

**Whitman College**  
**Financial Sustainability Review:**  
**Adoption, Amendment and Transmittal Requests**  
**March 19, 2021**

The Board of Trustees voted to accept the Financial Sustainability Review recommendations in the President's Cabinet Report dated March 10, 2021, with one amendment.

**Amendment**

***First-Year Program Staffing***

In the section on Faculty lines the number of first-year sections typically taught by non-tenure-track (NTT) faculty is increased by two to a total of 10.

Rationale: This addition keeps the NTT teaching contribution steady at the level planned for 2021-2022. A core of dedicated NTT staff in the new first year program will help it successfully launch. We expect this group to contribute to raising the quality and consistency of teaching, especially writing, throughout the first-year program. We anticipate future students will have even greater writing instruction needs due to lost schooling this year. Writing proficiency is a core purpose of the first-year program and a teaching competency of this faculty group. (Savings reduced by \$16,000)

**Implementation Requests**

***Overall***

We request that the Administration provide information about the implementation of these decisions - timelines and processes - as part of their work to prepare the 2021-2022 academic year budget for board approval in May.

As part of the annual budget process thereafter, we request a report to the Board on remaining FSR recommendations for additional savings, efficiencies and revenue generation, including a timeline for consideration and implementation.

***Academic Lines***

We request that the provost propose numerical caps for total full time equivalent (FTE) total faculty, tenured and tenure-track faculty and non-tenure-track faculty.

We request that the provost provide a staffing plan for early board review for filling positions under the faculty FTE cap, recognizing that flexibility is necessary for staffing the college.

The board requests to be kept apprised of faculty work on the internal review of the Environmental Humanities and Classics programs.

***Sabbatical Leave Program***

Request the provost even out the number of sabbaticals granted over the next five years to avoid unusually large numbers of sabbatical leaves in any one year.

If there are more sabbatical leave requests than can be accommodated, the Board urges the provost to give priority to those requests that include course development or enhanced pedagogy, in addition to the scholarship which serves as the basis of the request.

Request a report annually on the number of sabbaticals, replacements and costs in addition to the current report on faculty member's plans for scholarship while on sabbatical leave.

The revised sabbatical leave program offers more frequent leave than many of our peer colleges for both pre-tenure and tenured faculty. We request the provost report periodically on the competitiveness of our sabbatical program compared to peer schools.

### ***Crossroads***

While agreeing to suspend the current Crossroads program, the Board wishes to express its support for experiential learning programs. We urge the faculty to develop programs that are distinctive and financially sustainable. We also express our support for semester-long off campus study.