Memo or justification
Total for all pages				60,000	24,057			
1 Internal Communications Strategist	Communications Salary	1-95-59-80001	136,260.00	60,000		Gina Ohnstad	A	1 Despite the fact that this position has one more year of one-time funds available, I would like to add it to the budget this year to ensure this highly important work can continue into the future. It is no secret that this position has proved invaluable during the COVID pandemic. It is also strategically essential moving forward as we work to build a stronger campus culture, recruit and retain high-quality employees, emphasize transparency, and keep employees engaged and aligned with the goals of the college as some start to take advantage of new telework options. I would also like to give the current Internal Communications Strategist confidence that their job is secure moving forward so they do not start looking for other opportunities knowing their position is only funded for one more year. One option worth considering is using 50% of the one-time funds for this year and budgeting 50% and doing the same for fiscal year 23-24.
2 Whitman Magazine -- increase in paper prices	Content Development	1-95-59-80004	144,850.00		21,657	Ryan Barnes	A	2 A nationwide paper shortage has lead to a series of increases in paper prices this year and our printer (Hemlock Printers) estimates that price increases will continue all of 2022 and into 2023. This is their estimated increase in the price of printing 3 issues of Whitman Magazine and our department's share (25%) of the increase for printing one Annual Report of Giving (cost is shared by Development) object 5630.
3 Envoy package tracking system for Reid Center Post Office	RCC Post Office	1-97-42-30020	14,056.00		2,400	Eddie DeLeon	B	3 The Envoy package tracking system was something that was implemented before Communications started to oversee the Reid Center Post Office. It is a necessary tool to track and account for the packages delivered to campus and distributed to students and employees. This technology was implemented after instances of package mix-ups with no documentation or way to track missing items down, object 5341.
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2023 Budget requests combined

VP for Diversity and Inclusion

VP for Diversity and Inclusion

	Description of budget request (note here if one-time expense)	Department or budget name	Department Datatel number	Discretionary Budget amount	Personnel costs without OPE	Non-personnel costs	Responsible staff person or position	Priority	Memo or justification
	Total for all pages				133,000	66,202			
1	Director of LGBTQIA+ Services	Diversity Equity and Inclusion	Division GL		78,000		John Johnson, VPDI	A	1 The Director of LGBTQIA+ Services is a critical position to meet the needs and provide programming, education, resources and support to roughly 25% of the Whitman student population. See Appendix for additional information.
2	DEIA Program Coordinator	Diversity Equity and Inclusion	Division GL		55,000		John Johnson, VPDI	A	2 The DEIA (diversity, equity, inclusion, and antiracism) program coordinator will work with the VPDI and various units in the Division to provide programming that contributes to identity and belonging for minoritized student populations. See Appendix.
3	IC Discretionary Budget	Intercultural Center	1-81-42-90002	23,705.00		31,295	Laura Sanchez, IC Director	A	3 Requesting an increase of \$31,295 to the IC Discretionary budget to align with pre-Covid IC allocations and expenses. IC coordinates a number of programs each year that enhance the campus and average IC Discretionary allocation for 2020 and 2021 was \$57,205.00.
4	Multicultural House Discretionary	Multicultural House	1-81-42-90014	11,550.00		450	John Johnson, VPDI	A	4 Funds for the purpose of maintaining the Food Pantry, providing student programming during holiday breaks, replacing furniture and general upkeep of the Grover Alston Center (GAC).
5	International Discretionary	International Student Program	1-81-43-90003	32,643.00		27,357	Greg Lecki, Director Intl Sup	A	5 Funds for the purpose of providing programming and support to international students. Increase in allocation is to account for costs incurred to provide international orientation in advance of new student orientation.
6	Religious and Spiritual Life	Religious and Spiritual Life	1-81-43-90017	16,900.00		(1,900)	Adam Kirtley, Interfaith Chapln	A	6 Funds for the purpose of providing programming and support to religious minority students and to engage students in dialogue and exploration of existential and spiritual questions.
9	LGBTQIA Resources	GBTQIA+ Resource	1-81-43-90029	6,000.00		9,000	John Johnson,	A	9 Funds for the purpose of providing campus education as well as programming and support to LGBTQIA+ students.
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MEMORANDUM

DATE: November 1, 2021

TO: Dan Terrio, Chief Information Officer
FROM: David Sprunger, Director of Instructional and Learning Technology
SUBJECT: 2022-23 One-time budget requests from Academic Departments

Dan,

AITAG has received requests from Geology and Theatre for one-time funding during the 2022-23 fiscal year. AITAG has approved advancing these requests in the budget request process. Note that in some cases (details below) the funding is “one-time,” there will be ramifications for Technology Services lifecycle budgets. Below are the details as AITAG received them annotated with additional information as needed.

Thank you,
David

* * * * *

GEOLOGY’S REQUEST

Hey David,

PC on the replacement schedule with MS office

Cost: \$1200-1500ish*

Recurrence: Ongoing, periodic

The geology department has funding to replace one of our PXRf’s, and is looking to get an updated computer to run the new software. Our current pxrf runs on a dinosaur, does not connect to the internet, and is not on the replacement schedule in part because of those factors. If at all possible: we would like a PC that runs the latest windows OS, and has a partition to run XP for the older instrument. If it is not possible to have a partition with 64bit and 32 bit OSs then just a new PC to put next to the old one would suffice.

*we will have a demo of the new system next week, and will have the computer specifications then.

Thanks,

Pat
Patrick K. Spencer

[Note: We have not received further information from Geology on updated specifications. As such, we are treating this request at face value, with a Dell computer budgeted at no more than \$1500. This computer will need to be added to our computer lifecycle program.]

THEATRE'S REQUEST

Dear David,

The Theater and Dance Department would like to make the following technology requests for next year.

1. Two of our projectors in our theater spaces are over 12 years old and are pretty much kaput. We would like to have a new one that matches the one we got two years ago, along with a lens. Attached you will find the specs and quote for it. This would be one-time funding.

Further clarification: We are talking about the projectors we use with the computer technology in our booths in the theaters. We are not asking to replace both of them, just one because we have another projector we got about two years ago that works well and if we get the same model (I gave you the specs in my previous email) we can have the same set-up and system in all our performance spaces.

[NOTE: Jon Loney met with Theatre, they need a single projector.]

Cost estimate (w tax): \$14,000

2. We need a new mini-mac to help run projects in our spaces (as you know, we do not have a traditional lecture hall room with a podium, computer, etc. This is a one-time purchase.

Further clarification: Now that we only have one Technical Director, we want the mini-Mac to be able to be used in all our spaces with the set light plots and so that we have something more portable to use in those design classes when we are in the spaces.

Cost \$1300

3. The projector in HJT 115 needs to be replaced. We would prefer to have it replaced with a Smart Board, which I believe Barb has talked with you all about before, so I believe you have the specs. This is a one-time purchase.

Further clarification: The equipment in HJT 115 is set to be replaced on the technology rotation. We want to replace what is in there with an upgrade to a "Smart Board" because it will allow us more options for teaching the design courses in a way that is more fully interactive and integrated in the classroom.

Cost: \$2550 *[NOTE: This factors in existing lifecycle money that can be used toward smart board instead of a new projector]*

TOTAL REQUEST: \$17,850

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Laura Hope, Ph.D.

[NOTE: All items in this request will need to be added into WCTS lifecycle budgets.]

Appendix A

Assistant Director of Student Activities: New Student & Family Programs & Greek Life

Position Purpose:

The Assistant Director of Student Activities is primarily responsible for providing leadership experiences for undergraduate students that include advising student leaders in program development, serving as the primary advisor to Greek Life, and taking a leadership role in facilitating New Student & Family programs. The position involves a significant level of contact with students, families, faculty, and staff as well as with individuals and organizations outside of the College.

Job Duties:

The Assistant Director of Student Activities is primarily responsible for providing advising and leadership experiences for undergraduate students. The duties and responsibilities of the Assistant Director of Student Activities include, but are not limited to, the following functions, which are not listed in any particular order of significance:

- Advise student leaders in planning and implementing educational, social, recreational, and cultural university wide programs.
- Serve as the primary adviser to Inter-Fraternity, Panhellenic and Greek Leaders.
 - Oversee all Greek letter events.
 - Serve as the College liaison to national headquarters.
 - Serve as a resource to fraternity and sorority chapters.
 - Serve as the representative of the Greek community on College committees whose decisions may impact Greek Life.
- Assist the Senior Associate Dean of Students with New Student and Family programming
- Meet regularly with leadership and attend executive board meetings.
- Attend sponsored programs as needed.
- Develop positive relationships with students through proactive visibility, availability, and advising meetings.
- Advise students in decision-making and provide resource referrals to help support student success and well-being.

Supervision:

- Provide direct supervision for the Greek Leaders.

Department/Divisional Leadership:

- Represent the department on relevant College committees.
- Assist in developing and leading strategic efforts in areas of responsibility within the department.
- Initiate, plan, and implement new programs or services aimed at meeting student needs and department goals in conjunction with the Senior Associate Dean of Students.
- Serve as a member of the Student Activities team.
- Be accessible, visible, and present for relevant occasions such as college speakers and events; Attend staff/student-planned community development activities and educational events as appropriate.
- Establish and maintain strong partnerships with colleagues within the Student Affairs division as well as other campus stakeholders including but not limited to Multicultural Affairs, Student Engagement, and Development.
- Respect and maintain confidentiality, parameters of operation, professional protocols, and individual privacy.
- Participate in new student recruitment and orientation events.
- Perform other duties as assigned by the supervisor or their designee.

Required knowledge, skills and abilities:

Individuals must be able to explain and/or demonstrate that they possess the knowledge, skills, and abilities to safely perform the essential functions of the job, with or without reasonable accommodation.

- Work with a diverse population of students
- Detail-oriented and self-motivated with the ability to work independently and as a leader and collaborative member of a team.
- Sensitive, diplomatic, and clear written and verbal communication skills.
- Knowledge of and experience to design and implement creative, campus-wide educational programs.
- Willingness to learn new technology skills as necessary.
- Ability to develop, prepare, and administer program budgets.
- Possess strong organizational, time management and prioritization skills and be able to balance and meet competing deadlines.
- Demonstrated commitment to issues of social justice, diversity, identity and difference, particularly as they relate to student leadership development and the College's values and strategic priorities.
- A demonstrated commitment and passion for professional growth in the areas of student learning and development, community development, supporting students' well-being, and best practices in new student orientation and

onboarding, student leadership, student activities and recreation.

- Involvement in local, regional, and national organizations supporting the mission of student activities, leadership, and orientation, as well as in the field of student affairs (such as NACA, NODA, and ACPA, and NASPA).

Minimum Qualifications:

- Bachelor's degree
- Minimum of two years of experience in student activities, program planning and supervision of student staff

**Appendix B
Summer Fly-In
for Incoming FG/WC**

Previously funded 1-90-43-30394

History:

In 2015, the college funded, through discretionary funds and an anonymous gift, the first Summer Fly-in. The purpose of the Summer Fly-In was to provide early support and community for incoming students who had committed to attend Whitman. Since 2015, the Summer Fly-In program has served 250 students with an in-person program. In 2020, due to COVID, the program was moved on to a virtual platform and continued in that mode through 2021. The program in its virtual mode, supported 74 students across two summers. During COVID, the college removed the operation budget and to our knowledge, the past gift has not been renewed. This proposal is to reinstate budgetary monies in a permanent budget line.

Concept:

Invite students who are either the first in their family (FG) or from low-socioeconomic status (low SES) who have paid their deposit to attend Whitman to attend an optional, summer, fly-in program free of charge to assist with these students' transition to Whitman. The summer fly-in will be designed to provide early, intentional, and proactive interaction with faculty and staff in key offices. Students will have an opportunity to "sample" residential life, campus life, student activities, and the academic structure prior to arriving in for Opening Week. Students' interactions with faculty, staff, and fellow students and their early familiarity with campus and the Walla Walla community will allow for a smoother transition to Whitman, Walla Walla, and the next steps in their academic careers.

Tools for Recruitment:

This program would be advertised to potentially eligible students during the application process, visitor and admitted students days, and through specialized programs like the Visit Scholar Program (VSP) and the Sherwood-Garrett scholarship process. Eligible students will also receive a handwritten postcard encouraging them to choose Whitman prior to May 1. These postcards will be written by alumni of the summer flyin program and will target students identified by Admission. This program could be used as an additional incentive to encourage a student to accept admission to Whitman. Students who identify as first-generation college students or students from low SES backgrounds cite lack of resources, such as a laptop, and an inability to travel home, due to finances, as a challenge that significantly diminishes their college experience. Providing access to these resources in advance is a tangible commitment on the part of the College to assist students in taking full advantage of the Whitman College experience.

Learning Outcomes

New Students who Participate in Summer Orientation will....

Creativity, Critical Thinking, and Reflection

- Individual responsibility and community values
 - Time spent with Student Orientation Leaders
- Critical thinking and reflection with academic engagement and expectations
 - Self-reflection written assignment
 - Group presentations
- Critical thinking and reflection with co-curricular engagement
 - Resource Rotations
- Reflection on transition to Whitman
- Reflect on personal health and wellness

Identity and Values

- Build connections with other FGWC peers and returning students
 - Shared residence hall living community
- Enhance students' sense of belonging within the Whitman community
 - Team bonding and activities
- Identify co-curricular opportunities that allow for identity exploration
 - Resource Rotations with Intercultural Center, SEC, ARC, OP, Community Service, Greek Life, etc.
- Develop a mentor/peer support network
 - Student Orientation Leaders
 - Developing staff relationships

Interpersonal Relationships

- Develop an initial sense of belonging
 - "Cohort" model team building
- Engage in dialogue and communication with faculty and administration
 - Resource Rotations
 - Academic samplers
- Gain knowledge and begin to identify campus resources
 - Resource Rotations

Engagement

- Develop a sense of familiarity with the physical spaces on campus
- Recognize opportunities for involvement with specific campus resources and offices
 - Research rotations
 - Health & Wellness
 - Academic Support
 - Co-Curricular Involvement
 - Financial Information

- Intercultural Center
- Upperclass FGWC students
- Peers
- Various Administrators
- Familiarity with the diverse Walla Walla community and opportunities that exist within the town
 - Self-Reflection/My Story
 - "Real talk" on diversity

Proposed Budget

Fly-in Cost (airline)	\$ 600	
Room & Board for 4 nights	\$ 400	
Program Materials	\$ 50	
Per Participant		\$1050 average/participant
		\$84000 for 80 participants (40 participants/cohort)
Fly-in Cost (airline)	\$ 600	
Room & Board for 12 nights	\$ 1200	
Stipend	\$ 1000	
		\$ 2800 average/counselor
Fly-in Cost (airline)	\$ 600	
Room & Board for 12 nights	\$ 1200	
Stipend	\$ 1700	
		\$ 3500 for program intern
		\$28700 for 9 counselors + program intern
Faculty & Staff Stipends (8 @ \$1000)	\$ 8000	
Faculty & Staff meals	\$ 400	
Program administration, supplies & Incidentals	\$ 2500	
Program Intern	\$ 1250	
Vehicle Rentals X 3	\$ 3600	
		\$ 15750 for administrative
Total cost for 80 students for 3 day, summer fly-in transition program per year offered in two sessions each July		\$128450

Appendix C

Lessons Learned Template

Today's Date: 10/13/21

Project Name: Yearly projects for 2021

Project Manager: Stephen (Steve) Davis

Notes: (add any extra info here)

WIN or ISSUE	Describe What Happened	What Was the Impact?	How Does This Change Future Projects?	Action Items
WIN	We implemented a new security patrol system for the college campus. Silvertrac is a third-party subscription software service that allows "real-time" incident management.	This methodology allows for the security staff to show effectiveness during their daily patrols and with an high-anxiety request to capture important information.	qualitative security system that could capture work performance, handling "calls-for-service" and monitor the "lone worker" during late shift hours.	<ol style="list-style-type: none"> 1. Ensure log-in access for all security staff. 2. Send out campus email explaining system capabilities.
ISSUE	Whitman College Technology Services (WCTS) was impacted by a high-tenured employee that controlled access privileges throughout the college campus.	WCTS utilizes a Blackboard Tranact software for the access control. Campus Security has the capability to create the badges needed for identification.	In my opinion, the Blackboard Transact system should allow for the security staff to monitor access into a work space. Our goal with security is taking over this system.	<ol style="list-style-type: none"> 1. I requested some roll-out training for the Asst. Director
ISSUE	Limited budgetary constraints with a 24/7 operational security force. Throughout the pandemic challenges to our institutions, Campus Security has provided uninterrupted service.	and 2019, the security department exceeded the security discretionary budget with hiring student-employees for campus activities.	For the remainder of the 2021 budget, our department only has \$29k remaining for training, office equipment, uniform orders, work study student employees and hourly wages.	<ol style="list-style-type: none"> 1. Request a 10% increase to security operational 2022 budget
WIN	Opportunity to hire another part-time employee (PTE) for the security department. The employee will be limited to a 20-hour work week.	We have limited staff coverage but we have been fortunate with the additional of on-call personnel. We have had several personnel impacted by COVID effecting coverage.	With the onset of the COVID pandemic, we have to reassess the campus security functions and promote a physical security and incident management mindset.	<ol style="list-style-type: none"> 1. Clery Act, CSA and monthly safety training

Appendix D

Counseling Center

2022-2023 BUDGET REQUEST JUSTIFICATION

REQUEST	AMOUNT
New position: Mental Health Outreach Coordinator (MHOC) .75 FTE/exempt (works academic year, 8 hours a day)	\$55,000

JUSTIFICATION FOR MENTAL HEALTH OUTREACH COORDINATOR

Mental Health Outreach Coordinators (MHOC) provide information and resources to help students navigate college systems and policies while prioritizing their wellbeing and academic success. Additionally, MHOC will assist students in making connections with staff, faculty, and other offices that can collaborate with them to ensure their mental health needs are met. Lastly, the goal is to help students to develop self-advocacy skills that prepare them for involvement in the broader community and life beyond college. Although there is currently a Case Coordinator housed in the Dean of Students' Office, that role has an academic focus rather than mental health. This role would:

- Communicate with the larger mental health community of Walla Walla to develop and maintain a referral network and quality assurance for Whitman students.
- Meet with students to triage and appropriately schedule students following the Counseling Center intake process.
- Liaison between Counseling Center and Student Health given that each department functions independently of one another despite two years of attempted integration.
- Follow-up with students that return from hospitalization to support their transition back into the community and continued follow-up.

This position will work closely and report directly to the Associate Dean of Health and Wellness and Student Health staff to provide operational and service excellence to maximize opportunities in delivering counseling and other mental health outreach services.

NABITA-

<https://cdn.nabita.org/website-media/nabita.org/wordpress/wp-content/uploads/2013/04/2012-NABITA-ACCA-Whitepaper-Case-Management-in-Higher-Education.pdf>

2023-Budget request for HR Department

I am presenting three options intended to expand the range of HR services offered at Whitman College to include greater focus on staff retention and to develop and implement staff training and development programs. Over the next several months we are restarting the staff performance management process, with more focus on development, continuous feedback and sustaining a positive working environment. As these performance conversations identify how a staff member can improve and grow, it's important that we have an array of training and development resources available. We also know staff have expressly requested training opportunities, and leadership training for supervisors as part of previous feedback sessions with SAC, DEI and climate surveys.

With additional resources, the objectives might include:

- Develop Phase 3 of new employee onboarding – department/job specific module (Phase 1 was campus-wide onboarding and Phase 2 was HR onboarding) and ongoing coordination and reset of all phases.
- Develop/deliver staff and leadership training, and mid-level manager refresh training
- Build inhouse skill and resources to offer personal development planning for staff
- Expand and improve compliance training recordkeeping and reporting – besides harassment prevention, add additional data entry resources to assign and manage four additional training modules for new hires and ongoing employees involving DEI, FERPA, Safety, Clery training. Requires data entry in two separate systems – Everfi to assign and manage, and then BambooHR to report.

The extent to which we can address these will vary depending on the resources allocated.

OPTION #1 Proposal to address retention and organizational development/training need

This request is for an additional senior staff position and resources to expand HR scope of services – duties may be reassigned among existing team members as appropriate. One person in the HR team would have lead responsibility for training and development but multiple team members, as well as others on campus, might contribute as facilitators.

For example, a senior generalist might assume lead responsibility for overall recruiting and DEI hiring program, freeing the Assistant Director to focus more on developing and delivering the staff and supervisory training and development initiative.

Additional advantages

- Expand the pool of college investigators
- Expand campus mediation resources

There are 3 parts to this option:

STAFF POSITION

FTE: 1.0

Hours: 2080

Title: HR Sr. Generalist

\$65,000 plus 37% OPE = \$86,310

STUDENT WAGES BUDGET (addition to discretionary budget)

Increase Student Wages budget by \$5000 to assume additional data entry work for compliance training. 10 hours /week * 34 weeks = \$5100

TRAINING RESOURCES (addition to discretionary budget)

\$5000 for supplies, assessment tools and other resources.

TOTAL \$96,310

OPTION #2 Proposal to address retention and organizational development/training need

This option moves routine activities like tuition remission, AP, employment verifications, retiree medical, and offboarding from generalist to coordinator. Director, Generalist, and Asst. Dir. assume some training responsibilities. Need to raise HR Generalist to at least 90% of midpoint (\$61K for prior year) – from \$50K to abt. \$55K. Disadvantages - More decentralized approach to training and development initiative. No added college investigator/mediator resources. Less speed and agility for the HR team than Option 1. But we can still make some advances.

STAFF POSITION

FTE: 1.0

Hours: 2080

Title: HR Coordinator

\$45,000 plus 37% OPE is \$61650

Additions to discretionary budget

STUDENT WAGES BUDGET (addition to discretionary budget)

Increase Student Wages budget by \$5000 to assume additional data entry work for compliance training. 10 hours /week * 34 weeks = \$5100

TRAINING RESOURCES (addition to discretionary budget)

\$5000 for supplies, assessment tools and other resources.

Total is \$71,600 (plus market adjustments for Generalist positions of up to \$7000 total.)

OPTION #3 Proposal to address retention and organizational development/training need

If we cannot add the proposed additional staff position and resources – the retention pressures, and demand for general staff training and supervisory training will continue. We are proposing an outsourced training model. Delivery might include consultant-led in person classes, e-learning with in-person facilitated discussions, local higher ed community partnerships, and round-table facilitation by skilled managers on campus. Target audiences could be new manager, mid-career manager refresh, and individual staff seeking to construct a personal development plan.

OUR POPULATION

new managers and directors last year = 10

new managers and directors last 3 years = 20
managers and directors = 55 (99 before removing VPs, head coaches, faculty supervisors etc.)
staff employees = 310

Examples of how 1st year program might be spent –

- Individual 12-mo. e-learning account supplemented with inhouse roundtable and group facilitation = \$240/yr.
- 15 new managers * \$750/yr. e-training, trainers and materials = \$11,250
- 25 mid-career manager refresh * \$400 per year e-training, trainers and materials = \$10,000
- 35 employees seeking personalized development plan/assessment * \$300 = \$10,500

First year request = \$25,000

(Not all of the items listed could be accomplished at the per employee estimated cost).

This is a first-year request and I anticipate that it would be renewed for future years, using more needs assessment data developed during the 1st year. The advantage is that it does begin to respond to pent up organizational need. The disadvantage is that unlike the two other options in which we are building inhouse resources for continued use, this is an entirely consumable approach. After the training is complete for the individual, there is little to no residual carry over of material for future students, and an additional spend on different employees would be necessary each year. Another disadvantage is this is likely to rely more on e-learning, augmented by facilitated discussion in person, and may be less cohesive and customized to Whitman's culture. It will still require someone in HR to coordinate the resource plan – which is an add-on to existing responsibilities.

STUDENT WAGES BUDGET in departmental discretionary budget

Increase Student Wages budget by \$5000 to assume additional data entry work for compliance training. 10 hours /week * 34 weeks = \$5100

Total \$30,000

In all cases we would anticipate an organized and ongoing needs assessment to generate data about how to best allocate our limited resources.

MEMORANDUM

DATE: November 1, 2021

TO: Dan Terrio, Chief Information Officer
 FROM: David Sprunger, Director of Instructional and Learning Technology
 SUBJECT: 2022-23 Budget Forecast for 1-00-24-60004 Academic Computing

	<i>19-20 Actual</i>	<i>20-21 Actual</i>	<i>21-22 Budget</i>	<i>22-23 Request</i>	<i>Change</i>
Student Wages	87,141	112,839	109,700	116,100	6,400
Services	10,668	18,376	18,129	14,517	-3,612
Supplies	7,697	7871	8,525	8,525	0
Software Licenses	179,679	159,122	167,309	176,427	9,118
Capital Expenditures	48,151	12,405	5,300	5,300	0
Communications	397	159	500	500	0
Travel/Meals	9347	0	19,000	17,100	-1,900
Total 60004	343,079	310,771	328,463*	338,469	10,006

* Actual discretionary amount is \$328,463, but projected spending is \$366,083, which will yield a deficit of \$37,620. This is due to a dramatic increase in the amount of student labor needed to run the Covid Era centralized printing center—original budget for student wages was \$109,700, but with the addition of the Print Center, the projected total will be approximately \$169,000. At the time this memorandum is being written, discussions are beginning to discover how to cover this shortfall.

Justifications:

1-00-24-60004-5190, 5195: Student Wages

Increase by \$6400

Covers payroll for student workers in WCTS Helpdesk, Penrose Library, Multimedia Development Lab, Instructional Multimedia Services students, and technology internship programs.

Outlook:

We have not requested an increase in student wages since 2014. However now we must. Minimum wage has continued to rise, the next jump will occur in January 2021, increasing by 5.84%. In addition, our need for student labor, particularly affected by the Covid pandemic, has increased such that in FY 2020-21 we were in the red by \$3150, and it is likely we will be in the red again during FY 2021-22.

The requested increase for FY 2022-23 is only a 5.84% increase, to cover the cost of the change in minimum wage.

Note: This object code will also appear to grow when 60004 absorbs student wages from 60006, but this move will be a zero sum for Technology Services as a whole.

1-00-24-60004-5200: Services

Decrease by \$3,612

Costs of memberships and services.

Outlook:

Despite increases brought on by our use of Amazon Web Services, and assuming that the Covid19 Pandemic continues to abate, Services object code can be decreased in funding. This is due to changes brought on by the Covid Era (and other reasons).

1-00-24-60004-5300: Supplies

No Change

Supplies include a mixture of supply costs and service credit costs from campus consumption of certain materials.

Outlook:

No change needed.

1-00-24-60004-5341, 5342: Software Licenses

Increase by \$9,118

Costs of software licenses and maintenance agreements.

Outlook:

Software licenses have continued to rise, and we have not received an increase to account for this rise since FY 2018-19. Increases in licensing costs will occur with: Adobe, Bomgar, Confluence, Canvas, EndNote, Eviews, Mathematica, Microsoft, Qualtrics, SAS (see below for additional details), Web Help Desk, and is anticipated in several others.

Increase by \$8,478

Purchase of additional SAS licenses for use by Sociology Department: Sociology has made a request to purchase three (3) additional annual subscriptions of SAS. Please see the Addendum containing the Sociology Department's request details. The submission of this request to Technology Services, as well as the verification of the integrity of this request by AITAG, have been conducted per the college's academic department technology budget request procedures.

Increase by \$640

1-00-24-60004-5343, 5344, 5511, 5512, 5513, 5514, 5515, 5518, 5519 : Capital Expenditures

No Change

Capital expenditures include computing peripherals, computing devices, non-computer equipment and tools, and furniture.

Outlook:

Capital expenditures contain no fixed costs, and vary from year to year, based on ILT initiatives and projects. No increases are projected for this object code, and any overages will be funded by creative reallocation from other 60004 object codes.

1-00-24-60004-5600: Communications

No Change

Communication costs are largely incurred through campus Printing Services when we create employee name badges or create large volume print jobs.

Outlook:

Costs to this object code are minimal. No increase is requested.

1-00-24-60004-5202, 5700, 5720: Travel and Meals

Decrease by \$1,900

Travel and Meals cover costs and fees for training, consultations, and food for certain Instructional and Learning Technology-hosted events. These costs are associated with professional development and/or ILT projects/initiatives

Outlook:

Even though the number of ILT staff members is increasing, Covid Era changes—now the “new normal” will see reductions in travel and in the amount of money spent on food. These changes prompt a decrease in the amount needed in these object codes.

* * * * *

Addendum: Academic department technology funding requests

The requests are in alphabetical order by academic department

Request: Three additional annual subscriptions of SAS software for Sociology

Cost per license: \$195

Total cost, with tax: \$640 per year.

Justification: Sociology faculty and students had used SPSS in two courses and thesis advising (and our own research) until last year when the College cut that budget entirely. We have turned to Stata as the stats package that we introduce in Social Research Methods (Soc 207), teach in Social Statistics (Soc 208), and use when advising quantitative thesis projects (Soc 492/8). We also use it in our own research (true for 3 current faculty members). We had a tenure track faculty member who had Stata as part of their startup package leave suddenly. Currently only one faculty member has a permanent version of Stata (Cordner). We need multiple licenses each year so that one faculty can use it in stats (preferably on two machines), one in methods, and one extra for any other quantitative thesis advising. We need the versions to be such that different faculty members may access them for teaching these courses/advising theses from year to year. Some of this will be in rotation (e.g., Methods is taught by different faculty); one would likely remain with whoever teaches stats (currently VAP, TT faculty member starting 2023-24 pending Board approval and successful search).

Thanks for considering our request.

MEMORANDUM

DATE: October 27, 2021

TO: Dan Terrio, Chief Information Officer
FROM: Jon Loney, Manager of Instructional Multimedia Services
SUBJECT: 1-00-24-60006 Budget Request, 2019-2020

	18-19 Approved	19-20 Approved	20-21 Approved	21 -22 Approved	22 -23Request	Change
Student Wages	15,000	15,000	15,000	15,000	15,000	0
Services	400	2,400	2,400	2,400	2,400	0
Supplies	1320	4,320	4,320	4,320	4,320	0
Capital Expenditures	55,600	49,600	46,810	49,600	55,600	+6,000
Communications	275	275	0	275	275	0
Travel/Meals	6935	7935	0	7935	7935	0
Total	79,530	79,530	68,530	79,530	85,530	0
Service Credits	-3,000	-3,000	-3,000	-3,000	-3,000	0

Justifications:

1-00-24-60006-5511, 5512, 5513, 5514, 5515 Capital Expenditures +\$6,000

Classroom Technology

- Continuing to upgrading smart classrooms with better, more stable equipment. Requested funding will enable installation of classroom presentation hardware known as “switches.” New switches will provide a more stable connection to existing classroom technology, allow for daily reporting on hardware status, and decreased unexpected technology downtime for faculty during classes. With this funding, we will be able to install switches in approximately five new classrooms per year.

Diversity and Inclusion Budget Request Narrative – FY 2023

Director – LGBTQIA+ Student Services (in lieu of previously approved Director of Equity and Inclusion)

\$78,000.00 + benefits

Over the last several years, the number of entering Whitman students who indicate that their sexual orientation is asexual, bisexual, gay, queer, pansexual, lesbian, gay or another sexual orientation other than heterosexual has steadily increased. According to data from the incoming student survey, the number of LGBTQIA+ identified students in successive class cohorts at Whitman has grown from 21.5% in 2018, to 23.9% in 2019, to 27.1% of incoming students in 2020. LGBTQIA+ identity overlaps with other social group categories on campus, including international students, BIPOC students, disabled students, and students who identify with a particular religious faith or embrace spiritual practices. While it is impossible to disentangle these overlapping identities, the LGBTQIA+ student population is among the largest identity-based subgroups at Whitman.

Despite the significant presence of LGBTQIA+ students at Whitman, we currently do not provide any resources or support mechanism for this minoritized student community beyond a designated student assistant in the Intercultural Center. There have been past efforts to support this community through a part-time LGBTQIA+ Coordinator, which has not been in place for more than a year. There was also an effort last year to build LGBTQIA+ student support into the duties for a Director of Equity and Inclusion position.

Funds were previously approved for the Director of Equity and Inclusion position and I am requesting that the funds for that position be reinstated and utilized to instead create and fill a Director for LGBTQIA+ Services position. I do not know what amount was previously allocated, but I am proposing a salary of \$78,000.0 based on 2020 median salaries for a Head, Minority or Multicultural Student Affairs role in the Panel of 19. Similar positions exist at a number of our peer institutions:

Bowdoin – Director and Associate Director for Sexuality, Women & Gender Center

Dickinson – Director of Office of LGBTQ Services

Franklin & Marshall – Director of Women’s Center and LGBTQ Student Life

Willamette – Director of Gender Resource and Advocacy Center

Gonzaga – Program Manager LGBTQ+ Education & Support

Carleton – Director of the Gender & Sexuality Center

DEIA Program Coordinator (new position)

TBD anticipated at \$55,000.00 + benefits

The Division of Diversity and Inclusion is organized into three primary functional areas: Identity and Belonging, Equity and Compliance, and Inclusive Excellence. The new Director of Equity and Compliance/Title IX Coordinator is the sole staff person in the Equity and Compliance area. The Vice

President for Diversity and Inclusion works with the Executive Assistant to advance the Inclusive Excellence work (DEIA training, education, strategic planning, engagement and outreach, etc.). The Identity and Belonging work is comprised of the Director of the Intercultural Center, Director of International Student and Scholar Support, Interfaith Chaplain, and (sometime after July 1, 2022 hopefully) the Director of LGBTQIA+ Student Services. The Identity and Belonging team is administratively supported by the Executive Assistant (EA) to the VPDI. The EA also manages budgets and helps to index files and provide administrative support to the activities in the Equity and Compliance and Inclusive Excellence areas.

In the recent past, the EA would be leveraged to provide programming support to different Identity and Belonging programs (e.g. Summer Fly-In, International Orientation). This exceeded the bandwidth of the EA who at the time did not have a formal position description. While the professional staff in the Identity and Belonging area happily collaborate with each other, the student support and programming demands of these areas often exceed the capacity of the professional staff which prompted and necessitated leveraging the EA. The revised and updated position description for the EA does not include programming support responsibilities, but tasks the EA with a broad and consuming range of financial and divisional administrative responsibilities that are essential to our operations. Without additional programming support, the Identity and Belonging team have been forced to provide reduced services and rely on student staff to meet critical community needs. A full-time DEIA program coordinator would not only enable the existing Identity and Belonging staff to better support individual students, it would also improve program offerings, contribute to minoritized student support, and provide the Division with the capacity to develop internal infrastructure and build out networks of collaboration.

219 Marcus Street

The Division of Diversity and Inclusion is requesting the use of the College's property located at 219 Marcus Street to better meet the needs of BIPOC students at Whitman. The space will be modified and decorated to serve as a sanctuary and resource space and house the DEIA Program Coordinator.