

Whitworth University
President's Report 2011-12



Mission

Whitworth University is a private, residential, liberal arts institution affiliated with the Presbyterian Church (USA). Whitworth's mission is to provide its diverse student body an education of mind and heart, equipping its graduates to honor God, follow Christ and serve humanity. This mission is carried out by a community of Christian scholars committed to excellent teaching and to the integration of faith and learning.

President's Message



Annual reports like this one can have many purposes. Bragging comes to mind as I read some of the reports that cross my desk each year from other organizations. I suppose it's appropriate for institutions to communicate to their constituencies about each year's accomplishments, but a simple brag sheet leaves the reader wondering about the underlying purposes of the highlighted lists in the report. This report is not intended as a brag book, although the featured stories do point to the excellence of our students, faculty and staff as they support Whitworth's mind-and-heart mission. I pray that our values and purposes come through indelibly as you read these pages.

Another goal of this report is to be transparent. Whitworth 2021, the university's ambitious 10-year vision and strategic plan, was developed


with complete transparency in mind. The eight goals and their supporting objectives are illuminated and measured using more than 120 key performance indicators that cover everything from academic outcomes to financial performance. These KPIs measure the outcomes that hold us accountable to the goals we've set for the university. That accountability can be a bit scary, but I think it's important to equip our many friends with all of the information necessary for them to assess the quality of the institution they support. Though not every KPI is currently moving in the right direction, we're confident that we are addressing opportunities for future improvement. Fortunately, most of the measures you will see do point to sustained improvement and excellence, and we're grateful for that.

A good annual report will also tell some compelling stories. At its heart, Whitworth is about the people it serves. As you read the exciting stories about our students, staff, faculty, and new programs at Whitworth, you will gain an appreciation for the way lives are changed when a university commits itself to "honor God, follow Christ and serve humanity." These stories are only a sampling of those we could tell about bright students committed to finding their true calling through learning, and about dedicated faculty members who pour out their professional lives in order to mentor the bright minds and tender hearts in their charge, and of the capable staff members

who support our students with love and care as they support Whitworth's enduring mission to combine Christian faith and learning.

I suppose the chief purpose of this report, beyond the KPIs and the stories, is to express thanks. Whitworth is a blessed community, and we give thanks first to our Lord. We know that God works through the minds and hearts of individuals, and we thank you for the prayers that sustain us and the financial gifts that make possible so much of what we do. I know I speak for every Whitworthian when I express gratitude for the many ways in which our friends support the dream that George F. Whitworth began 122-plus years ago. Now, just one year into the plan that will take us to 2021, I am happy to report that Whitworth University is strong. By God's grace, the university will continue faithfully to live up to its calling to point to Christ through excellence in higher education. So please enjoy this report. It's a privilege to serve you and the Whitworth community. Go Bucs!

Blessings,



Beck A. Taylor, Ph.D.
President

Whitworth 2021 Vision

Whitworth University will deepen its commitments to academic excellence and the integration of Christian faith and learning, equipping graduates to respond to God's call on their lives with intellectual competence, moral courage and deep compassion. Expanded student opportunities for experiential learning, intercultural engagement and postgraduate preparation will elevate Whitworth's standing as one of the finest Christian liberal arts universities in the country.

"Whitworth summons its students to a crossroads where the fearless pursuit of truth intersects with a steadfast commitment to the integration of Christian faith and learning. It is in the creative tension at this intellectual and spiritual crossroads that students' minds and hearts are forged for great purpose."

Beck A. Taylor, Ph.D.
President

Strategic Plan Goals

GOAL 1: Advance Whitworth's distinctive approach to integrating Christian faith and learning The Whitworth community engages challenging contemporary issues with intellectual rigor through the lens of Christian faith. In a world fractured by sin and transformed by Christ's grace and truth, Whitworth will equip and inspire students to cultivate character, seek justice and proclaim salvation. Students, faculty and staff will pursue opportunities to lead and participate in national and international initiatives that reflect Whitworth's commitment to faith-learning integration by upholding open, intellectual inquiry and deep Christian conviction as complementary rather than competing values.

GOAL 2: Strengthen intellectual vitality across all contexts of teaching and learning Whitworth seeks to equip its students to be inquisitive, creative and discerning thinkers who address effectively the complex issues they face in the world. The university will cultivate an intellectually vital and inclusive campus culture in which faculty and students engage regularly in rigorous, open and civil discourse on challenging ideas.

GOAL 3: Prepare Whitworth students to be global citizens Our students live in an increasingly interdependent world. They must be able to cross international boundaries and navigate politics, cultures, economics, religions and languages with skill and understanding if they are to serve and lead in an ever-evolving global community. Whitworth will equip its students with the knowledge, skills and insight they need to thrive as global citizens.

GOAL 4: Demonstrate courageous leadership in an increasingly diverse world Whitworth values the role a welcoming and diverse community plays in fulfilling the university's mission to "honor God, follow Christ and serve humanity." Grounded in a biblical understanding of God's character, the university will cultivate in students, faculty, staff and trustees the

capacity to relate effectively across multiple dimensions of human diversity in learning, working and living environments. During the next decade, Whitworth will focus on issues of intercultural competency and equity related to gender, race and ethnicity.

GOAL 5: Elevate a liberal arts education as essential and relevant to all majors and careers Whitworth is committed to providing an education, grounded in the liberal arts, that empowers individuals for lifelong learning, professional development, and meaningful citizenship and service. Whitworth will deepen its connections to the liberal arts across the curriculum, equipping students to think critically, reason coherently, and communicate clearly.

GOAL 6: Enhance Whitworth's strengths in graduate and continuing studies Whitworth aspires to be the university of choice in the Inland Northwest for adults pursuing selected graduate or nontraditional undergraduate degrees. Whitworth will build on its strong reputation for student-centered faculty, small class sizes, and innovative delivery models to offer education programs that advance its graduates' careers and extend the university's mission and influence in the market.

GOAL 7: Invest in Whitworth's employees and support a culture of continuous improvement Whitworth is a learning organization that values its employees and strives to equip them to advance the university's distinctive mission. Whitworth will recruit and retain highly qualified and diverse Christian staff and faculty members and will offer competitive compensation and professional development that help employees pursue excellence in their vocations.

GOAL 8: Exercise diligent stewardship in growing Whitworth's financial and capital resources Whitworth aspires to expand its constituent and resource bases to advance the university's mission with comprehensive and sustainable excellence. Significantly increased giving and sound stewardship of all university resources will enable Whitworth to invest in strategic initiatives and make improvements to the quality of the student experience.

Advance Whitworth's distinctive approach to integrating Christian faith and learning



OBJECTIVE
Deepen the capacity of students and faculty to integrate faith and learning and ensure that 100 percent of Whitworth's academic departments assess student-learning outcomes in faith-learning integration.

KPI 1.2.1: Increase to 100 percent the number of academic majors that include and assess student-learning outcomes in faith-learning integration.

During the 2011-12 academic year, a subgroup of the Academic Advisory Group compiled a conceptual framework for the integration of faith and learning. The framework includes categories for vocation – what kind of work Whitworth students are called to do; ethical and public-policy implications, covering commitment to good and ethical action and how that plays out in a community; and the intersection between theological assumptions and academic disciplines. The framework is designed to encourage involvement, to promote faith integration, and to provide clarity and common language regarding faith integration.

"All academic majors have student-learning outcomes, and all assess those outcomes annually," says Interim Provost Barbara Sanders. "The outcomes are listed in the catalog. At the start of the plan, about 60 percent of the departments included faith-related outcomes. We are in the process of working with departments as they are reviewed on a four-year cycle by the Teaching, Learning and Assessment Committee to ensure that they have included a faith-related outcome and are assessing that outcome."

OBJECTIVE
Support rich learning opportunities across the curriculum in which students are challenged to strengthen connections between their worldview convictions, academic studies, and vocational discernment.



KPI 1.3.2: Improve by 50 percent the proportion of alumni who report over the five years following graduation that they engage in ongoing discernment and pursuit of their calling/vocation.

The Weyerhaeuser Younger Scholars Program is designed "to encourage, educate and inspire a future generation of Christian academics" by identifying academically gifted undergrads and encouraging them to pursue scholarly careers and Christian vocations.

Paul Long, '08, was a Weyerhaeuser Scholar at Whitworth. He graduated with a B.S. in biochemistry, and he will finish medical school at the University of Utah next May. Last year, he took a leave of absence to travel with his wife to East India, where they worked with a mission hospital, completing two public-health research projects and working to develop six free-care clinics. Next year, following his graduation from medical school, Paul will attend an internal-medicine residency; after that, he and his wife have plans to work both in the U.S. and abroad (especially in Southeast Asia).

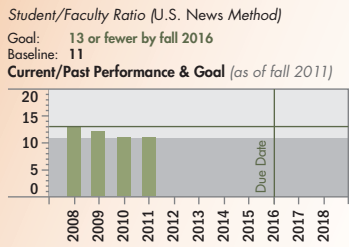
When asked what spurred him on through his biochem curriculum combined with varsity sports at Whitworth, Paul says, "Toby Schwarz, my cross country and track coach, taught me about hard work and dedication (and that 'life isn't fair' ...). Kamesh Sankaran mentored me in so many different areas that it would be impossible to list them. And I would not have been a 'young scholar' had it not been for all of the professors I had. From Gospel of John with Terry McGonigal to Quantum Chemistry with Karen Stevens to Core 250 with Forrest Baird, the diversity of the education I received at Whitworth is, I believe, unparalleled."

Strengthen intellectual vitality across all contexts of teaching and learning

OBJECTIVE
Strengthen student-faculty interaction and the rich learning that occurs within community and relationships, by achieving and maintaining a 13-to-1 and 17.5-to-1 student-faculty ratio (according to internal methodology).

KPI 2.1.1a: Achieve and maintain a student-faculty ratio of 13-to-1 (according to U.S. News methodology) and 17.5-to-1 (according to internal methodology).

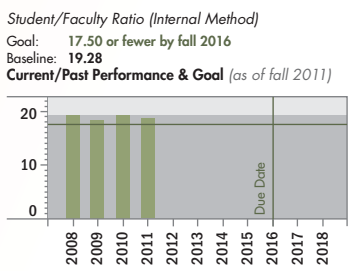
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The distinction between U.S. News' methodology and Whitworth's internal methodology is based on faculty categories used to calculate student-faculty ratios. Reporting progress using both methods ensures the highest standards are met to promote community and relationships.

KPI 2.1.1b: Achieve and maintain a student-faculty ratio of 13-to-1 (according to U.S. News methodology) and 17.5-to-1 (according to internal methodology).

18.35



OBJECTIVE
Develop and progressively implement a vision for 21st-century teaching and learning that enhances academic rigor and educational outcomes.

KPI 2.2.4: Position Whitworth consistently among the top five schools in U.S. News' ranking of regional universities in the West.

For the 13th consecutive year, Whitworth maintained its position as one of the top 10 best regional universities in U.S. News & World Report's annual rankings.

Whitworth is No. 9 in U.S. News' 2013 rankings of 121 master's-level universities in the 15-state region of the Western United States, and is No. 4 in the ranking of best values for the same category.

U.S. News has published its rankings annually since 1983; the 2013 rankings are available on the magazine's website (www.usnews.com) and in the 2013 edition of the magazine's *Best Colleges* guidebook.

U.S. News has consistently ranked Whitworth among the best regional universities and best values in the Western U.S. Whitworth also was listed at No. 62 in Kiplinger's 2011-12 rankings of the best values among all private universities in the U.S.; was designated "Best in the West" in The Princeton Review's 2013 *Best Colleges: Region by Region* guide; and was ranked among the top 10 private schools in the Pacific Northwest in *Forbes'* latest America's Top Colleges rankings.



OBJECTIVE
Promote compelling opportunities for advanced collaborative learning, creative expression, in-depth research, cross-cultural engagement, leadership development, and other enriching learning activities to attract and retain high-achieving students.

KPI 2.3.1: Establish an academically rigorous and enriching program for high-achieving students by fall 2012, with 20 percent of traditional undergraduates completing the program by 2018.

The George F. Whitworth Honors Program, implemented in fall semester 2012, seeks to deepen student engagement in learning through activities that add depth, complexity and novelty to the educational experience. The program responds to research that identifies specific high-impact learning activities that transform the learning experience for students and prepares them most effectively for graduate school and professional success.

"I want students to be as passionate as I am about what we're doing together," says Doug Sugano, professor of English and director of the program. "I want students to learn through their own creative processes. . . . I think of teaching and learning as performative arts of discovery – for both professors and students. When I think of the George F. Whitworth Honors Program, I don't think of it as something teachers offer for elite or high-achieving students. Rather, I think of our honors courses in terms of the creativity that both students and professors put into each class. I like to think about learning that fully engages the mind and heart in the creative process of discovery – through the lens of a specific discipline or an interdisciplinary approach – and transforms the way we understand the world."



OBJECTIVE
 Expand support for faculty scholarship to enrich teaching, to model intellectual engagement for students, and to elevate further Whitworth's academic profile.

KPI 2.4.3: Increase from three to 10 the number of endowed chairs or professorships at the university.

James P. and Wanda Cowles, longtime Spokane community leaders and friends of Whitworth, gave \$3 million in fall 2011 to fund an endowed chair in gifted education at Whitworth. Whitworth's fourth endowed faculty chair is named in honor of Margo Long, a longtime associate professor of education who founded and was director of the Whitworth Center for Gifted Education & Professional Development until her retirement, in spring 2011.

The Cowles' landmark gift recognizes Whitworth's commitment to equipping teachers with the skills to address the needs of gifted students, and it will ensure the future success of the center, which is the only one of its kind in Washington state. The Margo Long Endowed Chair in Gifted Education will also allow Whitworth to hire a national leader in this important field, thereby assuring Whitworth's ongoing national leadership in gifted education.

OBJECTIVE
 Enhance the competitiveness, profile and quality of selected academic programs by achieving specialized accreditation.

KPI 2.6.1: Achieve Association to Advance Collegiate Schools of Business (AACSB) accreditation for the School of Global Commerce & Management, and Accrediting Board for Engineering & Technology (ABET) accreditation in physics/physics engineering.

When Timothy Wilkinson became the Charles L. Boppell Dean of the School of Global Commerce & Management, in July 2012, he brought with him 20 years of experience in business education and administration that will benefit the SGCM as it pursues accreditation with the Association to Advance Collegiate Schools of Business.

Wilkinson, who has worked in various roles for three higher education institutions with AACSB accreditation, says that Whitworth is taking the appropriate steps to begin this process. Preparatory activities include the development of a strategic plan for the SGCM, assessment of student learning, and discussions about curriculum revision. In addition, a new SGCM Business Advisory Board is being developed, and searches are under way for several additional faculty members.

"The foundation on which to build an AACSB-accredited business school could not be better than what is already in place here at Whitworth," Wilkinson says. "The faculty and staff are outstanding, and they are fully engaged in the accreditation effort. We are looking forward to using the accreditation process as a means to enhance the already excellent education our students receive."

OBJECTIVE
 Sustain and enhance intercollegiate athletics as a nationally recognized NCAA Division III program committed to academic and competitive excellence.

KPI 2.7.2: Annually, win the McIroy-Lewis All-Sports Trophy for the best overall athletics program in the Northwest Conference.

In 2012, Whitworth won its fifth consecutive McIroy-Lewis All-Sports Trophy. Men's basketball made it to the NCAA Div. III Sweet 16, men's swimming lapped the field for its 10th consecutive conference title, and men's cross country and women's volleyball won conference championships outright, with men's soccer tying for first in the NWC. In the spring, the Pirates won men's track & field and tied for the championship in baseball, adding the sixth and seventh 2011-12 championship trophies to the case in the fieldhouse.

A dream season for men's baseball brought the team to the forefront of Whitworth Athletics. After claiming their first NWC championship since 1991, the baseball Pirates made their first-ever NCAA Div. III tournament appearance in May, advancing to the national tournament, in Appleton, Wis. Tyler Pfeffer, '14, was named First Team All-America and West Region Player of the Year. Coach Dan Ramsay, '08, was D3baseball.com West Region Coach of the Year and NWC Coach of the Year; Pfeffer, Dan Scheibe, '15, and Nick Molsinger, '15, all earned First Team All-NWC honors. Building on this most successful year, Coach Ramsay has recruited a talented new group of Pirates who are ready to help return the team to the top of the NWC heap – and perhaps to nationals – in 2013. Go Bucs!

Prepare Whitworth students to be global citizens



OBJECTIVE

Expand opportunities for students to experience and explore cultures throughout the world, leading to an increase in the percentage of undergraduates who study abroad from 43 percent to 70 percent.

KPI 3.1.1: Develop new semester-long program offerings in three or more international locations.

"The world is a book, and those who do not travel read only one page."
 – St. Augustine

The 2011-12 academic year at Whitworth saw the launch of two semester-abroad study programs – Whitworth in China and the Tanzania Study Program. During fall semester, Associate Professor of History Anthony E. Clark, a specialist on East Asia, took a group of students to China to study Chinese language at Beijing's Minzu University and to travel throughout the country, continuing their studies among the Chinese people. In an interview before the trip, Clark said that students "will be exposed to seldom-seen life in Chinese villages, such as those in the Shanxi province. They will also travel to Chinese pilgrimage sites rarely visited by Western tourists, such as Wutai Mountain and Pingyao ancient village. Everyone who goes on the Whitworth in China trip will return with a new perspective. Living in China has a way of re-orienting a person's worldview."

Professor of Political Science John C. Yoder, who has lived abroad a number of times and is a champion of living in other cultures, took a group of students to Tanzania during spring semester for a three-month experience amid Christian and Muslim cultures in Africa. The group began in Arusha, then spent a month in Zanzibar, on the Indian Ocean. They finished their Tanzanian travels in Dar-es-Salaam, the country's largest city. Students lived in homestays throughout most of the trip; they learned Swahili in Arusha and Zanzibar and were involved in study, internships, travel, and even a photographic safari in Ngorongoro and Serengeti. Such experiences, according to Yoder, "give students a learning experience that cannot be matched by classes on campus or within a single Jan Term. By living with Tanzanian families, teaching in local schools, attending church services, studying Swahili in Zanzibar, and spending a weekend in a Maasai village, our students gained a deep understanding of African culture... Living with and being taught by Tanzanians stretched students' awareness and understanding of very different cultures, religions, economic systems, and worldviews."



KPI 3.1.3: Expand traditional undergraduate student participation in study-abroad programs from 43 percent in 2009-10 to 70 percent by 2021, positioning Whitworth in the top 10 master's-level universities in the U.S.

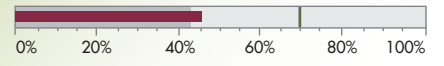
45.2%

Expand undergraduate participation in study-abroad programs.

Goal: 70.0% – into Top 10 Master's-Level Universities

Baseline: 43.0%

Current Performance & Goal (2011-12 graduates)



Past Performance

	2010	2011	2012
	◀ 43.0	▼ 41.6	▲ 45.2

Demonstrate courageous leadership in an increasingly diverse world

OBJECTIVE
 Equip the Whitworth community to live, work and learn in relationships that reflect the call to love God and to love one's neighbor through curricular and co-curricular programs, professional development, and training opportunities.



OBJECTIVE
 Strengthen recruitment and retention of faculty and staff to reflect the diversity of the U.S. population, while also expanding leadership opportunities at Whitworth for women and for individuals from underrepresented racial and ethnic populations.



OBJECTIVE
 Support Whitworth's commitment to intercultural competency, inclusiveness and diversity by recruiting and retaining a diverse student body.

KPI 4.4.1: Establish by fall 2012 an ongoing training program for hiring managers that addresses best practices related to this objective.

Established

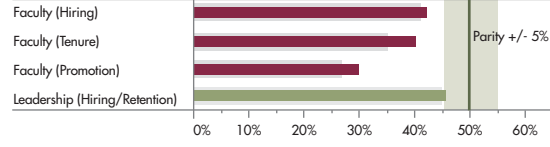
Current Performance & Goal (as of 2012)

Status	Due Date
Established	9/1/2012 ✓

KPI 4.4.2: Monitor, achieve and sustain gender parity (+/- 5 percent) in hiring (overall employment), tenure, and promotion to full professor of faculty, and in hiring and retention for academic and administrative leadership positions.

Various

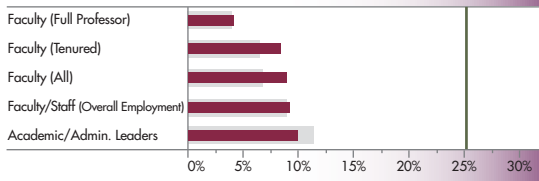
Gender parity in hiring and promotion of faculty and leadership
 Goal: Gender parity (+/-5%)
 Baseline: Individual baselines denoted by gray bars
Current Performance & Goal (as of FY2012)



KPI 4.4.3: Achieve steady progress toward reflecting the racial/ethnic diversity of the U.S. population in Whitworth's faculty and staff overall.

Various

Increase racial/ethnic diversity of Whitworth faculty and staff.
 Goal: 25.2%
 Baseline: Individual baselines denoted by gray bars
Current Performance & Goal (as of FY2012)

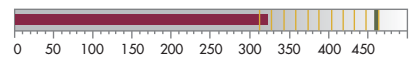


KPI 4.5.2: Increase enrollment of full-time traditional undergraduate students from underrepresented domestic racial and ethnic populations by at least 15 students per year, with a goal of reflecting the diversity of the U.S. population overall.

329

Increase enrollment of full-time traditional undergraduate students from underrepresented domestic racial and ethnic populations.

Goal: 15/year, to 462 by 2021 (milestones in gold)
 Baseline: 312
Current Performance & Goal (as of AY2011-12)



Elevate a liberal arts education as essential and relevant to all majors and careers



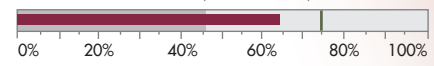
OBJECTIVE
Strengthen the integration of the liberal arts across Whitworth's curriculum through measures including establishing a \$1 million endowment to support interdisciplinary teaching and scholarship.

KPI 5.2.1: Increase to 75 percent the number of traditional undergraduates who complete an internship, a practicum experience or a research project before graduating.

64%

Increase number of undergraduates completing internships, practicums or research projects.

Goal: 75.0%
Baseline: 46.0%
Current Performance & Goal (as of AY2011-12)

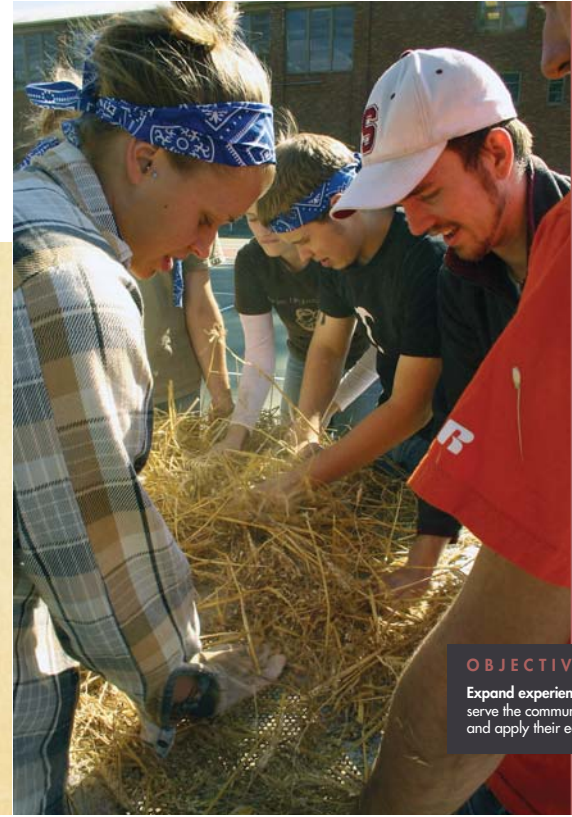


KPI 5.1.1: Establish the College of Arts & Sciences and hire a dean of the college by fall 2012.

Whitworth formally launched its College of Arts & Sciences on July 1, 2012, with Noelle Wiersma, '90, at the helm. Wiersma, formerly professor and chair of the Whitworth Psychology Department, was chosen dean of the college following a comprehensive national search.

The College of Arts & Sciences bears the primary responsibility for providing an education grounded in the liberal arts and sciences and committed to the integration of faith and learning. The college comprises 122 faculty members, supports the general education of students for the entire undergraduate program, and offers 41 majors. The college is also home to Whitworth's innovative interdisciplinary programs, including U.S. cultural studies, women's & gender studies, and the Core Worldview Program.

"The formal organization of all of the university's arts and science programs into a unified college brings energy and focus to the very foundation of Whitworth's mission," Wiersma says. "One of our early, essential goals is to promote an enhanced understanding of the nature of a liberal arts education and of why the study of the liberal arts and sciences, and their intersection, is vital in today's world."



KPI 5.2.2: Increase to 100 percent the number of traditional undergraduates who complete a service-learning course before graduating.

In 2012, for the fourth time in six years, Whitworth was named to the President's Higher Education Community Service Honor Roll by the Corporation for National and Community Service.

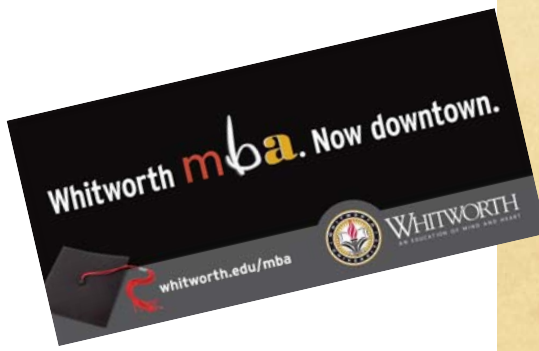
The Community Service Honor Roll, launched in 2006, is the highest federal recognition a school can achieve for its commitment to service-learning and civic engagement. Honorees are chosen based on factors such as scope and innovation of service projects, percentage of student participation in service activities, incentives for service, and the extent to which each school offers academic service-learning courses.

Whitworth was selected for inclusion on the 2012 Honor Roll based on initiatives such as the university's annual Community Building Day program, its West Central Neighborhood Partnership and its Promise Neighborhoods project.

More than 90 percent of the Whitworth student body engages in community service, with service-learning opportunities incorporated into every academic department. During the 2011-12 school year, 2,363 students were enrolled in one of the 197 course sections that incorporated service-learning. These students contributed a total of 38,579 hours of service to the Spokane community, with an estimated economic impact of about \$804,372. Students address issues such as poverty abatement, domestic violence, education, food insecurity, community development, environmental restoration, healthcare, eldercare, at-risk youth development, multicultural/diversity issues, philanthropy, and refugee/immigrant resettlement.

OBJECTIVE
Expand experiential learning opportunities for students to serve the community, participate in off-campus initiatives, and apply their educational skills in workplace settings.

Enhance Whitworth's strengths in graduate and continuing studies



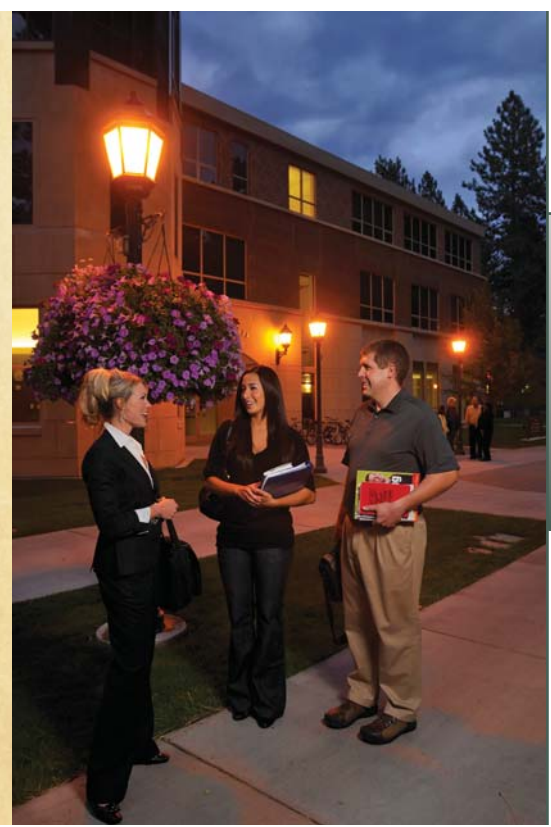
OBJECTIVE
 Establish ongoing assessment of graduate and continuing studies programs based on mission fit, academic quality, and market sustainability.

KPI 6.1.1: Complete an initial assessment of the academic, financial and market strength of current graduate and continuing studies programs by January 2012.

Whitworth's Graduate Studies in Business Program is on the move. In August 2012 the program began offering evening master of business administration courses at the university's U-District campus, just east of Spokane's downtown core. This location provides a much shorter commute for working professionals in the immediate and outlying areas west, east and south of Spokane. The move has generated a steady climb in enrollment, with all of the incoming students opting to take their MBA classes at the U-District campus.

Through providing evening MBA courses downtown, Whitworth's Graduate Studies in Business Program has further positioned itself as a leader in meeting the educational needs of the local market, which is key to ensuring the program's long-term success.

The program's current success can be measured by recent achievements of its students and alumni: Whitworth MBA students competing against area colleges and universities in the Inland Northwest Business Plan Competition have won first place for the past two years. And two Graduate Studies in Business alumni (as well as two undergraduate Whitworth alums) were named to the 2012 "20 Under 40" list by *Inland Business Catalyst* magazine; this annual honor recognizes 20 up-and-coming professionals under the age of 40 who effect positive, innovative changes in the local business community.



KPI 6.1.1: Complete an initial assessment of academic, financial and market strength of current graduate and continuing studies programs by January 2012.

Established

Complete an initial assessment of current graduate and continuing studies programs.

Task	Status	Due Date
Assessment	Complete	1/31/2012 ✓

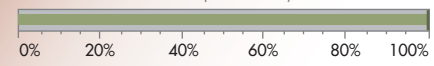
Invest in Whitworth's employees and support a culture of continuous improvement

KPI 7.1.1: Achieve and maintain salary levels that are at or above target benchmarks for all employee grades, ranks, longevity ranges, and disciplines relative to identified comparable institutions.

100.0%

Achieve and maintain salary levels at/above target benchmarks.

Goal: 100.0%
Baseline: 100.0%
Current Performance & Goal (as of FY2012)



OBJECTIVE

Recruit and retain a highly qualified faculty and staff that reflect the university's commitments to its mission, excellence and diversity.

KPI 7.1.3: Achieve and maintain a rate of at least 90 percent of employees who report, in the Best Christian Workplaces survey, that Whitworth is an exceptional place to work.

In January 2012, in a survey by the Best Christian Workplaces Institute, 92 percent of Whitworth employees agreed or strongly agreed that Whitworth is an exceptional place to work. The survey's results mark a significant increase from the last time Whitworth participated in the same survey, in 2004, when 77 percent of Whitworth employees gave the college a high or very high rating.

The Best Christian Workplaces Institute conducts annual employee surveys across a range of Christian institutions and organizations to recognize those that meet its standards of excellence. Employees respond to a confidential online survey in which they are surveyed about job satisfaction, personal development, management, commitment, pay and benefits, and other workplace issues.

"Whitworth faculty and staff identified a high level of trust between senior leadership and employees," says Dolores Humiston, associate vice president for human resources. "They also feel strongly that we recruit, hire and retain highly qualified employees. We will use the data to improve in areas where we're already strong, and to address areas that will make us an even better place to work."

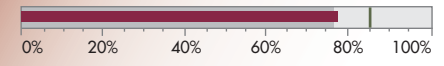
KPI 7.1.5: Increase the proportion of faculty with terminal degrees from 77 percent to 85 percent.

78.0%

Increase percentage of faculty with terminal degrees.

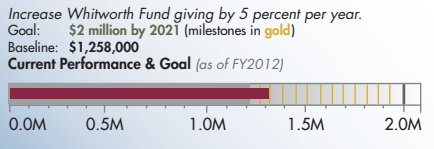
Goal: 85.0%
Baseline: 77.0%

Current Performance & Goal (as of AY2011-12)

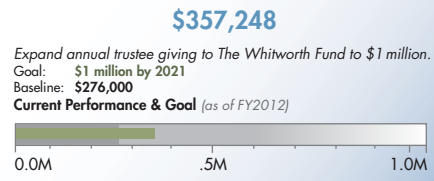


Exercise diligent stewardship in growing Whitworth's financial and capital resources

KPI 8.1.2a-c: Increase Whitworth Fund giving by 5 percent per year (from \$1.2 million in 2011 to \$2 million in 2021), expanding trustee giving to \$1 million annually to The Whitworth Fund and achieving a 25 percent alumni giving rate.



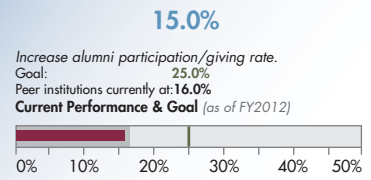
Trustee giving to The Whitworth Fund climbed from \$276k in FY10 to \$305k in FY11 – to an all-time high of \$357k in FY12, a 29 percent increase in just two years. Continued support of the annual fund by this most significant group of university leaders is key to future success of our Whitworth 2021 goals.



Support of The Whitworth Fund grew five percent in 2011-12, to \$1.32 million. While we've hit our first milestone, support will need to climb about \$75,000 per year to reach the goal of \$2 million annually by 2021.

OBJECTIVE
 Engage and expand Whitworth's constituency base while fostering relationships and a culture of philanthropy that significantly increase giving to the university. Whitworth seeks to meet these objectives by achieving a 25 percent alumni giving rate, growing the endowment to \$180 million, and establishing an annual strategic investment fund of at least \$600,000.

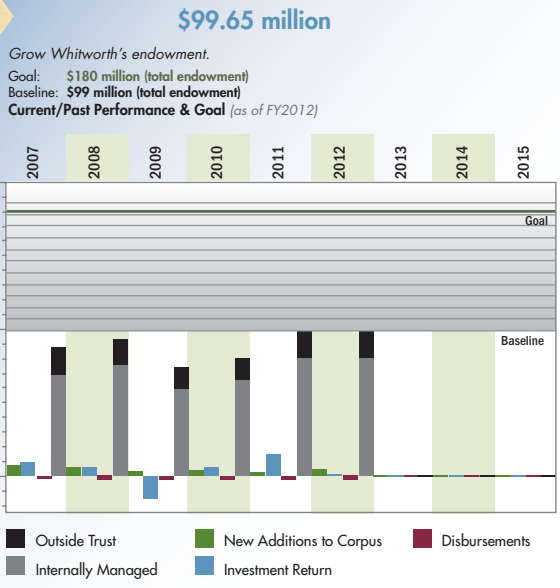
In spite of meeting our overall goal for The Whitworth Fund and celebrating the highest participation by a senior class ever (more than 50 percent of the members of the Class of 2012 made a gift to support the class project), alumni giving took a step back this past year as we went from 18 percent participation in 2010-11 to just 15 percent in 2011-12.



Whitworth's endowment ended the year within hailing distance of \$100 million, a significant threshold for small-college endowments. The chart indicates the amount of the university endowment managed internally, as well as that held by others. It also shows additions, returns and disbursements (based on the spending rate reviewed annually by the board of trustees). Continued growth toward the 2021 goal will take place through a combination of bequests, matured gifts to The Whitworth Foundation, outright gifts, and managed growth.



KPI 8.1.3: Grow Whitworth's endowment from approximately \$90 million in 2011 to at least \$180 million in 2021 – through new additions to the corpus averaging \$5 million per year (\$50 million total) and annual investment returns averaging at least 4.5 percent above the Consumer Price Index (projected \$40 million total).





KPI 8.1.5: Raise at least \$150 million over 10 years for the annual fund, capital projects and endowment to support the Whitworth 2021 vision and strategic plan.

FIVE-YEAR GIVING SUMMARY

Year	The Whitworth Fund	Other Unrestricted	Unrestricted Total	Restricted Total	Grand Total*
2007-08	\$1,393,006	\$713,913	\$2,106,919	\$6,403,429	\$8,510,348
2008-09	\$1,251,932	\$843,910	\$2,095,842	\$5,130,818	\$7,226,660
2009-10	\$1,210,191	\$1,215,173	\$2,425,364	\$5,784,650	\$8,210,014
2010-11	\$1,257,693	\$634,349	\$1,892,042	\$6,411,747	\$8,303,789
2011-12	\$1,318,351	\$972,541	\$2,290,892	\$7,536,877	\$9,827,769

*Reflects all gifts, including payments received this year on prior-year pledges

Thank you to the 4,265 individuals and households who contributed more than \$9.8 million to Whitworth between July 1, 2011, and June 30, 2012, a significant increase over the previous fiscal year and one of the strongest fund-raising years in recent history. These gifts supported university operations and student scholarships, the creation of a new endowed chair in the School of Education, and outfitting Robinson Science Hall with new equipment and furniture in the months leading up to its grand opening.

OBJECTIVE

Execute an enrollment and financial aid plan that supports Whitworth's accessibility and economic sustainability while stabilizing traditional undergraduate enrollment at 2,300 students.

KPI 8.2.1: Stabilize full-time matriculated day enrollment at approximately 2,300 students in the 2014-15 school year, while achieving university goals for the academic and demographic profile of the student body.

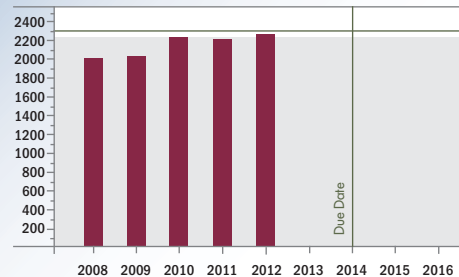
2,249

Stabilize FTMD enrollment.

Goal: 2,300

Baseline: 2,202

Current/Past Performance & Goal (as of fall 2012)



OBJECTIVE

Initiate ongoing review and reallocation of existing resources to align with strategic priorities.

KPI 8.3.1: Through strategic reallocations and reductions of existing budgets, establish an annual Strategic Investment Fund of at least \$600,000 by the 2013 fiscal year.

In November 2011, Whitworth's University Council issued a call for proposals to support the implementation of the strategic initiatives from Whitworth 2021. The resulting Strategic Initiative Fund received 22 requests for new initiatives, of which President Beck A. Taylor approved 17. Funding to support the initiatives came to just over \$53,000.

These initiatives include the following:

- **Admissions-Professional Development** will provide training to admissions staff in best practices for recruiting and retaining students from under-represented populations, including intercultural assessments and ongoing professional development.
- **Courageous Commitments** will establish a local database of multicultural resources in Spokane, including those working with multicultural issues. This initiative will implement a training program for faculty, staff and students to increase multicultural competencies and create proposals for campus development.
- **"The Play's The Thing" Faculty-Student Play Reading** will allow faculty and students to read and discuss a series of plays. Discussions will take place on Friday afternoons in a casual, cross-disciplinary environment.
- **"Coach 'em Up" Leadership Training for Campus Leaders** will provide leadership training to those currently in leadership positions, through which they will gain tools and strategies that successful coaches have used to achieve winning results.

OBJECTIVE

Develop and maintain facilities and grounds consistent with the campus master plan and the university's accessibility and sustainability goals.



KPI 8.5.1a: Pursue planning and construction of dining expansion.

Construction was completed in summer 2012 on a significant addition and remodel to the Hixson Union Building (HUB) dining hall. The \$6.6 million project includes new food-court areas featuring two large woks for preparing a variety of Asian cuisines, and a WoodStone oven for Italian pasta dishes and pizza. The new space features seating for 200, including a mezzanine level that can be turned into a room for private functions seating 90.

KPI 8.5.1c: Pursue planning and construction of an intramurals/rec center.

The construction of a campus recreation center began in September 2012, with an anticipated completion date of August 2013. The \$8 million, 32,000-square-foot facility will include three basketball courts for intramural sports, a fitness center, a climbing and bouldering wall, and a three-lane elevated running track. The campus rec center is located on the northwest side of campus, near the Scofield Tennis Center. Renderings and floorplans of the facility are available at www.whitworth.edu/reccenter.



KPI 8.5.4: Achieve LEED Silver certification or higher for all new building projects.

In fall 2011, Whitworth opened William P. and Bonnie V. Robinson Science Hall, the university's first facility to be recognized by the U.S. Green Building Council as a Gold-Certified Leadership in Energy and Environmental Design (LEED) building. Robinson Science Hall includes state-of-the-art laboratories and instrumentation that enable the faculty-student research and hands-on learning for which Whitworth is known.

Whitworth began applying for LEED certification in 2009, and since that time all of the university's new buildings have received LEED recognition. East Residence Hall, which opened its doors in fall 2009, is certified LEED Silver. And the campus recreation center, which is scheduled to open in fall 2013, will also be LEED-Silver certified.

This recognition signals another step toward Whitworth's realization of its ongoing institutional commitment to sustainability and its participation as a signatory of the American College and University Presidents' Climate Commitment.

OBJECTIVE

Enhance awareness and recognition of Whitworth's distinctive brand in existing markets and in selected Western U.S. markets outside Washington state.

Objective 8.7.3: Develop an institutional marketing budget that is equal to .5 percent of the university budget.

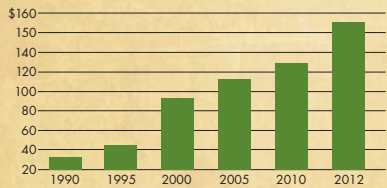
Whitworth launched its inaugural branding campaign in March with the goal of increasing the university's visibility in major markets where larger populations of donors, alumni and prospective students reside. Television, print (magazines), airport and social media channels were utilized, with focus in the key markets of Seattle, Portland and Colorado.

The creative strategy of the campaign was to underline Whitworth's mission of mind and heart by focusing on the work of the heart as seen through the lens of the mind. Media strategy was driven by specific geographic areas within key markets that had demonstrated active engagement with the university. The campaign reached 4.45 million people through television, print and airport advertising, with an impressive 57 million impressions reached through targeted social media channels. Of those 57 million, the campaign generated 99,000 clicks, with users spending an average of three minutes on the university's website.



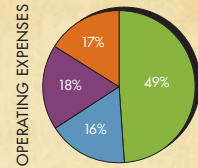
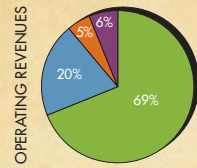
The Numbers Whitworth continues to be in sound financial health, thanks to generous donors and consistent management of existing resources. Overall, the university successfully weathered a smaller than expected freshman class of 523, resulting in 2,886 students for Fall Term 2011, a decrease of 103 students from the year before. The ongoing strong financial position of Whitworth University, documented in this report, is possible due to your continued generosity and steadfast commitment to our mission. On behalf of the entire Whitworth community, we thank you.

NET ASSETS (in millions)



ASSETS	2011	2012
Cash and cash equivalents	\$2,963,619	\$5,053,235
Receivable	\$12,120,200	\$12,889,804
Investments	\$128,790,653	\$143,283,450
Net plant	\$100,027,164	\$104,511,007
Total assets	\$243,901,636	\$265,737,496

LIABILITIES	2011	2012
Accruals and other liabilities	\$16,550,746	\$18,159,698
Annuities	\$11,216,404	\$9,986,069
Long-term debt	\$62,220,942	\$81,286,583
Total liabilities	\$89,988,092	\$109,432,350
Total net assets	\$153,913,544	\$156,305,146
Total net assets and liabilities	\$243,901,636	\$265,737,496



STATEMENT OF ACTIVITIES

OPERATING REVENUES	
Tuition less financial aid	\$45,634,709
Auxiliary	13,340,039
Gifts and grants for operations	3,413,720
Net investment income for operations	3,675,737
Total operating revenue	\$66,064,205

OPERATING EXPENSES	
Instructional	\$33,240,201
Auxiliary	11,530,840
Institutional	11,952,989
Student services	10,638,266
Total operating expense	\$67,362,296
Net assets from operating activities	(\$1,298,091)

NON-OPERATING ACTIVITIES	
Net long-term investment income/gains (losses)	(\$3,734,903)
Contributions for endowment and capital projects	7,789,192
Actuarial adjustment to retiree health benefits	(364,596)
Net assets from nonoperating activities	\$3,689,693

Change in net assets	\$ 2,391,602
Net assets, beginning of year	153,913,544
Net assets, end of year	\$156,305,146



The Whitworth Foundation

The Whitworth Foundation was established in 1972 with the purpose of helping individuals set up deferred gifts, such as charitable trusts and gift annuities. These arrangements provide tax savings and lifetime income to donors while they ultimately grow the university's endowment. The Whitworth Foundation is grateful to all alumni and friends who have included Whitworth in their estate plans. Your investment makes a difference in the lives of future students.

TOTAL DEFERRED GIFTS UNDER MANAGEMENT
As of June 30, 2012

Trusts	\$11,874,414
Charitable gift annuities	2,127,693
Pooled funds	304,480
Life insurance cash value	3,033,378
Other	1,364,774
Total assets	\$18,704,739
2011-12 maturities transferred to the Whitworth endowment	\$413,936

NEW GIFTS TO THE WHITWORTH FOUNDATION



Whitworth University Board of Trustees

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Medical Group
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President
Six Robblees', Inc.
Seattle, Wash.

John David Robblee, '62
CEO
Six Robblees', Inc.
Seattle, Wash.

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Judi Shupper
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Gordon-Conwell Theological Seminary
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Rev. John Sowers, '88
Senior Pastor
First Presbyterian Church
Spokane, Wash.

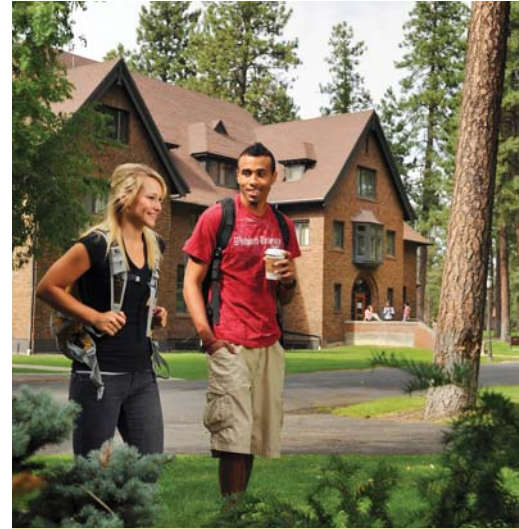
Stewart Stiles
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Spokane, Wash.

Anne McCulloch Storm, '74
Community Volunteer
Advanced Fertility Associations
Newport Beach, Calif.

Arthur E. Symons, Jr., '51
Founder
Symons Frozen Foods, Inc.
Centralia, Wash.

Dr. Beck A. Taylor
President
Whitworth University
Spokane, Wash.

Jason Thackston, '92
Vice President for Energy Delivery
Avista Corp.
Spokane, Wash.



Honor Roll of Donors

In the interest of honoring all fiscal-year and lifetime supporters of the university, as well as saving a significant amount of paper, the Whitworth University Honor Roll of Donors is being hosted as an online website. The site can be found at www.whitworth.edu/donorhonorroll. The site's search function allows visitors to find their names and the names of fellow Whitworthians who are members of the George F. Whitworth Society, annual giving clubs, and/or the Jay P. Graves Society. While we make every effort to edit the lists carefully in advance of posting, we hope you will visit the site to review your information, and we'd appreciate hearing from you with corrections or suggestions at development@whitworth.edu or 800.532.4668.

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Whitworth University

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WHITWORTH
AN EDUCATION OF MIND AND HEART

www.whitworth.edu/whitworth2021