

FSR - Student Support
Kazi Joshua and Charley Rosenberry, Co-Chairs

Final Report
March 1, 2021

Subcommittees:

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(Outdoor Program and Athletics)

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(SEC/IC/DOS/DEI and Professional Development)

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(Library and Off-Campus Studies)

David Sprunger, Adam Miller, Peter Harvey
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(Health Center, Counseling Center)

FSR - Student Support Group Process and Summary

The FSR Working group on Student Support worked within the initial criteria that had been provided by President Murray at the beginning of the convening of the 3 FSR Groups:

1. Centrality to Whitman's Liberal arts mission
2. Does it drive revenue?
3. Does it drive enrollment?
4. Does it connect to our Strategic priorities?

The committee further created a longer set of questions as they gathered information and wanted to assess what might make sense in terms of the goals that President Murray had articulated for the working groups over all. The Key questions that were developed as a supplement to the criteria provided by President Murray were:

Key Questions for Areas of Study

- Why does Whitman offer this program?
- What are the alternatives to fulfill the need? (e.g., rely on community resources?)
- Do our peer institutions use the same type of program or a different approach? What about non-peers (e.g., Universities, community colleges)
- Does this program encourage recruitment of students?
- Does this program encourage retention of students?
- Is the need growing or diminishing over time?
- What type of students typically use this program – first gen? Minorities? Economically-advantaged or disadvantaged students? Athletes? STEM or Humanities? International?
- Do prospective students (and parents) ask specifically for information about this program?
- Do we/will we lose prospective students due to a reduction or elimination of this program? If we increased/decreased/eliminated this program, how would our admissions or discount rate be affected?
- Does this program make Whitman distinctive from its peer institutions? From the alternatives for most prospective students (consider that many students are deciding considering public universities as well as liberal arts colleges)?
- How does this program reflect our institutional values?
- How does this program fit into our Whitman-specific definition of/identity as a small, residential liberal arts college?
- How does this program help support/build upon our strategic plan?
 - Increasing access and affordability
 - Enhancing diversity, equity and inclusion
 - Innovating the curriculum
 - Connecting to life after Whitman
 - Celebrating our location

The committee used the above in their focused smaller working groups. A strategy that was adopted to organize the committee in 5 smaller working groups that delved into a specific area e.g. Athletics and the Outdoor Program or Bookstore and Residence Life etc. These smaller working groups shared all of their work through a shared google drive and provided longer reports of their findings. The smaller groups also had the opportunity to share in virtual meetings with the entire working group their findings and recommendations and took questions and feedback. Some of these were submitted in writing. You will note that the group members of each smaller working group are listed under the appropriate report. The entire committee was given an opportunity to review and comment on the final report before it was submitted to President Murray on March 1. This final report was preceded by a feedback integration meeting by the Committee on February 22, 2021.

The Cabinet in separate deliberations from the committee also recommended a reduction of 3.8 FTE in staff positions in student support areas. Where possible reductions will be made through attrition. The Cabinet will also be considering implementing tuition charges for students taking more than 18 credits. The college can also better utilize certain restricted endowments by reducing operating budgets with similar purposes if the restricted endowment is not being fully utilized. The estimated savings is \$117,000 in addition to \$100,000 in the library which was recommended by the library review group.

The Cabinet has determined that in future studies, the Student Adviser (SA) Program should be re-evaluated to determine its efficacy and assess the need it serves. Perhaps exploring if such a need can be met in other ways.

We have provided a quick summary of the total savings at the end of the report for your quick reference. We spent most of our time identifying areas where savings could be found. In a few areas, there are some possibilities of investment, but we have not advanced this part of our work.

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FINANCIAL SUSTAINABILITY REVIEW ATHLETICS AND OUTDOOR PROGRAM REPORT

Working group membership: Kim Chandler; Amy Molitor; Steve Setchell

Introduction and Background to Analysis

Sport studies, recreation and athletics (SSRA) are an integral part of the overall educational experience at Whitman College. Opportunities within SSRA provide unique opportunities from those available in the traditional classroom. Faculty, coaches, and staff emphasize athletic and academic excellence, and provide quality competitive experiences, encouraging creativity, character, and responsibility. Our athletics and outdoor programs also strengthen the college's enrollment through the value of student experiences and by the recruitment efforts of coaches.

Currently, the varsity athletics program serves 270 student-athletes who are exceptional scholars as well as talented athletes. The engagement in college athletics builds character, embraces teamwork, respect of others, discipline, decision-making, perseverance, responsibility, servanthood, humility, leadership and so much more. Sports studies offers all students on campus the opportunity to engage in physical activity courses as well as academic courses which explore current topics and theories in athletics and coaching. In all, almost 80% of the college community utilize athletic / recreational facilities, register for SSRA courses, participate in intramural sports, engage in club sports, or compete on varsity teams.

Similarly, the Outdoor Program (OP) is committed to providing equitable access for all to the outdoors. The OP fosters personal growth, facilitates learning and creates recreational opportunities through skills and risk management training, leadership development, and environmentally sound trips in a supportive community.

Institutional Research surveys for the past 5 years show that 33-40% of the entire student body participate in OP events each year (see OP Survey and Planning documents in the Departmental Folders). Additionally, a recent survey circulated in the fall of 2020 as part of the OP's planning process, a majority of the 273 alumni and current student respondents stated that the OP had an impact on their decision to come to Whitman and on their motivation to stay at Whitman. Respondents of this same survey stated that their participation in the OP helped them develop in the following areas: personal growth, living skills, communication skills, technical skills, teamwork and leadership, environmental ethics, relaxation & enjoyment, healthy social activities, building a sense of community, responsibility and resilience. The OP serves students through seven major program areas: OP Trips, Climbing Center, Rental Shop, SSRA Outdoor Classes, New Student Orientation Outdoor Trips, Speakers, Events and clubs, and Training Courses and clinics. The OP also employs roughly 100 students per year and plays a significant role in student employment skills development. All OP events are substance free by design and help to build an alternative space for bonding and community building to help keep students connected and happy leading to greater retention.

Knowing that the Athletics and the OP offer opportunities for students, staff and faculty, it is difficult to identify specific areas to cut to facilitate financial stability across the institution. Through brainstorming exercises, the subcommittee along with help from faculty and staff in

SSRA, the Outdoor Program, and the Admissions Office, we explored ideas for cost savings and revenue generation. It should be noted that the list below is not exhaustive. Additional strategies for cost savings/revenue generation exist. Time and energy to explore further ideas on cost savings should be investigated.

In terms of the methods for prioritizing the sub-committee’s recommendations, we assessed the merits of the various suggestions and prioritized each based on its level of impact to members of the Whitman community and the level of cost savings. It is critical that it be understood that this prioritization is only amongst the recommendations with Athletics. These recommendations have not been compared or evaluated in relation to impacts and cost savings suggestions from other committees and subcommittees. High priority recommendations should result in the least impact to students, staff and faculty, but offer the highest levels of saving.

We present possible budget reductions first, followed by revenue generating ideas. It is important to recognize that cost cutting measures will have direct and significant impacts on student athletes, team dynamics, and student recruitment/retention as well as halt the progress that has brought Whitman Athletics to the national stage. Recruitment and retention will bring revenue to the College. Budget reductions and revenue generation will be at odds if both directions are employed. Financial stability will be best achieved if one of these paths is traveled, but not both.

Following our review, our meeting with admissions, and the data that we received from them, we would advocate for the FSR process and the Board of Trustees, to reinforce the important role that SSRA serves for the future stability of the college. The departments' recruiting efforts would expand in athletics, club sports, the climbing center, and intramurals. Our ability to actively recruit students in these areas would be vital to enrollment and to the future stability of the college. We currently only recruit in athletics and we have confidence, as does our Admissions Office, that our efforts could be expanded in these additional program areas that would assist in attracting new students and retaining them throughout their Whitman experience. These students are often strong academically, provide opportunities to fulfill diversity and financial initiatives, and often become dedicated alumni of the college as a result of their experience.

Recommendations for budget reductions

Athletics:

Highest Priority Tactics	Projected Savings (*annual savings, **shift in funds)
<ul style="list-style-type: none"> o Impose a minimum of a 3-year moratorium on international travel to enable endowed fund balances to grow toward covering a larger portion of eventual travel trips. 	<p style="text-align: right;">\$46,400* (based a trip cost of \$70,000)</p>

<ul style="list-style-type: none"> ● Background Information: Each year an Athletics travel endowment offers approximately \$23,600 for international team travel. This amount covers approximately one-third of all the costs necessary for an international trip. In the past, funding for the other two-thirds of these costs have come from the larger Athletic budget and the Provost’s office. Our recommendation is to allow the international travel endowment to accrue funds every 3 years allowing a team to have the ability to cover all trips costs with no burden on existing Whitman College budgets or offices. Teams would need to engage in a bidding process to obtain such funds. ● Other concerns: <ul style="list-style-type: none"> ○ Due to the need to raise additional funds, not all teams have access to international travel. Equity for team foreign travel should be reviewed. ○ International travel can place certain financial burdens on student athletes. Individual athlete costs must be explored to determine this financial burden. ○ Lastly, the cost / benefit implications for team international travel need to be reviewed. Some athletic seasons limit students from studying abroad. Foreign competition can offer students the opportunity to connect to other cultures, geographies through competition 		
Pros	Cons	
<ul style="list-style-type: none"> ● Eliminates the need for requests for funds to the Athletic Director and Dean of Faculty 	<ul style="list-style-type: none"> ● The potential for foreign travel can be a factor for recruitment. We need explore to what extent foreign team travel opportunities lead to student athletes to decide to attend Whitman 	
<ul style="list-style-type: none"> ● Removes financial burden to student athletes 	<ul style="list-style-type: none"> ● Reduces competition during a season, however, domestic opportunities for competition should 	

	easily replace foreign competition	
o Limit Travel Party Size for Teams		\$22,500* (Based on 75 away games per year at \$300 savings per trip)
● Rationale: Reduces travel costs – lodging costs (fewer hotel rooms) and food costs		
Pros	Cons	
● Saves \$\$\$	● Reduces Team Cohesiveness	
● Fewer Hotel Rooms Needed	● Athlete retention decreases due to frustration associated with not competing	
● Reduction in food costs	● Limited Travel Squad reduces strategic options while competing	
o BSN Athletics Agreement: \$18,000 Annually		\$18,000*
● Rationale: Working with BSN to purchase team paraphernalia, uniforms and equipment could result in significant cost savings.		
Pros	Cons	
● Reduces Costs and provides purchasing power for the department.	● Limits or removes existing relationships between coaches and vendors	
● Provides a one stop shopping for most equipment and uniform needs	● BSN meets significant needs, but not all needs for bats, swimming tech suits, etc.	
● Creates a uniformity in Whitman College athletic apparel		
o Offer Game Guarantees to reduce the number of away trips		\$26,000*

<ul style="list-style-type: none"> ● Background Information: Teams which routinely qualify or are invited to post season play and national tournaments must engage in competition with nationally ranked teams. Many of these teams are in the eastern US or California. Travel costs to such competition can be expensive. Whitman College Athletics should seek to increase the potential to entice high ranking teams to visit Whitman. This would require Whitman Athletics to work with Whitworth and other nearby institutions to provide a higher incentive of 2 games/competitions vs one. ● Cost Savings: Non-conference games can cost \$15,000 to \$25,000. Game guarantees of approximately \$3500 to visiting teams should result in significant cost savings. 		
Pros	Cons	
<ul style="list-style-type: none"> ● Reduces Travel Costs 	<ul style="list-style-type: none"> ● It's difficult to attract competition to Walla Walla for a single game. Would need collaboration with other WA schools to also play these visiting teams. Similarly, game guarantee fees may need to increase beyond \$3500 to add travel incentives to other institutions. 	
<ul style="list-style-type: none"> ● Reduces conflicts with students missing class, particularly early in the semester when non-conference games are played 	<ul style="list-style-type: none"> ● Pre-season travel often facilitates team bonding. This will be lost. 	
TOTAL SAVINGS – High Priority		\$112,900

Mid-Level Priority Tactics		Projected Savings (*annual savings, **shift in funds)
o Room Policy – one person/bed - Use rollaways for 3/room		\$80,000*
<ul style="list-style-type: none"> ● Rationale: This usually results in 2 athletes per room. Coaches should contact hotels early enough to secure rollaway beds for a third person per room. This should reduce travel costs as fewer hotel rooms will be needed. 		
Pros	Cons	
<ul style="list-style-type: none"> ● Reduces Costs 	<ul style="list-style-type: none"> ● Roll away beds tend to be less comfortable 	
<ul style="list-style-type: none"> ● Continues to meet the one head, one bed policy of Whitman College 	<ul style="list-style-type: none"> ● Title IX implications if the policy is not definitively adhered to by the dept. 	
	<ul style="list-style-type: none"> - Past OCR reviews at Whitman College regarding Title IX have resulted due to an inconsistency of applying the one bed / one head policy 	
o Eliminate SSRA Activity Classes (not OP classes) taught by non-coaches		\$35,500
<ul style="list-style-type: none"> ● Rationale: Some SSRA activity classes are taught by adjunct instructors which require additional college funds. These courses would include Beginning and Advanced level Yoga courses, Pilates, and Beginning Aerobic Conditioning classes. SSRA classes will still be offered by coaches and outdoor program staff. ● Suggestions: Explore the potential to contract courses such as yoga, pilates, etc. as overhead costs associated with OPE and other benefits may be less. 		
Pros	Cons	
<ul style="list-style-type: none"> ● Saves \$\$ 	<ul style="list-style-type: none"> ● These courses include yoga, conditioning, and Pilates classes which 	

	facilitate student physical and mental health	
<ul style="list-style-type: none"> There are a number of online resources in which students could access this form of activity 	<ul style="list-style-type: none"> Requires the dismissal of adjunct faculty 	
<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> These courses tend to be in high demand 	
Low Level Priority Tactics		Projected Savings (*annual savings, **shift in funds)
o Revise the Club Sports Funding Model		\$70,100**
<ul style="list-style-type: none"> Background information: Similar to varsity athletics, club sports teams have expanded their competition model to a national playing field rather than a regional focus. Travel costs have soared for club sports teams as they travel to New York, Florida, California, and other locations. Additionally, club sport teams require significant resources and staff time from the athletic department. Making club sport an entirely student-funded activity with funds from ASWC would result in financial equity among and within clubs and club sports. Students will be required to plan and manage spending based on ASWC determined budgets. Savings: ASWC currently invests \$40,000 in program fees and Athletics contributes \$70,100 for a total investment of \$110,100. The \$70,100 could be redirected to ASWC in total or shifted towards other financial needs in the college. 		
Pros	Cons	
<ul style="list-style-type: none"> The change in the funding model would allow students to directly support their experience based upon a predetermined budget. Currently \$101,000 is committed to a relatively small group of students. If this new model were 	<ul style="list-style-type: none"> Significant loss to the college experience for students who are not in the varsity athletic program. 	

enacted, the funds could be reallocated in a way to serve more students or to support higher priorities. Ultimately, it should provide parity for funding across all student groups overseen by ASWC.		
<ul style="list-style-type: none"> • Would reduce workload for staff in athletics 	<ul style="list-style-type: none"> • The college would also lose oversight of the club sport programs, which are a huge liability to the college since the programs do not have coaches or advisors. The teams travel and compete without supervision, while representing the college. 	
	<ul style="list-style-type: none"> • Club sports is used in the recruiting of prospective students. This could result in lost revenue in tuition 	
TOTAL SAVINGS – MID and LOW LEVEL PRIORITY		\$185,600
TOTAL SAVINGS – ALL ATHLETICS		\$298,500

Outdoor Program:

High Priority Tactics	Projected Savings (*annual savings)
<ul style="list-style-type: none"> o Review and revise the current staffing model and job duties for financial efficiency. 	unknown
<ul style="list-style-type: none"> • Background Information: Currently, the Outdoor Program and staff are overseen by numerous offices including ASWC, Athletics, Dean of Faculty and Dean of Students <ul style="list-style-type: none"> o ASWC - Lish Riley's position is paid for by ASWC. Additionally, the OP Rental shop falls under ASWC 	

<p>as well. ASWC pays Lish Riley's salary and the OP Rental shop must self-generate funds to pay student employees, replace and maintain OP equipment and vehicles.</p> <ul style="list-style-type: none"> o Dean of Faculty's office (Athletics): Funds SSRA classes taught by Brien Sheedy, Stuart Chapin and Lish Riley . All SSRA activity fees for SSRA outdoor classes are run under the DOF office. o Dean of Students office- Brien Sheedy and Stuart Chapin's positions are paid for through the DOS office. The Outdoor Program and Climbing wall also receive budgets via DOS office 		
Pros	Cons	
<ul style="list-style-type: none"> ● Potential for greater financial efficiency 	<ul style="list-style-type: none"> ● Since the OP does offer activity and leadership classes a connection to the Dean of Faculty's office makes sense 	
<ul style="list-style-type: none"> ● Review could provide insight in the new State of Washington OPE hourly requirements 	<ul style="list-style-type: none"> ● OP funds for students are housed in the Dean of Students' office 	
<ul style="list-style-type: none"> ● Provides a consolidated approach to the classes taught as well as the overall operations of the climbing center which supports those activities. 		
<ul style="list-style-type: none"> o Place the Outdoor Programs under one supervisor/office 		unknown
<ul style="list-style-type: none"> ● Rationale: As noted above, financial efficiency may occur if the staffing and job duties were housed under one supervisory office. 		
Pros	Cons	
<ul style="list-style-type: none"> ● OP staff will connect with one office for all needs – budgetary and administrative 	<ul style="list-style-type: none"> ● Distances activity and leadership classes from the Dean of Faculty's office oversight 	
<ul style="list-style-type: none"> o Review Outdoor Program vehicle maintenance and repair model 		unknown

<ul style="list-style-type: none"> ● Rationale: OP vehicles are currently maintained by independent mechanics and OP staff. Though the motor pool at Whitman College may be overworked, it may be prudent to explore oversight by Whitman College motor pool employees particularly in terms of safety and liability issues. 		
Pros	Cons	
<ul style="list-style-type: none"> ● Reduces costs directly to the OP for vehicle maintenance 	<ul style="list-style-type: none"> ● Transfers those costs to the Physical Plant budget 	
<ul style="list-style-type: none"> ● Addresses vehicle liability concerns 	<ul style="list-style-type: none"> ● Places burden on an already short-staffed motor pool mechanics 	
TOTAL SAVINGS – ALL OUTDOOR PROGRAM		unknown

Recommendations for investments to drive enrollment and/or revenue:

Athletics:

Highest Priority Tactics	Projected Cost
<ul style="list-style-type: none"> ○ Athletics Online Store: \$3,000 	unknown
<ul style="list-style-type: none"> ● Rationale: As families of athletes, friends, alumni, faculty and staff purchase Whitman Athletics apparel via the online store, Whitman Athletics will receive credit for such purchases 	
<ul style="list-style-type: none"> ○ Camp/Clinic Expansion 	unknown
<ul style="list-style-type: none"> ● Rationale: Most athletic teams offer some form of camp for youth and / or prospective students. Working with Residence Life and Bon Appetit to facilitate overnight camps, the Athletics department could increase the current revenue earned. 	
<ul style="list-style-type: none"> ○ Weekend & Summer Tournaments – Junior High/HS 	unknown
<ul style="list-style-type: none"> ● Rationale: With facilities unused during breaks, Whitman Athletics might work with various sports organizations (AAU, youth leagues, etc.) in the northwest to encourage hosting tournaments. 	

<ul style="list-style-type: none"> o Enhance Golf Tournament Fundraiser 	unknown
<ul style="list-style-type: none"> <ul style="list-style-type: none"> ● Rationale: The current W Club Golf fundraiser has the potential to bring in additional earnings. Exploring various alternatives to the current model such as hosting the tournament on the west side of the state or areas with alumni and friends might increase revenue. 	
<ul style="list-style-type: none"> o Advertising, Signage & Team Sponsorships 	unknown
<ul style="list-style-type: none"> <ul style="list-style-type: none"> ● Rationale: Advertising with signage and programs can be increased significantly. Season media guides might offer higher interest among advertisers. Signage in Sherwood, BFFC and Borleske might increase as well. 	
<ul style="list-style-type: none"> o Add a Master's Swimming Program 	unknown
<ul style="list-style-type: none"> <ul style="list-style-type: none"> ● Rationale: Walla Walla has a solid swim culture. With limited swimming opportunities in the valley, residents may be interested in developing a Master's swimming program housed at Whitman's pool. 	
<ul style="list-style-type: none"> o Tennis/Wine Camp enhancement – Adult age camps 	unknown
<ul style="list-style-type: none"> <ul style="list-style-type: none"> ● Rationale: The Tennis/Wine camps offered each summer have been a resounding success. Other adult camp models might be considered such as a Golf/Wine camp or an adult swim camp and meet. 	
<ul style="list-style-type: none"> o Add Team II's to increase roster sizes for select teams 	unknown
<ul style="list-style-type: none"> <ul style="list-style-type: none"> ● Rationale: Increase roster sizes would allow the College to have a first and second team. Increased roster sizes require additional enrollment and recruiting leading to greater revenue. Clearly, there will be costs associated with funding the Team II's in the areas of operations, competition, and staffing where we will need to move PT assistant coaches to FT positions. 	
<ul style="list-style-type: none"> o Expand Distance Track Model – Outdoor Season 	unknown
<ul style="list-style-type: none"> <ul style="list-style-type: none"> ● Rationale: The recent addition and excitement of winter indoor distance track suggests interest in track. Expanding distance track offerings to the spring track season may result in increased prospective student interest, thus increasing revenue. 	
<ul style="list-style-type: none"> o Club Sport Recruitment and Expansion i.e. Men's Lacrosse 	unknown

<ul style="list-style-type: none"> ● Rationale: Club athletes tend to recruit their rosters. If Athletics partnered with such recruitment efforts, club sport success could increase to the point of establishing additional varsity teams (i.e., Men's Lacrosse) 	
<ul style="list-style-type: none"> ○ Coaching & Leadership certifications 	
<ul style="list-style-type: none"> ● Rationale: Coaching and Leadership Certifications or programs would provide a niche to the department and the college. The involvement and training in these programs would provide the opportunity for a student to enrich their potential in leadership or coaching and it would be an invaluable asset for them to place on their resume and to be prepared at a different level than other peers for life after Whitman. 	unknown
Mid-level Priority Tactics	Projected Cost
<ul style="list-style-type: none"> ○ Sell Whitman Athletics branded wine 	unknown
<ul style="list-style-type: none"> ● Rationale: Institutions across the nation are branding wine for athletic teams. Given our location, Whitman might consider partnering with a local winery to develop various labels for the entire athletic program or individual sports. 	
<ul style="list-style-type: none"> ○ Addition of sport(s): Indoor Track, Softball, and Rowing – NWC Sponsored Sports 	unknown
<ul style="list-style-type: none"> ● Rationale: Adding additional teams will come with costs, however, we anticipate revenue will exceed costs, results. 	
<ul style="list-style-type: none"> ○ Addition of Esports 	unknown
<ul style="list-style-type: none"> ● Rationale: Institutions across the nation are adding competitive Esports teams. Again, though costs will require the development of such a program, we anticipate the type of student attracted to an institution with an Esports program will result in significant revenue. 	
<ul style="list-style-type: none"> ○ Create Interdisciplinary Academic Programs- Sport Management, Sport Psychology & Sport Analytics 	unknown
<ul style="list-style-type: none"> ● Rationale: Both student athletes and non-athletes have expressed interest in sport-oriented majors. SSRA could collaborate with numerous academic departments on 	

<p>campus to develop an interdisciplinary program focusing on sports. Sport Analytics and analytics in general is a fast growing field. In addition, there are not enough Sport Psychologists to meet the needs throughout the country. We could serve a very important and exciting role in preparing students for this work and knowing that there is a need in the job market that we could anticipate will exist for at least 10 years.</p>	
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Outdoor Program:

Highest Priority Tactics	Projected Cost
<ul style="list-style-type: none"> o Offer summer camps/trips to current students and/or youth and high school students for revenue opportunities 	unknown
<ul style="list-style-type: none"> • Rationale: We believe that a demand exists for summer outdoor trips for youth, high school, and college students during the summer months. Offering summer trips in the summer should provide job opportunities for Whitman students and introduce youth and high schoolers to Whitman College. Such programs should pay for themselves as well as bring in additional revenue. 	
<ul style="list-style-type: none"> o Offer summer trips for Whitman Alums – revenue opportunity and campus connections 	unknown
<ul style="list-style-type: none"> • Rationale: Similarly, outdoor trips directed at alumni, friends of the college and others could offer job opportunities for students and revenue for the OP and College. Alumni interest in alumni travel trips indicates that interest may exist for OP led summer trips. 	
<ul style="list-style-type: none"> o Offer community-based programming for revenue opportunities 	unknown
<ul style="list-style-type: none"> • Rationale: Local interest in the outdoors and recreational opportunities suggests that community residents may be interested in OP led trips. The Blue Mountain Land Trust has led outdoor day trips in the region for over 5 years and often has a wait list. 	
<ul style="list-style-type: none"> o Assemble recruiting goals and initiatives with the Admissions Office and Outdoor Programs staff 	unknown
<ul style="list-style-type: none"> • Rationale: We encourage the OP staff to work directly with the Admissions office to develop recruiting goals. 	

<p>We are aware of the challenges associated with diversity in the OP. This collaboration may facilitate greater diversity as well as reach students who are interested in an institution with a solid outdoor program.</p>	
<p>o Promote the Climbing Team and increase the number of students involved in the team</p>	<p>unknown</p>
<ul style="list-style-type: none"> ● Rationale: The Whitman College Climbing Team has been extremely successful over the last 10-15 years. Given this success, the College should increase its promotion of the Climbing Team and the experiences it offers. Promotions might also be directed toward diverse populations as the College seeks to enhance diversity within the OP. 	

Tactics considered but not included:

<p>o Cut an athletic team/sport</p>	<p>\$100,000</p>
<ul style="list-style-type: none"> ● Rationale: We did explore cost savings associated with cutting an athletic team. Average savings would be approximately \$100,000 depending upon which team was cut. We cannot recommend this as a cost savings measure as we believe it will result in lost revenue for the institution. Athletics works closely with the Admissions Office in terms of recruiting students to Whitman College. The short-term cost savings could result in significantly greater losses in revenue. 	
<p>o Decrease course offerings in the Outdoor Program</p>	<p>\$42,974</p>
<ul style="list-style-type: none"> ● Rationale: Similar to the elimination of an athletic team, OP courses draw prospective students to Whitman College. Reducing OP courses could influence student enrollment ultimately affecting revenue. 	

**FINANCIAL SUSTAINABILITY REVIEW
Counseling/Health Center REPORT**

Working group membership: Rae Chresfield, Lia Beatty, Julie Taylor

Recommendations for budget reductions:

The Welty Center for Health currently provides some level of physical health care for students 9 hours a day, with a Nurse Practitioner or Medical Doctor being available 6 hours a week to provide medical diagnoses and to write prescriptions. The Health Center has already reduced services from 24/7 to 8:00 AM - 5:00 PM weekday only (savings of \$150k/yr). The Counseling Center provides counseling (individual/group) and crisis intervention for students. There is a lack of community providers for counseling in the Walla Walla area. Note that some staff wages come from various endowments to the Counseling Center.

Highest Priority Tactics:	Projected Savings
<ul style="list-style-type: none"> Identify, establish, and improve partnerships with community providers. This will provide expanded student services without additional cost to the College. 	\$0
Mid-Level Priority Tactics:	
<ul style="list-style-type: none"> Restructure organization and reporting structure to more closely integrate the health center with the counseling center. This will allow us to better address the whole health of the student. 	\$0
<ul style="list-style-type: none"> Revisit need to require health insurance for all students. Costs are borne by the student, but would allow students who otherwise would be unable to access local community care due to health insurance issues. 	\$0
<ul style="list-style-type: none"> Consider using a telehealth provider (e.g., TimelyMD) to supplement (but not replace) the services provided on-campus. In conjunction with requiring all students to have health insurance coverage, this program could alleviate case loads on our providers. Cost is \$65k/year for physical health, and TimelyMD would work with local providers for testing and prescription fulfillment. There is an option to include mental health counseling as well, believed to be approximately \$50k/yr. (exact costs TBD) This option could possibly replace one or two counselors, but not the entire Center. The subcommittee does not recommend replacing counselors with telehealth at this time. 	<p>varies, depending on staffing levels. Approximate net 0 if a single RN is replaced; greater savings if additional staff are replaced. There are too many unknowns at this point (demand, services provided, etc)</p>
Lower Priority Tactics:	
<ul style="list-style-type: none"> 	

Recommendations for investments to drive enrollment and/or revenue:

The providing of physical and mental health care of Whitman students is not a revenue-generating activity. At best, it helps keep students in-class and on-campus. When medical and mental health needs of students cannot be met, students may need to withdraw from school. But the care available on campus does not necessarily drive students to choose Whitman over another college. We are aware that students do withdraw from Whitman due to mental or physical-health issues that, if they could be properly managed on-campus, could keep those students enrolled.

Highest Priority Tactics:	Projected Revenue
<ul style="list-style-type: none"> ● Relocation of Case Manager to the Dean of Students Office. <ul style="list-style-type: none"> ○ Person just hired; starts in March. Position allows counselors to focus on the treatment and diagnosis of students while the case manager handles scheduling, insurance, etc. We could also ask the Case Manager to add the responsibility for community outreach and partnerships (currently a proposed part-time position). 	Funded with an endowed gift
Mid-Level Priority Tactics:	
<ul style="list-style-type: none"> ● Clarify all prospective student/admissions/website materials to better clarify what the Counseling and Health Centers can and cannot do; hours available, services available (e.g., Health Center no longer providing 24/7 service) 	\$0
Lower Priority Tactics:	
<ul style="list-style-type: none"> ● 	

Tactics considered but not included:

- Reduction in number of counselors (currently 6).
 - Demand for counseling services is increasing within the student population, not decreasing. This is expected to continue for several years and is presently exacerbated by the pandemic. Current caseloads per counselor range from 30-40 students. Heavier caseloads result in longer wait times – 3-6 weeks may be typical. By comparison, wait time to be seen by a community practitioner (when available) can be 2 months or longer. Approximately 15 students withdrew from classes due to mental health issues last year. With a telehealth provider such as TimelyMD, total counselors employed by the College might be able to be reduced, but cost for the service is similar to the cost of a counselor. Telehealth options would not replace outreach services, or psycho-education for faculty, staff, students, and families. Might be appropriate if case loads continue to increase, to minimize the need to hire additional staff.

- Consolidation of administrative positions
 - A single administrator may likely cause issues with patient confidentiality and not be effective in scheduling students for both physical and mental health needs, especially as the entrances to the two facilities are separate.

Recommended Investments to Improve Student Health:

Highest Priority Tactics:	Projected Cost
<ul style="list-style-type: none"> ● New efforts on total-health of students. Wellness model approach includes programming focused on identification of health issues; treatment options on-campus; education of students and staff on what the Health and Counseling Centers can do. Student-led sessions, training provided by health professionals at the Health and Counseling Centers. 10 students/year, 10 hours/week. Costs covered by student-employment program, which would like additional student-employment options as there are more students requesting employment than positions available. 	\$30,000/yr (cost borne by student-employment budget)
<ul style="list-style-type: none"> ● Improve data gathering and analysis to better understand Health Center and Counseling Center usage. This is a huge gap now and improvements to services can be done only if a clear understanding of demand met and unmet can be obtained. 	\$0 (can utilize system already in place)
<ul style="list-style-type: none"> ● Recruit MD/ARNP for full-time Medical Director position. This will allow for medical diagnoses and medical prescriptions to be written during regular office hours, rather than only 6 hours per week as currently is the case. Student experience improved; student health may improve, allowing students to focus on their studies rather than missing classes. Consider possibilities of legal liability if non-qualified personnel offer diagnoses and treatment. 	\$0 to \$50,000 depending on hours and qualifications.
Mid-Level Priority Tactics:	
●	
Lower Priority Tactics:	
●	

Brief process overview:

Reviewed data of usage and satisfaction of students when encountering the Counseling Center and Health Center. Data is limited regarding Student Health and improved tracking of use (# of students, type of encounter, time of encounter, acute/chronic/recurring) needs to occur in order to adequately understand need and fulfillment of those needs. Peer institution review to better understand how other colleges handle mental and physical health needs of students. Identification of gaps and areas of improvement. Continuing discussions with local providers and peer institutions to examine areas of improvement.

**FINANCIAL SUSTAINABILITY REVIEW
DOS/DEI/PROFESSIONAL DEVELOPMENT/SEC REPORT**

Working group membership: Kazi Joshua, Monica Chapman (Bridget Jacobson)

Recommendations for budget reductions

We recommend the following tactics for the areas outlined below:

Dean of Students:

Items Recommended	Projected Savings
<ul style="list-style-type: none"> Evaluating the current international student health insurance program for students should be reconsidered to ensure better coverage. This would reduce depending on emergency funds to help cover medical expenses. High need students would still need regular financial aid. 	\$20,000
<ul style="list-style-type: none"> Coordinate an assessment of how support services might be shared between similarly situated offices: IC, ARC, Res Life, and DOS to maximize efficacy of staff and support for students. 	

Intercultural Center/Diversity Equity & Inclusion:

Items Recommended	Projected Savings
<ul style="list-style-type: none"> We recommend no additional staff. This assumes the positions: Director of Equity & Inclusion and VP of DEI positions will be filled. Currently these two positions are vacant and there are 4 staff in the IC team (3/5 of the team) 	
<ul style="list-style-type: none"> Coordinate resource supports for programming in Greek Life, LGBTQIA+ and international students with the DOS office. 	

<ul style="list-style-type: none"> ● Endowments - Using accumulated payout savings to cover part of DEI operating budget for one year. 	<p style="text-align: center;">\$160,000 in savings for <u>ONE YEAR</u> or spread over 4 years</p>
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Student Engagement Center:

Items Recommended	Projected Savings
<ul style="list-style-type: none"> ● We are recommending additional staff in the SEC for the Career Development area. This is based on the feedback we have received from the Hanover Research benchmark study, student, and board feedback. There is a connection with the Academic Study Group report that mentions the SEC will possibly be part of future academic programs as a partner. 	
<ul style="list-style-type: none"> ● Explore if the communications function in the SEC could be connected with the Communications Dept. as a shared responsibility depending on consultation with the "Administrative Units" working group that has the Communications area in its purview. 	

Tactics considered but not included:

Items Recommended	Projected Savings
<ul style="list-style-type: none"> ● Staff Professional Development: This item was elevated for a cabinet discussion to take into account other units that were not being studied by this committee. 	

Brief process overview:

We gathered the information from all of the units provided by the staff. We also met with the teams in all areas to follow up with specific questions we had regarding the materials we had received, and in one case, had access to a recent external review.

In the course of our inquiry, we were attentive to the recent Inclusion Task Force report recommendations.

**FINANCIAL SUSTAINABILITY REVIEW
OCS/LIBRARY SUBCOMMITTEE REPORT**

Working group membership: Nate Boland, Dalia Corkrum, Alzada Tipton

Recommendations for budget reductions

Office of Off Campus Study:

- We recommend the following tactics:

Measure	Projected Savings
1. Reduce the amount of money budgeted for OCS tuition costs	\$300,000
2. Suspend Crossroads Program until it can be made self-sustaining	\$81,000
3. Eliminate Whitman purchasing International Medical Insurance for students	\$16,550
4. Limit the number of times a student can participate in OCS	\$51,300

1. **Reduce the amount of money budgeted for OCS tuition costs:** Each year tuition dollars are set aside to be passed through to pay other institutions. The OCS tuition budget amount was adjusted upwards a couple of years ago when there was a uniquely large number of students studying abroad, and has stayed at that higher level ever since despite the average number of students studying abroad returning to historical norms.

Savings estimate: \$300,000/yr

Pros	Cons
<ul style="list-style-type: none"> • There is no direct impact on the budget or availability of OCS to students in a normal year. 	<ul style="list-style-type: none"> • If we have another abnormally large number of OCS applications, there will have to be a decision to either restrict the number of OCS applications granted or request a one-time reallocation of budget funds to cover the costs.

2. **Suspend Crossroads Program until it can be made self-sustaining:** Crossroads is a short-term study abroad program led by Whitman faculty. The costs of the program (compensation and travel for faculty and a second chaperone, and student travel costs) are paid through student fees with financial aid for students who have demonstrated need. Financial Aid has \$81,000 of college money set aside for Crossroads financial aid. High-need students receive financial aid that covers the full cost of the trip/course. Other students receive financial aid from the college to help with travel costs – on average about \$2000.

Note: trips to China are funded from endowments supporting engagement with China, which offer funds in perpetuity.

There are at least three major sustainability issues with the current administration of the Crossroads Program.

1) Funding from surplus OCS funds will run out in 2023. We have been paying these faculty costs through a finite surplus left over from the pre-home-tuition-model days; it is estimated that this surplus will run out in 2023.

2) Students are not charged tuition for the course, which allows them to earn typically 4 extra academic credits at no cost. This can exacerbate a problem we have with students going to “pay by credit” for their last semester (e.g., not paying a full semester of Whitman tuition.)

3) Faculty are compensated twice: a 0.5 course credit (they can apply towards a course release in the academic year once they had led a course twice) and stipend (\$1000/week for 2 to 6 weeks) plus travel costs.

Each of these issues are solvable, but we recommend that the Crossroads Program be suspended and a taskforce be created to evaluate new funding/credit/compensation models.

Savings estimate: \$81,000/yr (the yearly Financial Aid budget for Crossroads)

Pros	Cons
<ul style="list-style-type: none"> ● The OCS office reports that due to the labor intensive nature of making arrangements to create multiple individual short-term off-campus programs and the 18-month lead time needed to set up and recruit students for these courses, Whitman OCS will not be able to offer these courses until the fourth staff position (the Administrative Assistant/OCS Fellow position) is restored. ● Crossroads provides students with “free” credits that could increase the likelihood of pay-by-credit in students’ final semesters. There needs to be a way to incorporate the credits for this off-semester experience into the academic calendar and a way to charge students for exceeding a max credit limit (overload?). ● There are reasonable opportunities to reinstitute Crossroads with a sustainable budget from Endowed sources: Crossroads is included in the current capital campaign and the O’Donnell Endowment has reached maturity and could be used (China-based Crossroads courses are already funded through other endowments). 	<ul style="list-style-type: none"> ● Crossroads courses are in demand and often have waitlists. ● The Crossroads Program is part of the new Global Studies Concentration ● The short-term OCS opportunities are attractive to STEM majors who prefer to complete core coursework on campus and student athletes who do not want to miss all or part of a season traditional semester OCS programs.

Eliminate Whitman purchasing International Medical Insurance for students: Discontinue the current practice of Whitman OCS purchasing iNext international medical insurance for all OCS students. To make sure that all OCS students have international medical insurance, OCS would charge students for iNext international medical insurance in addition to the Whitman tuition, if their program itself did not already charge them for required international medical insurance. Some programs offer mental health coverage and others do not, which would result in some OCS students having to pay for mental health support out-of-pocket or foregoing these medical services altogether. We recommend that Whitman purchase the mySSP mental health study abroad app service for approximately \$11 per semester per student for an approximate total cost of \$1,650 per year.

Savings estimate: \$16,550/yr (\$140/student/semester x 130 students/year on non-CIEE programs - \$1650 for supplemental mental health app)

Pros	Cons
<ul style="list-style-type: none"> About 90% of all OCS programs now provide international medical insurance as part of the students' required fees for their program and the Whitman purchased CIEE iNext insurance has become redundant for those programs. 	<ul style="list-style-type: none"> Whitman OCS students will no longer have uniform international medical insurance so OCS staff will need to monitor program coverage more closely to make sure all students have at least basic coverage.

3. Limit the number of times a student can participate in OCS: Limit all students to one OCS semester plus one Whitman faculty-led short-term Crossroads program. Students can petition the OCS office and Provost's office for an exception to this limit.

Savings estimate: \$51,300/yr (Avg of 3 students/year attend two different semester programs in one year x avg program tuition fees of \$17,100 = \$51,300)

Pros	Cons
<ul style="list-style-type: none"> Students who want to study abroad for two semesters in two different locations are often adamant about their desire to do so, but their academic rationale is not always compelling. Some liberal arts colleges already limit the number of study abroad/OCS terms that a student can engage in because of the cost to the college and concerns about academic continuity. 	<ul style="list-style-type: none"> Whitman's study abroad programming distinguishes itself from some other liberal arts colleges because we currently do not limit how many times a student can study off-campus during their Whitman career (aside from transfer credit limitations and not permitting semester OCS until the student has junior standing). Our current flexibility appeals to prospective students who often ask about it at Admission Visitors Days and restricting OCS in this way could impact some students' decision to enroll at Whitman. Students who wish to study away for both semesters of their junior year in two different locations sometimes do not have compelling academic reasons but want to leave campus

	<p>because they are not content at Whitman or in Walla Walla. Eliminating this option will likely negatively impact retention of a few students each year who may transfer out if they cannot study away their entire junior year.</p> <ul style="list-style-type: none"> ● Because we have already advised dozens of sophomores about their OCS plans in 2021-22, it would be difficult to make this policy change until 2022-23.
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Penrose Library:

We recommend the following tactics:

Measure	Projected Savings
1. Optimize use of existing Library endowments	Up to \$100,000
2. Decrease personal subscriptions that duplicate institutional subscriptions	At least \$2,400

- **Optimize use of existing Library endowments:** Digital access costs (both subscriptions and e-book/e-journal purchasing) and operating costs continue to rise. The Library is fortunate to have generous endowments that can be used to secure many (but not all) materials. Many of the materials endowments (for books) were established in an earlier time that did not imagine the move to digital and do not explicitly allow for procuring access to digital materials. It is increasingly difficult to use these endowments given the declining demand for book purchases. Most of the library endowments also do not provide means for supporting library operations outside of building collections.

In consultation with the Comptroller and legal counsel, three endowments were recently identified that may be used more broadly to support digital subscriptions.

Savings estimate: up to \$100,000/year by loosening restrictions on specific endowment funds

Pros	Cons
<ul style="list-style-type: none"> ● The endowments were established to support the library. It would be good to use them to do so. 	<ul style="list-style-type: none"> ● While some endowments maybe readily be re-interpreted, others may require difficult and lengthy legal review / conversations with donors.

- **Decrease personal subscriptions that duplicate institutional subscriptions:** It is noted that administrators, faculty, and staff purchase subscriptions to journals, periodicals, etc. that may a) already be available, or b) be cheaper as a collective subscription through the library. As an example, while available data is incomplete, we know that at least \$2,407.82 was

spent last year on individual subscriptions to The Chronicle of Higher Education, when the Library already pays \$1,550.00 for a campus-wide license.

Savings estimate: *Uncertain, but at least \$2,408.* We should reach out to faculty and staff to obtain a list of current periodical subscriptions and whether they are purchasing them using PDA, departmental, or other college funds.

Pros	Cons
<ul style="list-style-type: none"> The Library and our consortia have greater bargaining power with journal vendors than individuals. There may be cost savings in consolidating individual subscriptions to campus-wide licenses. 	<ul style="list-style-type: none"> Some faculty may still want to obtain subscribed materials independently due to connected discounts, ease of access, or desire for physical copies. Savings would be realized from non-Library budgets and may require slight increases to the Library budget.

Recommendations for investments to drive enrollment and/or revenue:

OCS:

Explore creating a Seattle Semester option: A Whitman-run Seattle Semester Program might help recruit and retain students and faculty who are concerned with the college’s location in a small rural town, while keeping tuition and costs under college control.

Pros	Cons
<ul style="list-style-type: none"> A Seattle Semester Program may be a useful recruiting tool for students and faculty, particularly people of color. As a Whitman-controlled program, Whitman would have control over the curriculum and costs of such a program and retain the full tuition paid by students. 	<ul style="list-style-type: none"> The program would require significant, upfront investment by the college. The cost and sustainability of such a program has not yet been determined.

Penrose Library:

Create more open educational resources: The Library has established an open digital repository and created digital archives that could be leveraged to raise our national profile. Goodwill and recognition will improve Whitman’s reputation, rankings in our peer group, aid in recruitment of students, faculty and staff, provide no-cost access to scholarly materials, and improve our odds of receiving grants from national funding agencies.*

*National federal granting agencies justify grant expenditure as contributions to the public good. To the extent that activities at Whitman result in tangible contributions like open educational resources, articles, databases, etc., review panels will give greater regard to

applications emanating from our institution. Note that in addition to directly funding scholarly activities, many grants provide indirect cost (IDC) remittance to the college that can be used in lieu of regular budget funds to enhance and support scholarship at the College. Over the past 11 years, IDC recover has totaled nearly \$570,000.

This program would enhance our reputation and potentially student recruitment and retention.

Pros	Cons
<ul style="list-style-type: none"> ● Amplify the scholarship being produced by Whitman faculty and students ● Significant adoption of OER would replace expensive textbooks, providing for greater equity and access for students ● Increase opportunities for grant funding ● Increase opportunities for meaningful student employment in the development of digital resources 	<ul style="list-style-type: none"> ● Development of OER can be very time consuming ● Library and WCTS do not necessarily have the expertise across OER software, platforms, and resources ● Additional staffing may be required

Tactics considered but not included:

OCS:

- Charge Whitman students higher tuition for OCS programs that have higher tuition than Whitman
- Reduce the number of OCS Partner Programs
- Eliminate reimbursement of consulate flights to obtain student visa
- Eliminating airfare estimate from the OCS financial aid budget

Library:

- Raise price of public membership
- Sell of a collection that has never been appraised. Anecdotally, values of \$1-2 million have been suggested.

Pros	Cons
<ul style="list-style-type: none"> ● Sale of the collection would generate much needed income ● Objects and artifacts would find a more suitable home, with appropriate curation, preservation, and appreciation opportunities ● The endowment agreement makes no prohibition for the sale of the collection ● The collection will require significant conservation and preservation of the draperies, carpeting, and upholstery in the not-too-distant future which will be quite expensive 	<ul style="list-style-type: none"> ● Sale of this collection would generate only one-time savings ● Negative publicity surrounding the sale might generate a loss of goodwill and potentially work against future donations of funds and/or collections ● Future curricular developments would be unable to use the materials for pedagogical purposes

**FINANCIAL SUSTAINABILITY REVIEW
RESIDENCE LIFE AND BOOKSTORE REPORT**

Working group membership: Peter Harvey, David Sprunger and Adam Miller

Recommendations for budget reductions

Residence Life:

Items Recommended	Projected Savings
<ul style="list-style-type: none"> The college should explore reducing the number of RAs in the residence life program from a typical 39 to 34 with a goal of having a more equitably distributed number of students each RA supports. 	\$69,000

Bookstore:

Items Recommended	Projected Savings
<ul style="list-style-type: none"> The college should continue to explore engaging a private partner to operate the bookstore. Such a partnership has the potential to lower costs to students by increasing course materials available digitally, and through used books and rental books. A partner could deploy technology to make it easier for faculty to reserve course materials and for students to place their orders. Students could have the option of paying a flat per credit fee for all books, which can be less expensive depending on the classes students are taking. A partner could also potentially expand the offerings in the online bookstore and increase sales to alumni and parents. More work needs to be done to evaluate the potential of such a partnership and whether it truly will benefit students and what the financial impact would be to the College. 	

Brief process overview:

The team met with staff in the areas studied.

Total Savings Projections for FSR Student Support Group		
Items Recommended by Area Noted	Projected Year Savings	Comments
Athletics (all levels)	\$298,500	
College's restricted endowments	\$117,000.00	
Dean of Students	\$20,000.00	
Intercultural Center	\$40,000.00	spread over 4 years equals a total of \$160,000 savings
Off-Campus Studies	\$448,850.00	
Penrose Library	\$102,400.00	
Residence Life	\$69,000.00	
Staffing (Cabinet's recommendation)	\$194,000.00	Estimated savings in salaries and benefits
Total Savings	\$1,289,750.00	