

To: Budget Advisory Committee

From: Kathy Murray and Cabinet

Subject: Fiscal 2021 budget priorities

Date: December 3, 2019

As you begin your review of the Cabinet's budget priorities in detail, I want to share some of my observations.

Before turning to specific requests, I want to review two key planning assumptions because they make up a significant part of the increased allocations:

- One is financial aid, where we recommend nearly \$6 million in additional funds to help Whitman achieve its access and affordability goals. As recommended by the strategic plan, these funds will support both need-based and merit aid increases.
- I am pleased that we were able to recommend a 2% salary pool increase for faculty and staff (\$550,000 in salary plus \$203,000 in OPE) given the challenges we are facing in next year's budget.

Next, I want to talk about several new staff position requests that the Cabinet and I have prioritized.

- A new Internal Communications Specialist position will be funded for two years by gifts specified for this purpose.
- A new Computer Lab Technology Specialist will also be funded by gifts for two years.
- Most of the Alumni Relations Volunteer Coordinator position is being funded by a reallocation of dollars from a previously approved and still vacant administrative assistant position.
- We are recommending a Counseling Case Manager position be half time rather than the full time position requested. Adding a Case Manager position was recommended by last year's external review of the Counseling Center.
- The Vice President for Diversity and Inclusion has been the only VP position without administrative support. We recommend a ½-time appointment.
- We are recommending increased hours for the LGBTQ+ Coordinator in response to increased demand from the Whitman community. We are recommending the position be full-time during the academic year, but not over the summer as was requested.

Given the budget projections, the Cabinet is recommending very few of the A priority budget requests and is working to reduce a number of administrative operating budgets to open up additional dollars. The priorities recommended for funding are focused on having the greatest impact on helping our students.

We are seeking the Budget Advisory Committee's input on these recommendations and any other priorities that you believe should be included as we work to develop a balanced budget in the coming weeks.

Thank you for your contributions to this important work.

TO: Budget Advisory Committee

FROM: Peter Harvey, Chief Financial Officer

DATE: December 3, 2019

Budget Model Summary

The Cabinet is working off the following key assumptions for the budget model:

| | |
|--------|---|
| 1545 | Student FTE (415 first year, 20 transfer) |
| 4% | Tuition increase |
| 47% | Incoming student discount rate |
| 45.55% | Overall discount rate |
| 2% | Faculty and staff salary pool |
| 0% | Room increase |
| 3% | Board Increase |

The model also assumes the following changes from the current budget to grow revenues and reduce expenses:

| | |
|-------------|---|
| \$350,000 | Increase in annual fund gifts |
| \$100,000 | Increase in investment income |
| \$1,187,000 | Increase in endowment income |
| \$100,000 | Increased contribution from residence life |
| \$728,000 | Reduction in OPE by lowering rate from 39% to 37% |
| \$100,000 | Reduction in off campus studies program fees |
| \$50,000 | Reduction in utilities |
| \$14,000 | Reduction in plant maintenance |
| \$42,000 | Elimination of events coordinator position plus OPE |

The model now forecasts a \$41,000 shortfall with the above assumptions before adding any requested increases.

Attached are budget requests from departments. Departments have requested \$883,000 of “A” priorities (including OPE on personnel costs). The cabinet has prioritized \$202,000 of these requests as “A” priority net of recommended budget reductions in the physical plant.

The cabinet is continuing to look for ways to reduce administrative budgets to help fund “A” priority requests.

Following is the sensitivity for key budget variables:

| | |
|------------------------------------|-----------|
| 5 FTE students | \$144,000 |
| .5% first year discount rate | \$114,000 |
| .5% tuition rate | \$214,000 |
| .5% faculty and staff salary pools | \$245,000 |

Whitman College

Request form for 2020/2021 budget

Prioritize;
Highest - A
Medium - B
Lowest - C

Summary of all requests

| | Description of budget request (note here if one-time expense) | Department or budget name | Personnel costs without OPE | Non- personnel costs | Cabinet recommended amount | Discretionary Budget amount | Responsible staff person or position | Dept Priority | Cabinet Priority |
|----|--|--|-----------------------------------|----------------------------|----------------------------------|--------------------------------|--|------------------|---------------------|
| | Total for all pages | | 631,974 | 717,913 | 137,853 | | | | |
| 1 | Reallocate GS Crit Alternative Voices budget to General Studies | General Studies Crit & Alt | | (3,500) | (3,500) | 3,500 | Alzada Tipton / Helen Kim | A | A |
| 2 | because it will not be needed next year & the # can be deactivated | General Studies | | 3,500 | 3,500 | 9,469 | Alzada Tipton / Helen Kim | A | A |
| 3 | Reallocate to Student Research | Academic Contingency | | (12,000) | (12,000) | 17,500 | Alzada Tipton / Kendra Golden | A | A |
| 4 | to help in the covering of food costs for student travel | Student Research | | 12,000 | 12,000 | 56,000 | Alzada Tipton / Kendra Golden | A | A |
| 5 | Transfer our costs for ZOOM to WCTS budget | Provost/Dean of the Faculty | | (600) | (600) | 73,309 | Alzada Tipton | A | A |
| 6 | To academic resources | Academic Technology Consulting | | 600 | 600 | 377,136 | WCTS - Terrio / Sprunger | A | A |
| 7 | Full time assistant in the Academic Resource Center | Academic Resource Center | 39,200 | | 20,000 | 138,234 | Alzada Tipton / Kendra Golden | A | A |
| 8 | SSRA - Assistant Athletic Director | SSRA Personnel Salaries | 80,000 | | | 249,601 | Alzada Tipton / Kim Chandler | A | |
| 9 | PT - Studio Music Instructors - for additional work performed | NEW: Studio Music Instructors | 12,000 | | 12,000 | | Alzada Tipton / Rebecca Hanrahan | A | A |
| 10 | Allow larger ensembles a regional trip to Portland and/or Seattle. | Fine Arts Tour | | 10,000 | | 9,690 | Alzada Tipton / Rebecca Hanrahan | A | |
| 11 | Student minimum wage increase, opera workshop, guest clinicians | DIVISION II - MUSIC | | 5,805 | | 76,611 | Alzada Tipton / Rebecca Hanrahan | A | |
| 12 | Student minimum wage increase for shops and box office | DIVISION II - Theatre Production | | 3,000 | | 147,656 | Alzada Tipton / Rebecca Hanrahan | A | |
| 13 | Increase in supplies costs | DIVISION II - Theatre & Dance Department | | 200 | | 7,483 | Alzada Tipton / Rebecca Hanrahan | A | |

Whitman College

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Summary of all requests

Memo or justification

| | |
|----|--|
| | |
| 1 | |
| 2 | |
| 3 | |
| 4 | |
| 5 | |
| 6 | |
| 7 | See attachment for ARC position request. |
| 8 | |
| 9 | |
| 10 | |
| 11 | SW |
| 12 | SW |
| 13 | |

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| 14 | Student minimum wage increase & costs of supplies & communications | DIVISION III - Chemistry | | 3,062 | | 93,476 | Alzada Tipton / Kurt Hoffman | A | |
| 15 | Student minimum wage increase & costs of supplies & materials | DIVISION III - Computer Science | | 4,463 | | 4,120 | Alzada Tipton / Kurt Hoffman | A | |
| 16 | Game guarantees | Athletics - General | | 20,000 | | 74,755 | Alzada Tipton / Kim Chandler | A | |
| 17 | Student minimum wage increase & SA alumni who help with interviews | Student Academic Adviser Program | | 5,000 | | 55,900 | Alzada Tipton / Kendra Golden | A | |
| 18 | Allow for both staff to attend the annual NAFA conference | Fellowships & Grants | | 2,000 | | 5,000 | Alzada Tipton / Helen Kim | A | |
| 19 | Allow each staff member to attend one professional conference per yr. | Student Engagement Center (SEC) | | 5,000 | | 55,123 | Alzada Tipton / Noah Leavitt | A | |
| 20 | Speakers, club and faculty research lunch presentation series | Division I - Sociology | | 1,500 | | 14,100 | Alzada Tipton / Shampa Biswas | C | |
| 21 | to allow larger ensembles a budget for regional trips | Fine Arts Tour | | 5,310 | | 9,690 | Rebecca Hanrahan | C | |
| 22 | Misc. increase in expenses - supplies / services / communications | Division II - Music | | 11,525 | | 76,611 | Alzada Tipton / Rebecca Hanrahan | C | |
| 23 | In conjunction with Theatre, musical needs 3-8 instrumentalists | Opera | | 2,200 | | 3,800 | Alzada Tipton / Rebecca Hanrahan | C | |
| 24 | Increased and add'l expenses associated with piano maintenance | Piano Maintenance (rolls over) | | 10,000 | | 3,280 | Alzada Tipton / Rebecca Hanrahan | C | |

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| | | |
|----|----|--|
| 14 | SW | |
| 15 | SW | |
| 16 | | |
| 17 | SW | |
| 18 | | |
| 19 | | |
| 20 | | Based on recommendations from an external review, we have upped our departmental efforts for creating a more cohesive and collective student culture among majors. To this end, we have started a Sociology Club this year, which is in the process of figuring out programming and potential budget items for the future. We aim to have them sponsor speakers, collaborative projects that involve research and/or community engagement, and social events that can include majors on campus and those who attend a professional conference and have a celebratory dinner (the club is in the process of figuring out the likely aims and outcomes for a club this year) -- for a total budget of \$600 per year. We have also started a faculty research presentation lunch series, which includes funding pizza and drinks (5 per year @ \$80 a time = \$400). The faculty research series plus the potential events coordinated by a new sociology club makes up \$1000 of our request. |
| 21 | | A portion of this request was rated A category by the CDC. |
| 22 | | A portion of this request was rated A category by the CDC. |
| 23 | | One-time request submitted by the department as a request for an increase in the discretionary budget. |
| 24 | | |

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| 25 | Increase costs of supplies | Theatre Production | | 6,566 | | 147,656 | Alzada Tipton / Rebecca Hanrahan | C | |
| 26 | Increase in student wages/minimum wages | Theatre & Dance | | 159 | | 7,483 | Alzada Tipton / Rebecca Hanrahan | C | |
| 27 | Cost of living increase | Dance | | 553 | | 11,525 | Alzada Tipton / Rebecca Hanrahan | C | |
| 28 | Increase in minimum / student wages | Astronomy | | 300 | | 7,605 | Alzada Tipton / Kurt Hoffman | C | |
| 29 | Increase in minimum / student wages | Biology | | 3,000 | | 131,463 | Alzada Tipton / Kurt Hoffman | C | |
| 30 | Magnet Field and Offices technology licenses | Geology | | 1,272 | | 17,765 | Alzada Tipton / Kurt Hoffman | C | |
| 31 | Increase in minimum / student wages | Physics | | 1,000 | | 24,468 | Alzada Tipton / Kurt Hoffman | C | |
| 32 | Replace service contract deionized water supply system on roof | Science Equipment Maintenance (SEM) | | 2,504 | | 138,496 | Alzada Tipton / Kurt Hoffman | C | |
| 33 | costs of additional ES120 sections | Environmental Studies | | 2,900 | | 5,850 | Alzada Tipton / Kurt Hoffman | C | |
| 34 | increase in expenses, anticipated inflation & postponed programming | Library | | 85,741 | | 713,756 | Alzada Tipton / Dalia Corkrum | C | |
| 35 | 3% increase for overall SSRA budget; compliance software; | Athletics - General | | 15,783 | | 74,755 | Alzada Tipton / Kim Chandler | C | |
| 36 | enhance the # of student athletes to participate in this program | Athletics - Recruiting / Fly- Ins | | 15,000 | | 7,500 | Alzada Tipton / Kim Chandler | C | |
| 37 | add NCAA Distance Track sponsorship for student athletes | Athletics - Cross Country | | 37,000 | | 33,900 | Alzada Tipton / Kim Chandler | C | |

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| | |
|----|--|
| 25 | |
| 26 | SW A portion of this request was rated A category by the CDC. |
| 27 | |
| 28 | SW |
| 29 | SW |
| 30 | |
| 31 | SW |
| 32 | |
| 33 | |
| 34 | |
| 35 | guest speakers for mental health/sports performance |
| 36 | |
| 37 | |

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| 38 | increase the # of students we send to Undergraduate conference @ UW | Undergraduate Conference | | 3,000 | | 24,000 | Alzada Tipton / Helen Kim | C | |
| 39 | PathwayU career assessment software \$3,000; career mentor | Student Engagement Center (SEC) | | 55,392 | | 55,123 | Alzada Tipton / Noah Leavitt | C | |
| 40 | Associate Archivist - | Library | 55,000 | | | 713,756 | Alzada Tipton / Dalia Corkrum | C | |
| 41 | Increase in Hours for Assistant Coaches | SSRA Assistant Coaches | 70,000 | | | 246,121 | Alzada Tipton / Kim Chandler | C | |
| 42 | Climbing Center increase to student wages | Outdoor Program | | 5,244 | | 40,300 | Brien Sheedy | A | |
| 43 | Post Office increase to student wages | Reid Campus Post Office | | 2,160 | | 14,056 | Eddie DeLeon | A | |
| 44 | Outdoor Program increase to student wages | Outdoor Program | | 2,418 | | 29,900 | Brien Sheedy | A | |
| 45 | Reid Campus Center increase to student wages | Reid Campus - Student Support Group | | 2,942 | | 17,350 | Barbara Maxwell | A | |
| 46 | Reid Campus Center increase to student wages | Reid Campus Center - Building Operations | | 12,413 | | 28,500 | Barbara Maxwell | A | |
| 47 | Security student wage increases | Security | | 4,620 | | 48,312 | Marvin Viney | A | |
| 48 | Counseling Center Case Manager position | Counseling Center | 46,000 | | 23,000 | 35,136 | Rae Chresfield | A | A |
| 49 | Debate team increase in travel expenses | Debate | | 10,000 | | 45,010 | Lauren Schaefer | C | |
| 50 | PT - Health Center - increase Admin Asst. hours | Health Center | 10,000 | | | 43,080 | Claudia Ness | A | |
| 51 | Health Center - increase RN hours | Health Center | 4,000 | | | 43,080 | Claudia Ness | C | |

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| 38 | |
| 39 | SW program \$5,500, student career advisers \$12,750, student wage increase \$6,642, supplies, misc., etc., \$5,000, student employment intern \$12,500, and SEC staff professional development \$10,000 (request was for \$15,000 so part of this received an A category rating) |
| 40 | |
| 41 | |
| 42 | SW Climbing Center student wage increase 2018/19 FY - $\$41,948.20 \times 1.125\% = \$47,191.73$ (\$5,243.52 increase). |
| 43 | SW Post Office student wage increase. Five student workers put a total of 30 hours a week at \$12.00/hr. With minimum wage increase to \$13.50/hr. $1440 \text{ hours} \times \$1.50/\text{hour} = \$2,160.00$. |
| 44 | SW Outdoor Program student wage increase. 2018/19 FY - $\$19,345.40 \times 1.125\% = \$21,763.58$ (\$2,418.18 increase). |
| 45 | SW Reid Campus Center student wage increase - 10 SVPs - \$1,612 and 6 Open Week Assistants - \$1,330 |
| 46 | SW Reid Campus Center student wage increase - 10 Information Desk - \$4,635 and 10 Building Mangers - \$7,778 |
| 47 | SW Security student wage increase. Twenty student officers: $3,080 \text{ hours} \times \$1.50 = \$4,620$ |
| 48 | Case Managers provide information and resources to help students navigate college systems and policies while prioritizing their wellbeing and academic success. 75 FTE/ Academic Year/40 hours a week |
| 49 | The debate team is growing substantially. In spring 2019, we had approximately 14 debaters, and currently have around 21 debaters, and most recently, two new students began attending the meetings. Assuming we continue to add student at the current rate, it is unlikely that we can continue our open acceptance practice with the team simply because we cannot afford to travel more students, and we do not have enough coaches to ensure debaters receive adequate attention and practice time. Thus, we request additional funding. More specifically, we request a \$10K increase, which is approximately 15% increase and for context, about two tournaments. |
| 50 | Increase in Admin. Asst. from 30 hours to 40 hours per week for 39 weeks. The Health Center needs more administrative support, due to the addition of more medical providers. |
| 51 | Increase in RN's hours to 3 additional hours/week to help with medical administration. |

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| 52 | Medical emergency expense fund | Dean of Students | | 10,000 | | 34,905 | Bridget Jacobson | A | |
| 53 | Pathways Leadership | New Program | | 7,000 | | | Barbara Maxwell | A | |
| 54 | PT - Res Life - permanent/part-time custodian | Residence Life | 15,600 | | | 193,409 | Nancy Tavelli | A | |
| 55 | Scrambles Scholarships - need based aid | Scrambles | | 26,000 | | | Brien Sheedy | A- | |
| 56 | PT - Security 1/2 time officer moved to full-time officer | Security | 18,720 | | | 48,312 | Marvin Viney | A- | |
| 57 | Special Activities fund | Dean of Students | | 20,000 | | 25,000 | Bridget Jacobson | A | |
| 58 | Increase for one FT custodian for Penrose Library and fill-in | Custodial services | 28,000 | | | 149,700 | Kevin Wright | B | |
| 59 | One-time - purchase of a battery powered small vehicle | Grounds | | 19,551 | | 93,820 | Jeff Jensen | B | |
| 60 | Student minimum wage increase | Grounds | | 2,083 | | 93,820 | Jeff Jensen | A | |
| 61 | Increase for hazardous waste disposal fees and first aid training | Safety | | 11,608 | | 33,355 | Fred Miller | A | |
| 62 | One-time - purchase of a spider lift and trailer | Maintenance | | 90,000 | | 417,569 | Randy Coleman | B | |
| 63 | Maintenance costs | Maintenance | | (14,647) | (14,647) | 417,569 | Randy Coleman | A | A |
| 64 | Start car-share program | College Vehicles | | 21,000 | | 148,000 | Laurie Doohan | B | |
| 65 | Second nature | Campus sustainability | | 2,400 | | 12,000 | Elissa Brown | A | |
| 66 | Utilities budget | Physical Plant Operations | | (50,000) | (50,000) | 1,480,039 | Peter Harvey | A | A |
| 67 | Admission Visit Transportation | Admission | | 20,000 | | 1,235,265 | Katie Deponty | A | |

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Memo or justification

| | |
|----|--|
| 52 | Student need has increased with medical expenses due to either no health insurance coverage or a financial hardship. |
| 53 | In August, 2019 Whitman launched a new leadership program, which provides all students an opportunity to engage in leadership development. This budget request is for two-year (\$7,000/yr. one) of the leadership program. |
| 54 | What we learned over the past year is that the increase in square footage Residence Life is responsible for in Prentiss, Jewett, and specifically Stanton has been more demanding than anticipated. We added a full-time position when Stanton opened to have two full-time custodians in the building, compared with two custodians in Jewett and 2 1/4 custodians in Prentiss, our next two large spaces. |
| 55 | To ideally fund need based aid on a sliding scale up to 100% (\$52,000) or as a minimum to continue to fund the 50% need based aid scholarships (\$26,000) for those that need it. |
| 56 | If only one position is approved, then the Director would like to move the part-time person to full-time status (\$18.00/hr x 20 = 360.00 x 52 weeks = \$18,720). |
| 57 | As of 10/22/19 the Special Activities (course fees) budget is at a deficit of -6,521.57. We have seen an increase of approximately 55% for the fall semester 2019 with student need. |
| 58 | This position will work through the weekend when the library is on its extended academic schedule. Additionally this position will be used to fill in for vacations and illness. |
| 59 | This will be mainly used to transport plant staff and their tools such as lawn mowers to their job sites. |
| 60 | SW Help cover the impact of the minimum wage increase |
| 61 | Hazardous waste disposal fees are increasing and the volume is also increasing, \$10,108. The increase also covers the projected increase for first aid training, \$1,500. |
| 62 | The current man lift bucket truck has some safety issues. The spider lift will replace the truck but will need a trailer for hauling. The cost shown includes the lift and trailer net of estimated trade-in value of the current truck. |
| 63 | Based on prior year's experience this budget can reasonably absorb a \$14,647 reduction. |
| 64 | Subsidize two cars for students to rent on an hourly basis for in-town travel |
| 65 | These are dues connected to the college's commitment to the President's Climate Leadership |
| 66 | Natural gas prices are locked in for the coming year, and electrical costs are expected to increase 5%. However, based on prior year's experience this budget can reasonably absorb a \$50,000 reduction. |
| 67 | We know that visiting campus is a strong predictor of yield, and that we have seen steadily declining campus visits in recent years. We hope that by arranging transportation for campus visitors from Pasco and Walla Walla airports, that we can make it easier for prospective students to visit, and increase overall visits and yield. This is a common service at other rural colleges, and one we believe we need to provide. |

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| 68 | Common Application Fee Increases | Admission | | 4,000 | | 1,235,265 | Katie Deponty | A | |
| 69 | Computer lab technology specialist | Academic Technology Consulting | 55,000 | | 55,000 | 377,136 | David Sprunger | A | A |
| 70 | Maintenance and Licensing increases | Enterprise Technology | | 22,828 | | 369,921 | Mike Osterman | A | |
| 71 | Software Licensing increases | Academic Technology Consulting | | 11,070 | | 377,136 | David Sprunger | A | |
| 72 | Topcon Magnet Software - Geology | Academic Technology Consulting | | 1,273 | | 377,136 | David Sprunger | A | |
| 73 | Dedoose software - Sociology | Academic Technology Consulting | | 1,000 | | 377,136 | David Sprunger | A | |
| 74 | Professional Development | Academic Technology Consulting | | 1,500 | | 377,136 | David Sprunger | A | |
| 75 | PT - Upgrade .75 IMS Assistant position to full time | Multimedia Development & Serv | 9,786 | 1,500 | | 79,530 | Jon Loney | A | |
| 76 | 6 laptops for chemistry labs (One-time expense) | To be determined | | 9,000 | | | David Sprunger | A | |
| 77 | 15 digital recorders (One-time expense) | To be determined | | 1,175 | | | David Sprunger | A | |
| 78 | Multifactor Authentication license for students | Information Security | | 6,700 | | 79,530 | Linc Nesheim | C | |
| 79 | Lifecycle budget for ID card, access control and Point of Sale system | New Budget | | 29,000 | | | Kevin Kelly | B | |
| 80 | Adobe Creative Cloud Site License | Academic Technology Consulting | | 6,270 | | 377,136 | David Sprunger | B | |
| 81 | Alumni Relations Volunteer Coordinator | Alumni Relations | 45,000 | | 10,000 | | Director of Alumni | A | A |

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|----|--|
| 68 | The Common Application, our application vendor, is changing its fee structure. As a result it will cost approximately \$4,000 additional per year for this service. |
| 69 | A grant was received to build a computational chemistry computer lab. The grant includes two years of salary for a position to support this lab and other labs on campus. |
| 70 | Amount to cover increases to maintenance, support and licensing of enterprise applications |
| 71 | Software licenses have annually increased by 5-7%, we work with vendors in budget planning to try to determine what the expected increase should be for our new fiscal year. This includes software like SPSS. |
| 72 | License the Topcon Magnet software for the Geology department (see additional supplied materials for further information). |
| 73 | Licensing Dedoose software for Sociology (see additional supplied materials for further information) |
| 74 | With the increase in staffing in conjunction with the computational lab, this will allow for professional development funds for that new position |
| 75 | Increases to the number of technology enhanced classrooms as well events requiring support from technology services have made it more difficult to provide an optimal level of support. Increasing the IMS assist. position from .75 FTE to full time would help to provide support for classrooms and events and offset overtime (100 hrs) paid to current staff |
| 76 | See attached materials with the request from Chemistry |
| 77 | See attached materials with the request from Sociology |
| 78 | Licensing cost to obtain multifactor authentication for students |
| 79 | There has not been a lifecycle budget associated with the ID Card, access control and point of sale system. As more doors with card readers come on line, the inventory of equipment has increased. As of now we simply run the equipment until it fails and then replace those units from existing budgets. |
| 80 | This would allow the college to have a site license for Adobe Creative Cloud. Currently many academic and administrative departments license individual name licenses at \$225/year. |
| 81 | The College has the opportunity to make significant inroads to supporting the Life after Whitman initiative by adding a full-time staff member to the Alumni Office to manage alumni volunteers. The success of the Whitties Helping Whitties networking receptions over the course of the past six years has helped spread the word about the important role alumni can play in helping students find their path toward meaningful careers. Increasingly, the Alumni Office receives visits or emails from alumni expressing interest in volunteering for Whitman. As the attached job description indicates, there is no shortage of ideas on ways to engage alumni volunteers, however, with current staffing levels we cannot adequately track these offers, or create programs for, manage or support additional volunteers. See job description. |

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| 82 | Alumni Relations Volunteer Coordinator discretionary budget for travel, etc | Alumni Relations | | 25,000 | | 164,830 | Director of Alumni | A | |
| 83 | Annual Giving Officer | Annual Giving | 45,000 | | | 160,500 | Director of Annual Giving | A | |
| 84 | Webinar / Virtual Programming Technology | Alumni Relations | | 10,000 | | 164,830 | Director of Alumni | B | |
| 85 | Internal communications strategist | Communications | 60,000 | | 60,000 | | Josh Jensen | A | A |
| 86 | Catalog Management System | Communications | | 20,000 | | 20,000 | Josh Jensen/ Stacey Giusti | A | |
| 87 | PT - LGBTQIA Coordinator .378 to 1.0 FTE | LGBTQIA+ Resources | 18,668 | | 14,500 | | Thomas Witherspoon | A | A |
| 88 | First Gen / Working Class -Fly-in Mentor High Impact Practices for retention and success | 1st Generation Support | | 8,000 | | 7,500 | Jennifer Lopez | A | |
| 89 | Religious and Spiritual Life | Religious and Spiritual Life | | 4,800 | | 16,900 | Adam Kirtley | B | |

Whitman College

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Summary of all requests

Memo or justification

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| | |
| 83 | <p>Staffing the Annual Giving team with an officer focused on communications will round out the team envisioned by the BCG report and BWF recommendations. Annual giving spans the marketing spectrum from 1:1 outreach to broadcast segmented communication. We focus on one-to-one with our student-based outreach (phone, text) along with our leadership giving officer. We focus on the one-to-many through our Class Rep and reunion volunteer programs. A dedicated resource to the mass communications, deploying thoughtful segmentation, completes the team.</p> |
| 84 | <p>The needs and interests of alumni are changing with new technology that means more digital programming will be necessary to increase alumni engagement. Digital solutions are available and two in particular hold what we believe could of particular interest to our alumni, both in our primary markets and in the greater spread of our alumni.</p> <p>The Alumni Learning Consortium offers a custom-branded Livestream and Webinar platform, including technical support, to showcase our campus, our faculty and students during significant campus events, for interviews, lectures or panel discussions, and more. They provide White Label virtual programs: high-quality professional development and lifelong learning webinars to fit seamlessly into our Whitman-specific programming; and a professional association to share best practices and virtual programs.</p> <p>Professional Book Club Guru provides a customized book club based on interests of alumni and goals of the college, allowing conversation and connection wherever in the world our alumni are located. Opportunities are available to select one or two books a year from a Whitman College faculty member or alumni. Similar small colleges are seeing engagement levels reach 300 individuals.</p> |
| 86 | <p>This position is funded by gifts for the first two years</p> <p>A modern catalog management system is imperative for making catalog information (course descriptions, major requirements, etc.) easy to access for both prospective students and current students, as well as offer a more dynamic presentation.</p> |
| 87 | <p>It is unsustainable to provide holistic and high-quality support for over 11% of students, plus faculty, staff, and alumni with a 0.375 FTE position. 11% of Whitman students who responded to the 2015 Climate Survey identified as LGBTQIA+. The overall campus population is likely higher, as only 48% of the student population responded to the survey. 6 faculty and 24 staff members also identified as LGBTQIA+ in the Climate Survey.</p> <p>https://drive.google.com/file/d/1g_H4rL4VnOG96DuXKlJk_jLMtic5BsQP/view?usp=sharing</p> |
| 88 | <p>Peer mentors would be recruited and retained from the leader cohort of the Summer Fly-In. In researching best practices about peer mentoring programs at peer institutions, including the panel of 13, peer mentor programs have higher rates of success in retaining student participants when peer mentors are paid wages or receive a stipend. The requested funds will allow for peer mentors to fully commitment themselves to the Mentor Program. Knowing that they will receive a wage and be held to the expectation of a job, the staff member advising the peer mentors will be able to lay out clear duties and expectations.</p> <p>https://drive.google.com/file/d/1g_H4rL4VnOG96DuXKlJk_jLMtic5BsQP/view?usp=sharing</p> |
| 89 | <p>The summit is a gathering of Whitman students representing multiple faith perspectives and worldviews to be in intentional conversation and interfaith dialogue. These conversations inform the progress toward the development of an interfaith space on Whitman's Campus. The funds go to support costs associated with bringing in an outside facilitator (travel, lodging, food, etc.), along with other supply and food costs for the program.</p> <p>https://drive.google.com/file/d/1g_H4rL4VnOG96DuXKlJk_jLMtic5BsQP/view?usp=sharing</p> |

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|----|--|----------------------------------|-----------------------------------|----------------------------|----------------------------------|--------------------------------|--|------------------|---------------------|
| 90 | Faculty and Staff and Affinity Networks | Diversity and Inclusion | | 6,500 | | 12,500 | Thomas Witherspoon | C | |
| 91 | Intercultural Center Programming | Intercultural Center | | 8,100 | | 63,705 | Laura Sanchez | B | |
| 92 | Glover Austin Center | Multicultural House | | 2,000 | | 11,550 | Thomas Witherspoon / Dorothy Mukasa | A | |
| 93 | Staff and Faculty Lunch and Learn Training Series | Diversity and Inclusion | | 2,400 | | | Thomas Witherspoon | C | |
| 94 | International Student Program | International Student Program | | 10,000 | | 32,643 | Thomas Witherspoon / Dorothy Mukasa | B | |
| 95 | WISE | WISE Program | | 900 | | | Sonja Aikens | C | |
| 96 | Glover Austin Center | Multicultural House | | 870 | | 11,550 | Thomas Witherspoon / Dorothy Mukasa | A | |

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| 90 | <p>Affinity networks create for communities who are often times marginalized. These groups have community identity development, attract, grow, and retain talent and support community outreach. Formal Affinity Networks are an Inclusion high impact practice and are typically a key part of a D&I strategy. We are currently funded by the Office of the President. https://drive.google.com/file/d/1g_H4rL4VnOG96DuXKljk_jLMtic5BsqP/view?usp=sharing</p> |
| 91 | <p>Increased funds for unity week that will be used to establish sustainable programming which includes bringing additional guest experts to campus throughout the week. Ideally, guests would be influential leaders from across our region, who can educate and inspire all Whitman members, but more specifically our growing diverse student population, including students of color, first-generation college students, LGBTQIA+, and students from low socio-economic backgrounds. Additionally, the current operating budget for Freedom Songs, a social justice concert, is \$2,000. Freedom Songs is a student led program and an executive director, along with an executive team (four additional students), are hired to lead the program. With the current budget, the team has had a reduction in wages to cover expenses, such as printing the Freedom Song Zine, printing flyers, and the need to hire a Theater department student worker to work the lights during the concert. https://drive.google.com/file/d/1g_H4rL4VnOG96DuXKljk_jLMtic5BsqP/view?usp=sharing</p> |
| 92 | <p>We would like to reserve these funds for any deep cleaning the GAC needs inside and outside of the building; this includes but is not limited to: shampooing and steam cleaning the floors, window washing, power washing the outside, and cleaning both the front and back porch. Additionally, to fight food insecurity and/or the lack of consistent access to nutritious and/or affordable foods on Whitman's campus. https://drive.google.com/file/d/1g_H4rL4VnOG96DuXKljk_jLMtic5BsqP/view?usp=sharing</p> |
| 93 | <p>Lunch and Learns are a space where we build skills, develop community, and unpack issues that benefit the entire campus community. Additionally, this type of program can promote and elevate faculty and staff members expertise and interest. This semester we hosted four lunch and learn session, each session had over 25 attendees. We are currently funding this through a combination of sources. https://drive.google.com/file/d/1g_H4rL4VnOG96DuXKljk_jLMtic5BsqP/view?usp=sharing</p> |
| 94 | <p>First-year international students of 2019 represent 11.2% (approximately 55 students) of their incoming class. The college currently does not provide breakfast and lunch on "move-in day" for incoming students. There are students who arrive days prior to orientation. This year we provided food, housing, and paid a student intern to offer support in the days prior to the opening of International Student Orientation. Should our orientation structure stay the same this year; we must take into account that many students come without bedding. https://drive.google.com/file/d/1g_H4rL4VnOG96DuXKljk_jLMtic5BsqP/view?usp=sharing</p> |
| 95 | <p>The WISE program is an important piece of the College's outreach to the Walla Walla area community. Each year up to 30 local rising 9th graders have the opportunity to stay on campus and attend a program designed to assist them with achieving their dreams of post-secondary education. Students who are first generation and/or from low-income households are prioritized in selection to attend the program, which is offered at no cost to their families. Currently the visibility of WISE is fairly low profile, and awareness of the program is for the most part limited to participants and their immediate family members. This request is to obtain funding for marketing materials that would raise the visibility of the program within the community, highlighting the contributions the College is making to advancing the education of underserved youth. https://drive.google.com/file/d/1g_H4rL4VnOG96DuXKljk_jLMtic5BsqP/view?usp=sharing</p> |
| 96 | <p>This increase accounts for the minimum wage increase from \$12 to \$13.50/hr in Washington State in 2020. It will allow the four building managers to continue working approximately two two-hour shifts throughout the week. https://drive.google.com/file/d/1g_H4rL4VnOG96DuXKljk_jLMtic5BsqP/view?usp=sharing</p> |

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| 97 | PT - Executive Assistant | Intercultural Center | 20,000 | | 20,000 | | Thomas Witherspoon / Dorothy Mukasa | A | A |
| 98 | Central student wage budget | New | | | 30,000 | | Peter Harvey | | A |
| 99 | Coordinator position unfilled | College events & scheduling | | | (42,000) | | Peter Harvey | A | A |

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| 97 | |
| 98 | SW This is to help cover the various student wage requests to be allocated by the cabinet with the expectation this will only fund eligible work-study students. |
| 99 | |