



Whitworth University
President's Report 2010-11



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



For more than 120 years, Whitworth University has been faithful to its mission. The far-reaching impact of that sustaining mission can be seen as thousands of Whitworth's alumni serve around the

globe, using their unique talents and abilities in a multitude of vocations. On campus, Whitworth's mind-and-heart education continues to challenge bright and capable students to ask important questions, to seek truth wherever it may be found, and to discern their place in a world that needs them. Whitworth's dedicated faculty and staff live and work alongside our students, participating in the journey of discovery with them – not just as experienced mentors, but also as true partners.

In the context of Whitworth's well-established mission and identity, the university has launched a bold new plan for the future, Whitworth 2021:

Courage at the Crossroads. Thousands of Whitworth's constituents – alumni, students, staff, faculty, trustees, donors, parents, friends, and community members – dreamed collectively about what Whitworth could be, should be, 10 years from now. We felt called to honor the past and to protect the ageless qualities that have marked a Whitworth education for generations of students. But we also realized that the university must adapt as the world around us changes. As it calls us to provide an even higher quality education to our current and future students, Whitworth 2021 inspires us to embrace new opportunities to respond to our changing world, and in the process, to equip Whitworth's graduates to live, lead, and serve in the 21st century.

In this report, I am thrilled to share with you some important elements of the Whitworth 2021 vision and some of the goals and objectives that will shape our efforts over the next decade. Although it's not exhaustive, the report will guide you through just a few of the measures we will be tracking to ensure that we are making sufficient progress toward our goals. In future reports, I will focus on other aspects of the plan. Transparency and accountability are hallmarks of Whitworth 2021, and I encourage you to visit our website for a complete summary of the progress we make. We truly want you to stay informed.

Since its founding in 1890, Whitworth has benefited from the sacrificial generosity of individuals, families, and organizations who have supported the

university financially. I am happy to recognize in this report many who contributed to ensure that George Whitworth's dream continues. In recognizing these generous souls, we celebrate the many ways that God blessed the Whitworth community last year. The School of Global Commerce & Management celebrated the establishment of the Charles Boppell Deanship, supported by a \$3 million endowment funded through the generosity of Chuck, '64, and Karlyn Boppell, '67; Art, '51, and Glenna Symons, '53; Dick, '51, and Liz Cole, '53; and many others who honored Chuck for his many years of service as chair of the Whitworth Board of Trustees. Our students continued to excel, receiving many awards for their efforts, and we celebrated another large class of Fulbright scholars. And the Pirate athletics programs continued to outperform their competition in the Northwest Conference, winning the McElroy-Lewis All-Sports Trophy for the fourth consecutive year.

My optimism for Whitworth's future could not be brighter, thanks in large part to the tremendous support we receive from you. Thank you for your continued prayers and for your active participation as we chart new and exciting paths ahead.

Yours in service,

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.



Strategic Planning Overview

Whitworth University firmly believes excellence is not only about doing well today, but also about being positioned for tomorrow. During the 2010-11 academic year, the campus engaged in a collective strategic-planning process. The result was Whitworth 2021: *Courage at the Crossroads*, a 10-year comprehensive plan developed to maintain and strengthen our long-term commitment to provide an education of mind and heart. We need to look to the future and take action to make our promise for a better tomorrow a reality. Whitworth 2021 is our roadmap for doing just that.

The structure of the strategic plan includes eight goals that define our key themes and initiatives. For each initiative, we've created measurable objectives to outline the standards we aspire to achieve. Finally, we include key performance indicators (KPIs) to convey the progress we are making toward our goals and objectives.

This year's annual report features stories, narratives and graphs to help clearly communicate our vision and to establish a starting point for future measurement of the university's progress; we have chosen to highlight several KPIs. Not all of the goals and objectives are depicted, of course, but we think you will be able to get a sense of what we're doing as we strive to make this vision a reality. Read the entire Whitworth 2021: *Courage at the Crossroads* strategic plan at www.whitworth.edu/whitworth2021.

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 a new online website. The site can be found at www.whitworth.edu/donorhonorroll. There is a search function, allowing visitors to the site 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.

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
 Position Whitworth as a valued resource to the church and society, contributing to regional, national and international dialogues by Christian intellectuals engaging important contemporary issues.

KPI 1.1.1: Increase to 10 per year the number of Whitworth faculty publications in leading Christian scholarly journals.

Whitworth's committed Christian teachers pursue scholarship to advance understanding and to bring new discoveries into their classrooms – and into the world. In the area of Christian scholarship, Whitworth faculty members' 2010-11 articles in Christian scholarly journals include Keith Beebe's "The McCulloch Examinations of the Cambuslang Revival (1742)," in the journal of the Scottish History Society; Anthony E. Clark's "China's Saints: Catholic Martyrdom During the Qing (1644-1911)," in the Lehigh University Press book series *Studies of Missionaries and Christianity in China*; Karin Heller's "L'ordination des femmes à lépreuve d'une théologie de lagapè. Où en sont les Églises protestantes des États-Unis d'Amérique?" selected as the best international article in theology in *Revue Théologique de Louvain*; and Jerry Sittser's introductory article "The History of Christian Spirituality," in the *Dictionary of Christian Spirituality*. These articles, along with others published by James Edwards, Forrest Baird, Jonathan Moo, Roger Mohrlang and Lindy Scott, stimulate other Whitworth faculty members to continue thinking critically about their faith and to set forth their thoughts on Christian theology and history in national journals dedicated to Christian scholarship.



Clark



Tucker

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.

When Associate Professor of Computer Science Pete Tucker, '91, joined the Whitworth faculty in 2003, having come to teaching from a career with Microsoft, he found computer science to be a challenging discipline in which to integrate faith and learning. Then Tucker participated in "The Vocation of the Christian Professor: Faith, Learning, and Scholarship at Whitworth University," an annual summer workshop led by senior Whitworth faculty. A primary goal of the workshop is to guide and support faculty in creating new methods to integrate faith and learning in their upcoming fall classes.

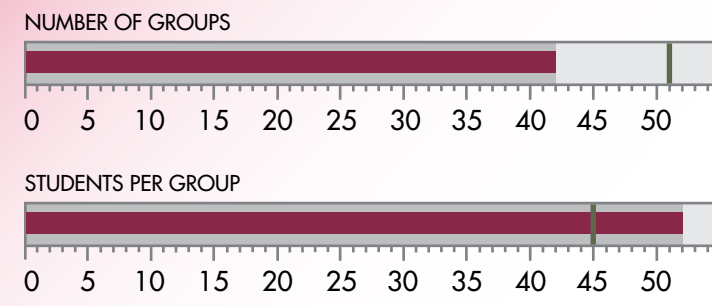
During the workshop, Tucker developed new classroom content in which students examined the tension between a major assumption of computer science, that all technological advances are good, and a tenet of the Christian faith, that humans are sinful by nature. Tucker also enhanced an existing service-learning project, in which students create software applications for local nonprofit organizations, by adding a writing component in which students describe their assigned nonprofit's mission and examine their own faith tradition and sense of mission.

"When students understand the mission of the organization they're working for and relate how that mission corresponds with their own worldviews, their project work moves from being a job to being a vocation," Tucker says.

KPI 1.2.3: Expand the number and variety of student small groups for faith exploration and growth.

42 Groups

Expand student small groups
 Goal: 51 groups with 45 FTMD students per group*
 Baseline: 42 groups with 52 FTMD students per group
 Current Performance & Goal (as of AY2010-11)



*The target goal of 51 student small groups was set by dividing 2,300 FTMD students by an average of 45 students per group.

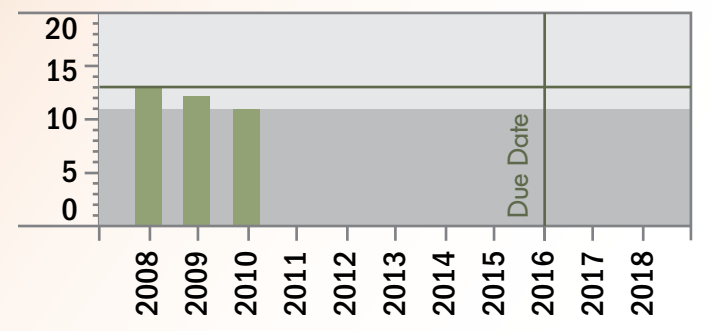
Strengthen intellectual vitality across all contexts of teaching and learning

OBJECTIVE
 Strengthen student-faculty interaction and the rich learning that occurs within community and relationship, by achieving and maintaining a 13-to-1 student-faculty ratio.

KPI 2.1.1: 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).

11

Student/Faculty Ratio (U.S. News Method)
 Goal: 13 or fewer by fall 2016
 Baseline: 11
 Current/Past Performance & Goal

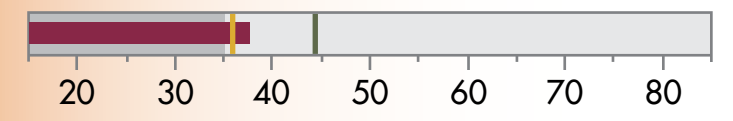


A smaller freshman class allowed Whitworth to achieve its target student-faculty ratio this year; additional faculty will need to be hired to maintain the ratio as traditional undergraduate enrollment grows to 2,300.

KPI 2.1.2: Achieve first-year and senior measures for student-faculty interaction that are in the 75th percentile of all schools included in the National Survey of Student Engagement (NSSE).

37.9

NSSE Student-Faculty Interaction, First Year
 Goal (NSSE 75th percentile): 44.4
 Peer institutions currently at: 36.1
 Current Performance & Goal (as of 2011)



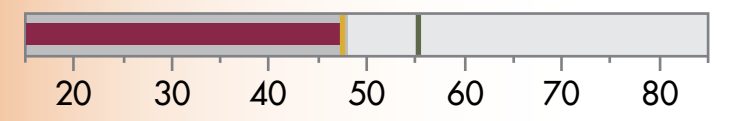
Past Performance

Year	2005	2007	2009	2011
Value	35.2	37.1	35.3	37.9

Source: nsse.iub.edu

48.1

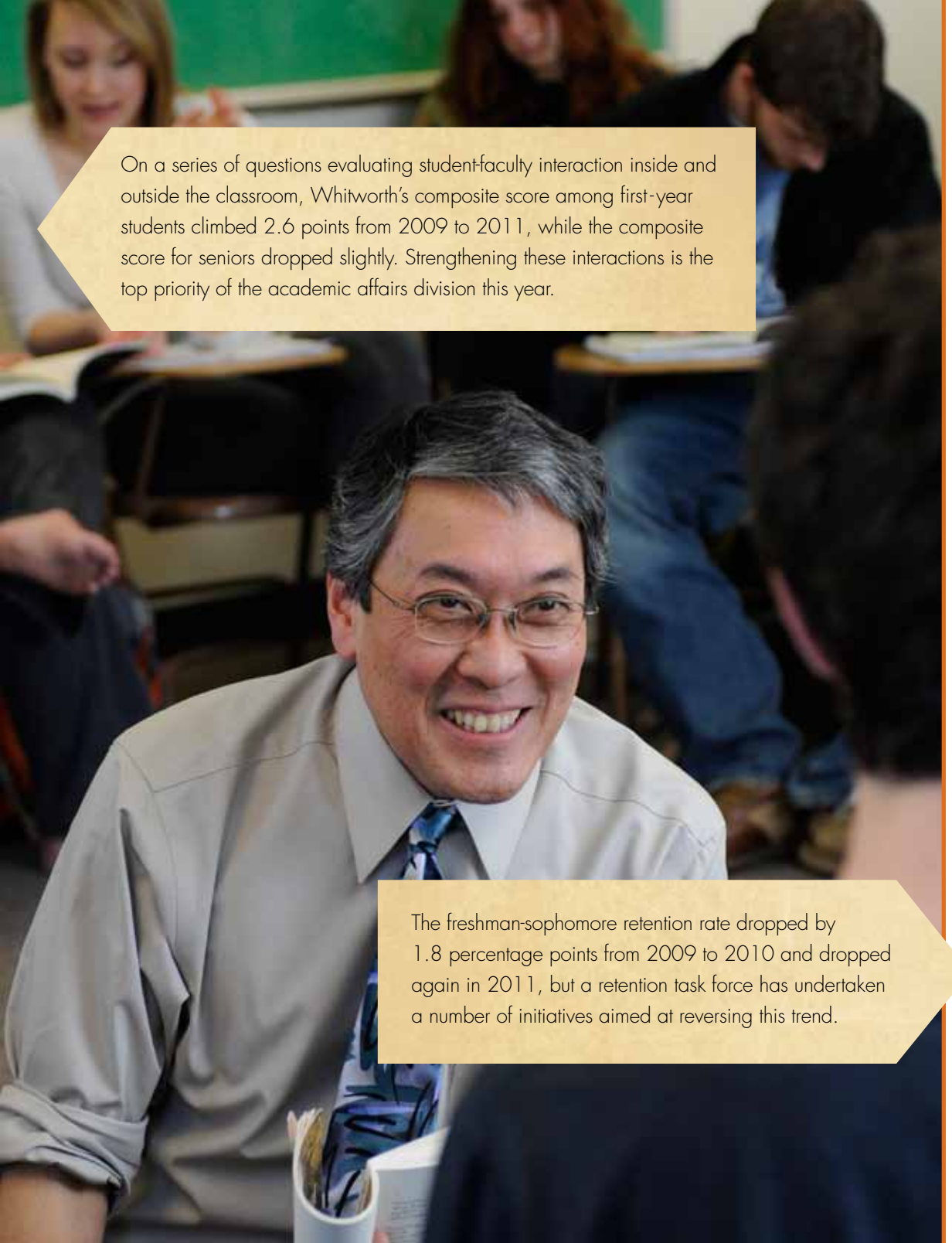
NSSE Student-Faculty Interaction, Senior Year
 Goal (NSSE 75th percentile): 55.6
 Peer institutions currently at: 47.9
 Current Performance & Goal (NSSE Report 2011)



Past Performance

Year	2005	2007	2009	2011
Value	47.2	47.2	48.3	48.1

Source: nsse.iub.edu



On a series of questions evaluating student-faculty interaction inside and outside the classroom, Whitworth's composite score among first-year students climbed 2.6 points from 2009 to 2011, while the composite score for seniors dropped slightly. Strengthening these interactions is the top priority of the academic affairs division this year.

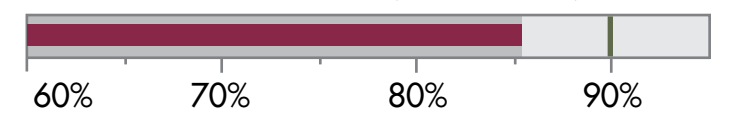
The freshman-sophomore retention rate dropped by 1.8 percentage points from 2009 to 2010 and dropped again in 2011, but a retention task force has undertaken a number of initiatives aimed at reversing this trend.

KPI 2.1.3: Achieve and maintain freshman-to-sophomore retention rates of at least 90 percent.

In 2010, Whitworth convened a retention committee to evaluate retention data, identify priorities for retention work, and support efforts that address the needs of students who are struggling academically. A number of initiatives have been started, including expanding tutoring and supplemental instruction in math and science; establishing the Intercultural Student Center as a central location for evening study; offering academic success classes for students identified as high-risk; and starting a program that helps students navigate the difficulty of a relationship breakup, among other things.

85.4%

First-Year-to-Sophomore Retention
 Goal: 90.0%
 Baseline: 85.4%
 Current Performance & Goal (as of fall 2010)



Past Performance

Year	2006	2007	2008	2009
Value	86.8	86.1	87.2	85.4

Source: Whitworth University Fact Book Fall 2011



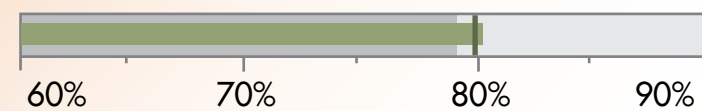
KPI 2.1.4: Sustain a six-year graduation rate of at least 80 percent.

80.3%

Six-Year Graduation Rate

Goal: **80.0%**
Baseline: **79.3%**

Current Performance & Goal (as of 2011)



Past Performance (fall cohorts)

2002	2003	2004	2005
76.9	73.1	79.3	80.3

Source: Whitworth University Fact Book Fall 2011

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.

Last spring, trustees and other donors pledged \$3 million to help fund the new Charles L. Boppell Dean position and to support strategic improvements in the School of Global Commerce & Management. This is the largest endowment of its kind at Whitworth. The endowment is named for retired California restaurant executive Chuck Boppell, '65, who, together with his wife, Karlyn, '67, made a significant gift toward the endowment, which will provide experiential learning projects for students, increase student placement opportunities and internships, support faculty development, and bring executive lecturers to campus.

OBJECTIVE

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



KPI 2.7.3: Finish consistently in the top 10 percent of all NCAA Division III schools in the National Association of Collegiate Directors of Athletics Learfield Sports Director's Cup standings, measuring success in national postseason competition across all sports.

In recent years Whitworth Athletics has achieved unprecedented success in the Northwest Conference, known as one of the most competitive NCAA Division III conferences in the country.

Whitworth captured seven conference championships in 2010-11 to win the McIlroy-Lewis All-Sports Trophy for best overall athletics program in the NWC. This is the fifth time in six years that Whitworth has won the trophy.

Also in 2010-11, Whitworth finished in the top 10 percent (No. 31) of 447 NCAA DIII schools in the Learfield Sports Directors' Cup Standings, a ranking of the nation's best overall collegiate athletics programs. Since 2000, Whitworth has won 58 conference team championships, competed more than 100 times in the NCAA DIII postseason, and hosted 15 NCAA championship events.

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 3.1.2: Develop six major-specific themed semesters at the Costa Rica Center.

Faculty and staff at the Costa Rica Center served more than 100 students during the center's inaugural year. The CRC features semester-long home stays, challenging and practical internships, trips to Nicaragua and throughout Costa Rica, and experiential learning and contextualized classes for students who want to transform the world. Whitworth President Beck Taylor and professors Rick Hornor (Theatre), Jenny Holsinger (Sociology) and Josh Orozco (Philosophy) have visited the center to teach and to learn with the students; during Jan Term 2012, Dean of Spiritual Life Terry McGonigal will share his Shalom course with 33 freshman honor students while Melinda Larson (Kinesiology & Athletics) accompanies nine health science majors as they learn medical Spanish and conduct internships in health clinics. The center's goals include sustainability, seeking the common good of neighbors near and far, becoming citizens of the world, and pursuing – with passion – an education of mind and heart.



Opening the Costa Rica Center and adding semester-long programs to China and Tanzania will help Whitworth increase the percentage of Whitworth students who study abroad from 43 percent in 2009-10 to 70 percent by 2021.

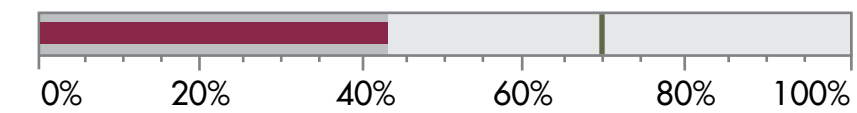
KPI 3.1.3: Expand traditional undergraduate student participation in study-abroad programs from 43 percent in 2009-10 to 70 percent by 2021, positioning Whitworth in the top 10 master's-level universities in the U.S.

43.0%

Expand undergraduate participation in study-abroad programs.

Goal: **70.0% – into Top 10 Master's-Level Universities**
 Baseline: **43.0%**

Current Performance & Goal (2009-10 graduates)



OBJECTIVE

Increase opportunities on the Whitworth campus for students, faculty and staff to gain international perspectives by interacting with and learning from people from all corners of the world.

KPI 3.2.2: Enhance recruitment and retention of international students with a goal of increasing enrollment from 56 students in 2010 to at least 100 students from among 30 or more countries in 2021.

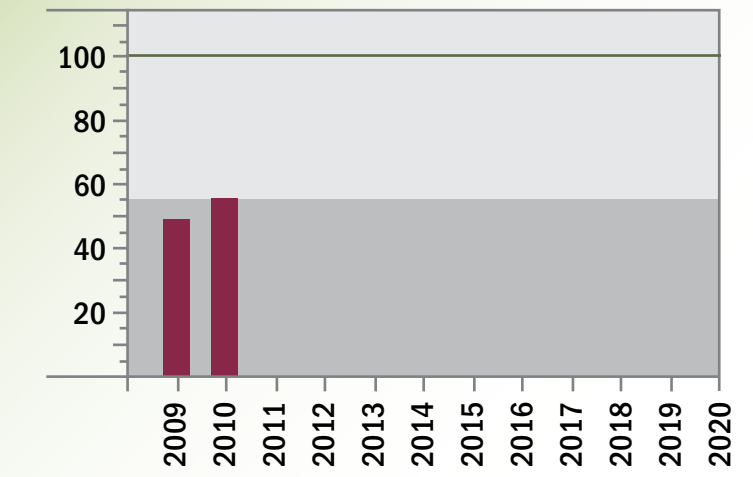
56

Increase the number of international students enrolled.

Goal: **100**

Baseline: **56 (fall enrollment)**

Current/Past Performance & Goal (as of fall 2010)



Demonstrate courageous leadership in an increasingly diverse world

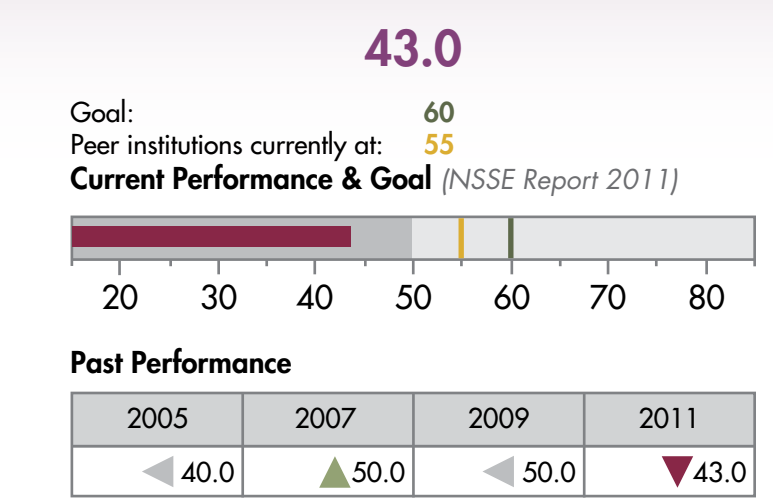
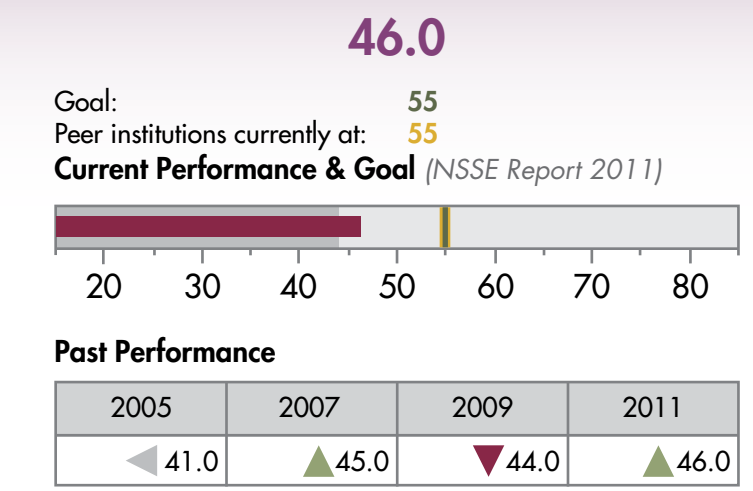
OBJECTIVE
 Equip the Whitworth community to live, work and learn in relationships that reflect the call to love God and to love one's neighbor, through curricular and co-curricular programs, professional development, and training opportunities.

Based on the most recent National Survey of Student Engagement, from spring 2011, 46 percent of Whitworth freshmen reported often having serious conversations with students from other races or ethnicities – up 2 percentage points from the 2009 survey but still 9 percentage points short of our goal.

KPI 4.3.3: Enhance Whitworth's NSSE measures for first year students who report often or very often having had serious conversations with students of a different race or ethnicity.

Only 43 percent of Whitworth seniors reported in the 2011 NSSE survey that they often had serious conversations with students of a different race or ethnicity – a 7- percentage-point drop from the 2009 survey and far short of our 60- percentage-point goal.

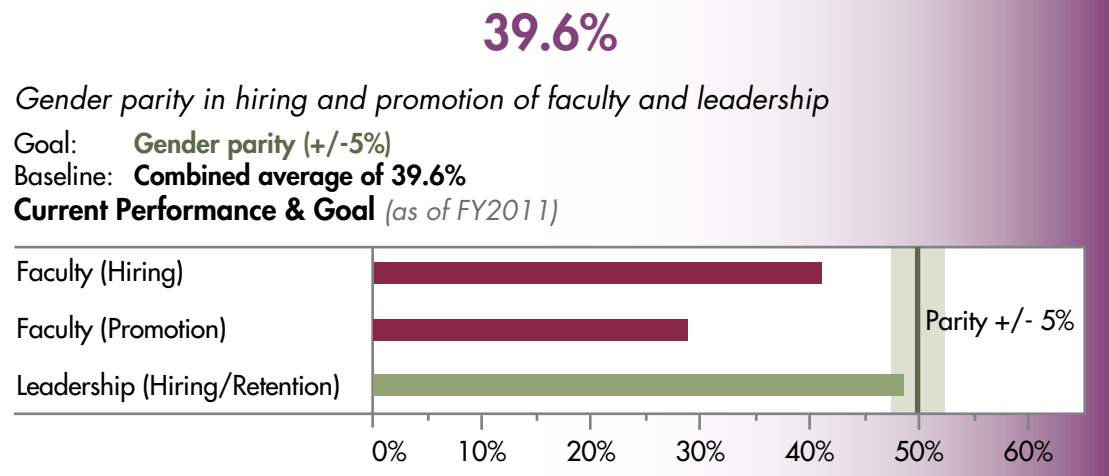
Whitworth has achieved gender parity in hiring and retention for institutional leadership positions and has progress to make in hiring and promotion of women to achieve similar parity on the faculty.



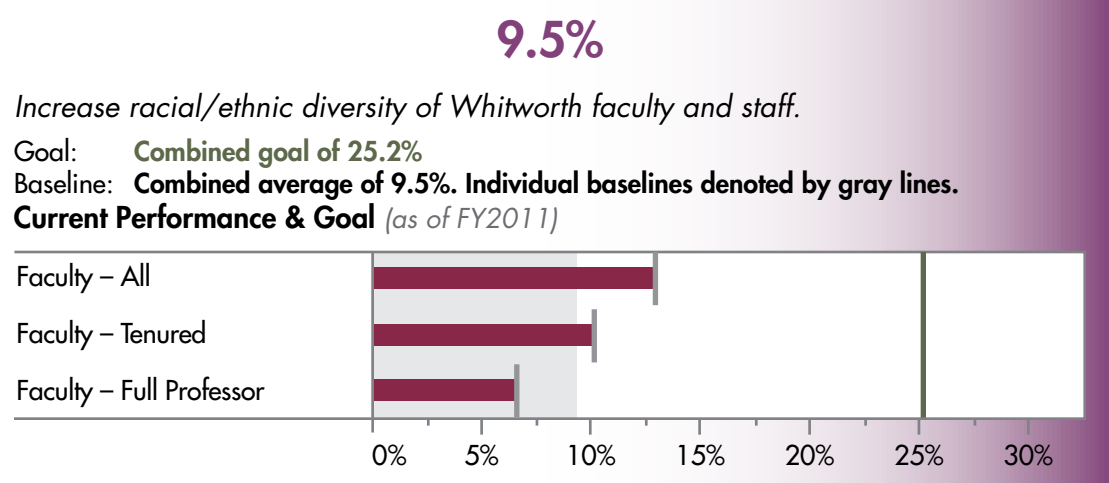
Compared with Whitworth's overall faculty, a lower percentage of tenured and full professors are from underrepresented racial and ethnic populations, showing the university is making progress, but still has to improve to achieve its 2021 diversity goal.

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.

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

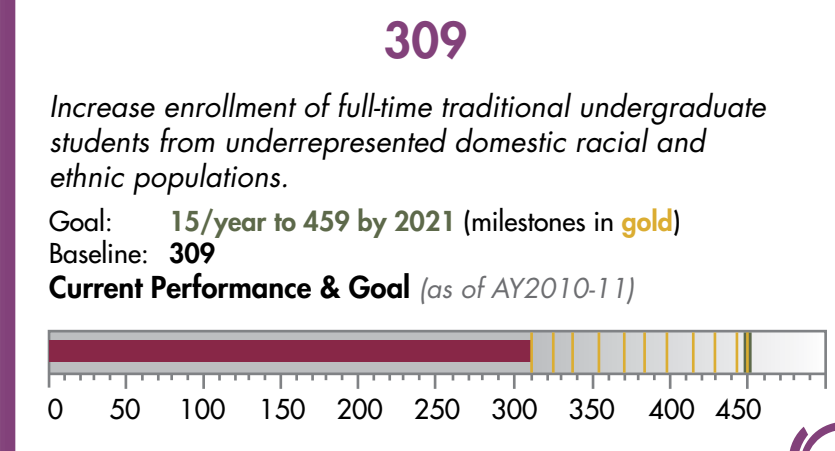


KPI 4.4.3: Achieve steady progress toward reflecting the racial/ethnic diversity of the U.S. population in Whitworth's faculty and staff overall.



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

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.



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

OBJECTIVE

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



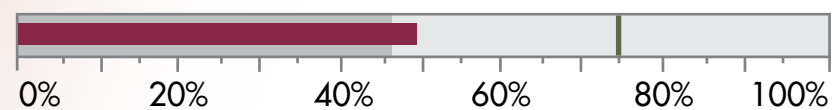
KPI 5.2.1: Increase to 75 percent the number of traditional undergraduates who complete an internship, a practicum experience or a research project before graduating.

48.8%

Increase undergraduates completing internships, practicums or research projects.

Goal: 75.0%
Baseline: 46.0%

Current Performance & Goal (as of AY2010-11)



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

For the third time in four years, Whitworth was placed on the President's Higher Education Community Service Honor Roll last spring by the Corporation for National and Community Service. The honor roll 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 the school offers academic service-learning courses. Whitworth was selected for inclusion this year based on initiatives such as its annual Community Building Day event, its Center for Conflict Transformation, its Food for Thought dinner program for the homeless, its Students4Giving philanthropic education project, and its West Central Neighborhood Partnership. More than 90 percent of the Whitworth student body engages in community service, with service-learning opportunities incorporated into every academic department.

OBJECTIVE

Support interdisciplinary scholarship and programs that equip students and faculty to connect ideas across multiple disciplines, to expand boundaries of knowledge, and to address complex contemporary problems.

KPI 5.3.2: Establish by July 2016 a \$1-million endowment to support interdisciplinary teaching and scholarship.

In an increasingly complex world, the most innovative ideas and effective solutions often arise from interdisciplinary scholarship that crosses traditional boundaries between academic disciplines. Whitworth created its interdisciplinary Asian studies minor in 2010 to provide students a deeper and broader understanding of Asia's complex history and growing influence worldwide.

Whitworth faculty members from a variety of academic disciplines teach a confluence of courses in Asian philosophy, art, history and political science. Students also take part in a study-abroad experience in an Asian country, such as Whitworth's Jan Term Thailand program, or Whitworth's new semester-long Whitworth in China program, which the university established in 2011.

Through the Asian studies minor, students develop an integrated understanding of Asia's role in shaping our world, as well as how outside forces have shaped Asia; they learn to read and speak Japanese or Chinese at a level sufficient to study abroad; they develop the capacity to formulate abstract ideas and make informed judgments; and they become prepared to engage and collaborate across cultures.

It is Whitworth's hope that an endowment will be established during the strategic plan's timeframe that will encourage more creative interdisciplinary programs like the Asian studies minor.

Enhance Whitworth's strengths in graduate and continuing studies

OBJECTIVE
 Implement a strategic enrollment and integrated marketing plan that results in sustained growth in graduate and continuing studies programs.

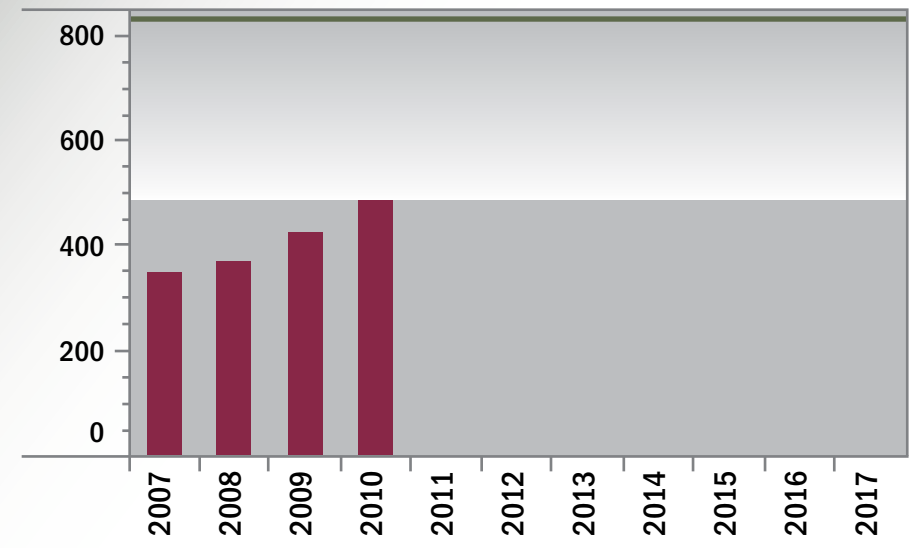


In response to growing demand from its students and from the surrounding community, Whitworth opened a downtown center in fall 2009 in the University District, located just east of downtown Spokane. Less than a year later, in summer 2010, Whitworth moved the center to a larger space nearby to meet rising demand for its programs and to pave the way for future growth. The University District includes Innovate Washington, a state economic-development-related agency, as well as Gonzaga University, branch campuses of Eastern Washington University and Washington State University, and the district offices of the Community Colleges of Spokane. At its U-District center, the university offers several bachelor's-degree programs geared toward non-traditional students who want to attend classes at night, and is developing a new bachelor of liberal studies degree in criminal justice administration that is expected to be offered starting in January 2012. As growth continues in the university's continuing studies programs, Whitworth plans to open other regional satellite centers to reach non-traditional students in underserved areas.

KPI 6.2.2: Increase enrollment in continuing studies programs by an average of 5 percent or more per year.

486

Increase enrollment in continuing studies programs.
 Goal: **Headcount of 831 (increase of 5%/year from 2010 baseline)**
 Baseline: **Headcount of 486 (academic year enrollment)**
Current/Past Performance & Goal (as of AY2010-11)



Boosted by the addition of a downtown location in Spokane's University District, Whitworth's continuing studies enrollment has climbed steadily, to 486 students last year, and is on track to reach the goal of 831 students by 2021.

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

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

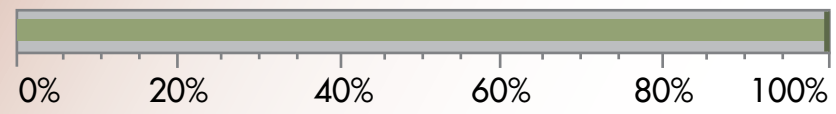
KPI 7.1.1: Achieve and maintain salary levels that are at or above target benchmarks for all employee grades, ranks, longevity ranges, and disciplines relative to identified comparable institutions.

100.0%

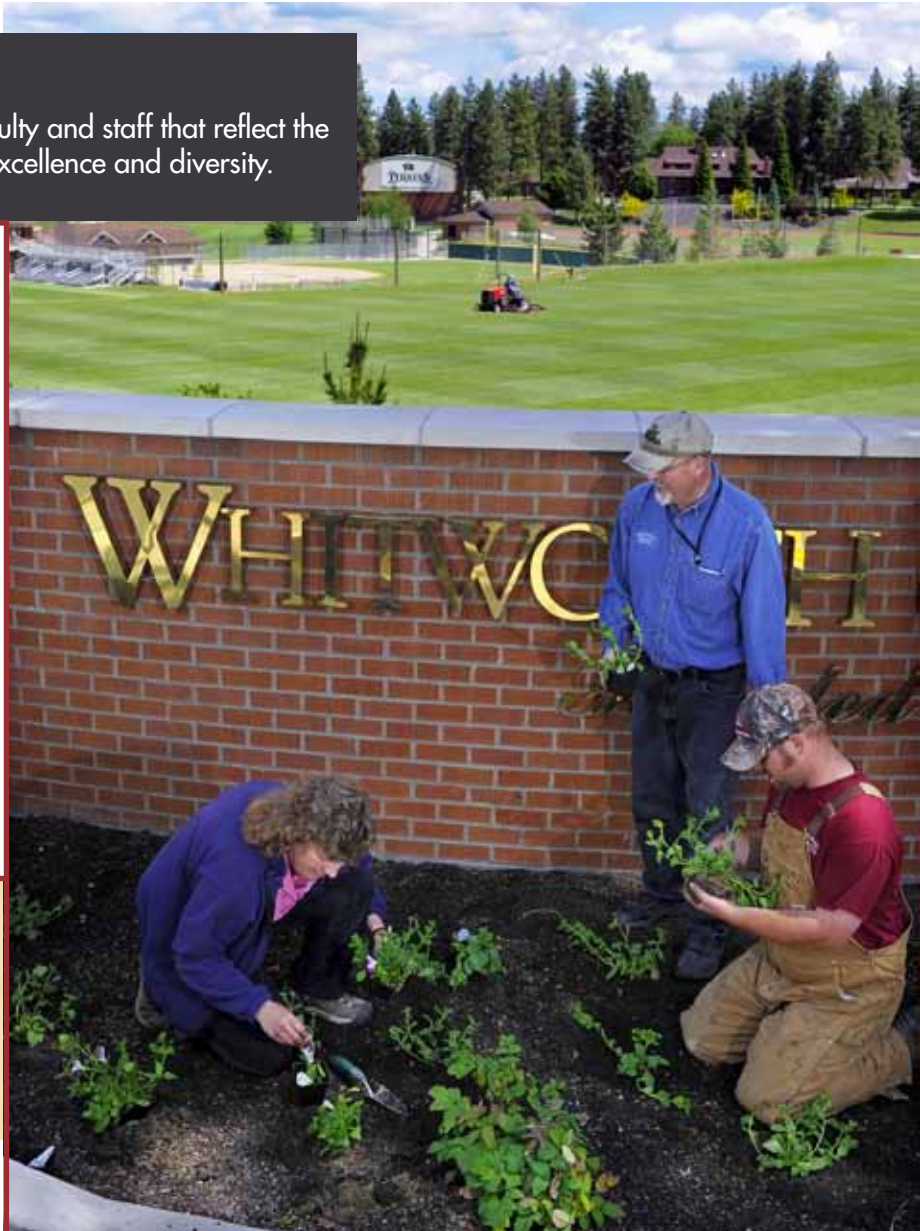
Achieve and maintain salary levels at/above target benchmarks.

Goal: **100.0%**
Baseline: **100.0%**

Current Performance & Goal (as of FY2011)



To recruit and retain excellent faculty and staff, Whitworth offers competitive compensation that is at or above the median of its benchmark institutions.



The percentage of Whitworth faculty with the highest degree in their fields has risen steadily, to 77 percent in 2010-11. This is a measure of academic quality included in rankings by *U.S. News* and others.

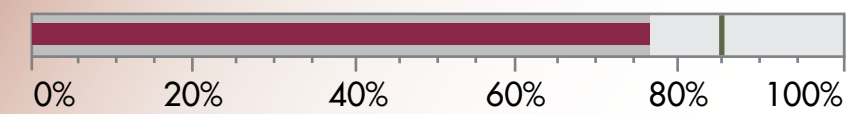
KPI 7.1.5: Increase the proportion of faculty with terminal degrees from 77 percent to 85 percent.

77.0%

Increase percentage of faculty with terminal degrees.

Goal: **85.0%**
Baseline: **77.0%**

Current Performance & Goal (as of AY2010-11)

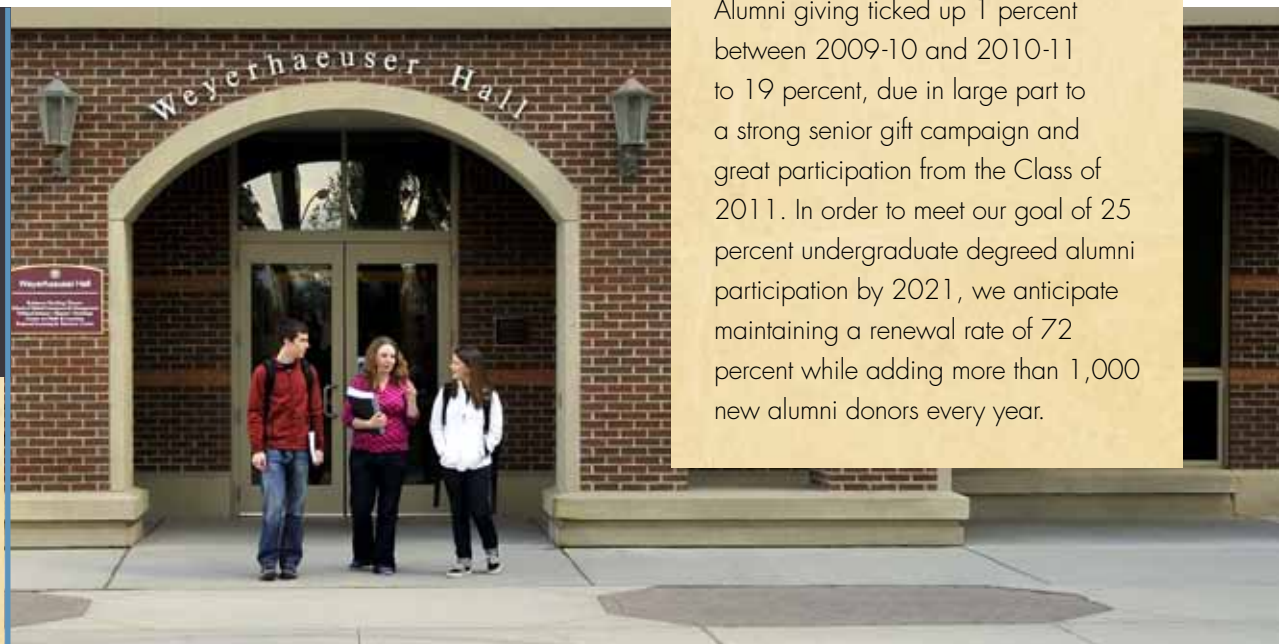


Exercise diligent stewardship in growing Whitworth's financial and capital resources

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.

Giving to The Whitworth Fund in FY10 climbed four percent, to \$1,258,000 this year, and will need to climb an additional \$80,000 per year over the next decade to reach the goal of \$2 million by 2021.



Alumni giving ticked up 1 percent between 2009-10 and 2010-11 to 19 percent, due in large part to a strong senior gift campaign and great participation from the Class of 2011. In order to meet our goal of 25 percent undergraduate degreed alumni participation by 2021, we anticipate maintaining a renewal rate of 72 percent while adding more than 1,000 new alumni donors every year.

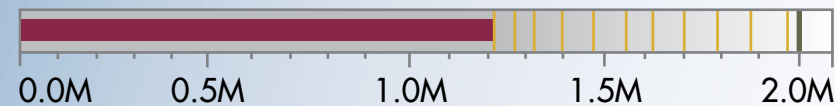


KPI 8.1.2: Increase annual Whitworth Fund giving by 5 percent per year (from \$1.2 million in 2011 to \$2 million in 2021), expanding trustee giving to \$1 million annually to The Whitworth Fund and achieving a 25 percent alumni giving rate.

\$1,258,000

Increase annual Whitworth Fund giving by 5% per year.
 Goal: **2,000,000 by 2021** (milestones in gold)
 Baseline: **1,258,000**

Current Performance & Goal (as of FY2011)



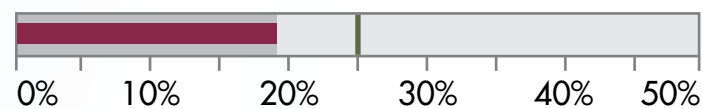
19.0%

Increase alumni participation/giving rate.

Goal: **25.0%**

Peer institutions currently at: **19.0%**

Current Performance & Goal (NSSE Report 2011)



Past Performance

Year	2008	2009	2010	2011
Rate (%)	22.3	20.9	18.0	19.0

Between market recovery and additions, Whitworth's endowment has once again flirted with the \$100 million threshold, ending fiscal year 2011 at \$99 million. The chart shows the amount of university endowment internally managed, 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). The endowment will have to grow by an average of \$8 million per year to reach the 2021 goal of \$180 million. This will happen through a combination of bequests, matured foundation gifts, 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).

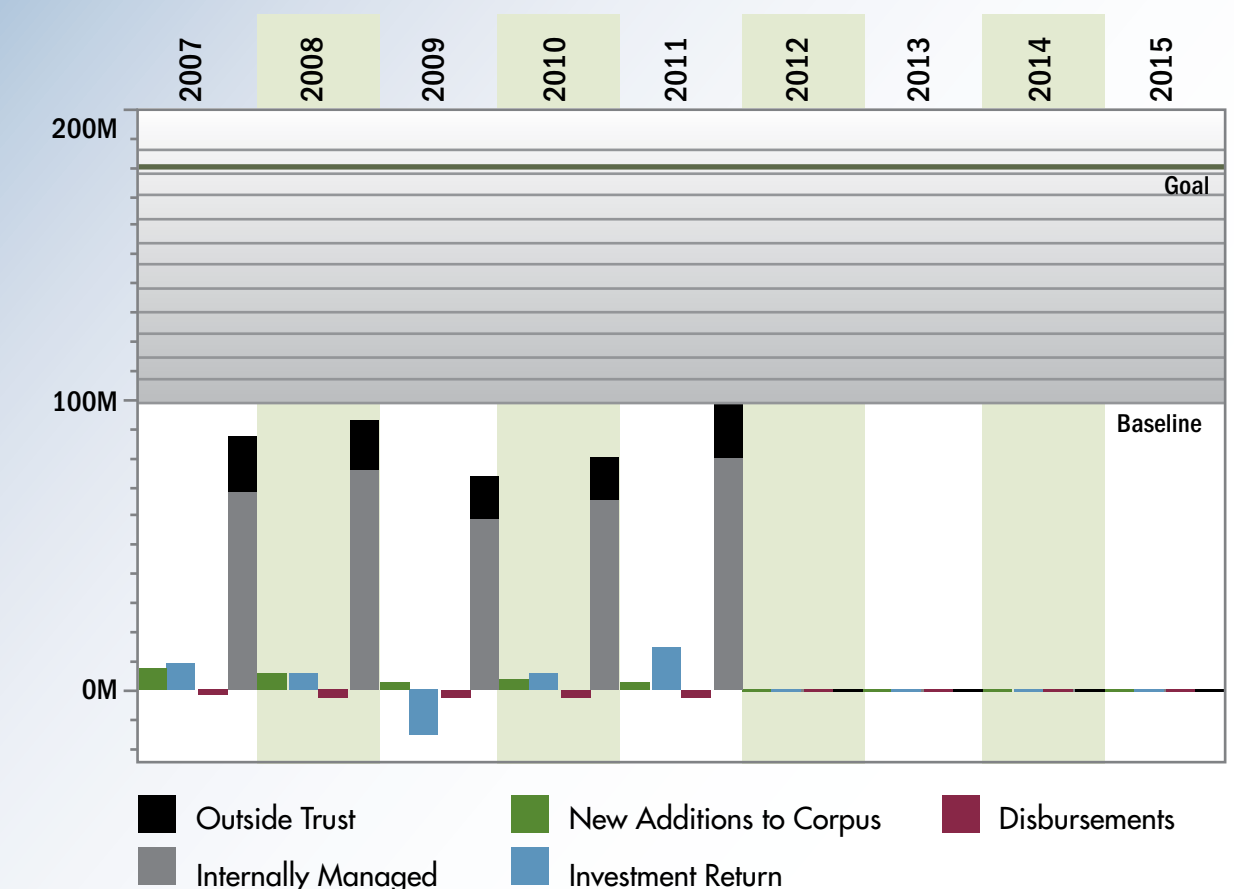
\$99M

Grow Whitworth's endowment.

Goal: **\$180M (total endowment)**

Baseline: **\$99M (total endowment)**

Current/Past Performance & Goal (as of end of FY2011)



■ Outside Trust ■ New Additions to Corpus ■ Disbursements
■ Internally Managed ■ Investment Return



KPI 8.1.4: Increase by 30 per year the number of new people including Whitworth in their estate plans, including 100 percent participation by Whitworth University trustees and Whitworth Foundation board members.

In fiscal year 2011, 40 individuals or households notified us that Whitworth is part of their estate plan. Nationally, 60 percent of people do not have wills and of the ones who do, only 20 percent include any charitable giving. A bequest or trust intention is a wonderful opportunity to create your own permanent legacy at Whitworth, ensuring that your giving to the university continues into perpetuity, helping future generations of students to enjoy their own education of mind and heart.

Thank you to the 4,340 generous individuals and households who contributed more than \$8.3 million to the university in the past fiscal year, a slight increase in the amount given compared to the year before. Gifts supported university operations and scholarships for students, and helped fund construction of Robinson Science Hall; the facility was completed on time and under budget.

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*
2006-07	\$1,419,815	\$729,479	\$2,149,294	\$8,472,960	\$10,622,254
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

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

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.

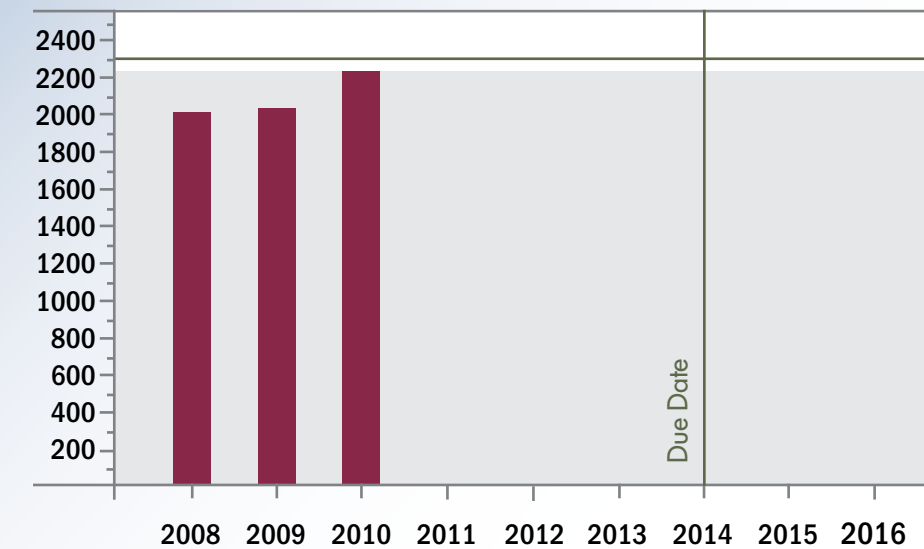
2,202

Stabilize FTMD enrollment.

Goal: **2,300**

Baseline: **2,202**

Current/Past Performance & Goal (as of fall 2010)



The large fall 2010 freshman class pushed full-time undergraduate enrollment to 2,202 students. Enrollment declined slightly with the smaller fall 2011 class, but is still on track to stabilize at 2,300 students in 2014.

OBJECTIVE

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

KPI 8.5.1: Pursue planning and construction of dining expansion

In support of Whitworth 2021 KPI 8.5.1, construction is under way on a significant addition and remodel to the existing Hixson Union Building dining hall which will be completed in time for the start of classes in fall 2012. The \$6.6 million project will include 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 will also feature seating for 200, including a mezzanine level that can be turned into a room for private functions seating 90.

"The addition will add a variety of food choices and spaces in which to dine. An open staircase, high ceilings with festive lighting, full windows, and warm colors and wood that reflect the feel of the Pacific Northwest will all make this an inviting place to gather," says Assistant Dean of Students and Director of Student Activities Dayna Coleman. "The current dining space and serving area will also be remodeled and will become more open so that students can participate in the creation of their meals. Finally, programming flexibility will be increased by the different options that each space will provide. There are quieter, small-group spaces for discussion or watching a video presentation, spaces for two-story dances and concerts, and a large space for banquets or events."

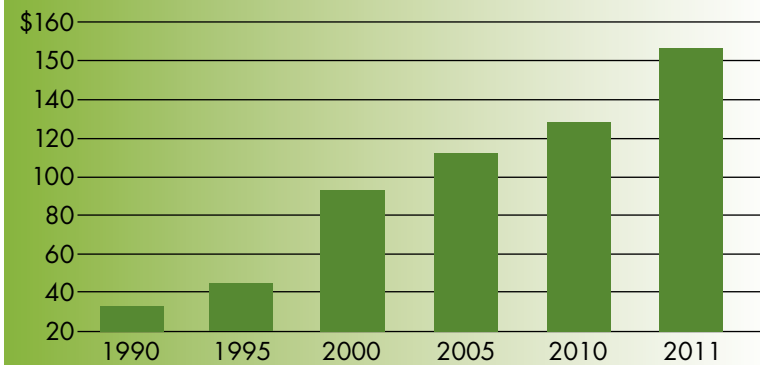


According to Sodexo General Manager Jim O'Brien, in his 26th year at Whitworth, "In the food service, we look at the addition as a new beginning and a chance to improve the Whitworth food program's already great reputation."

The Numbers Whitworth is in sound financial health, thanks to generous donors, consistent management of existing resources, and continued market recovery that benefited the endowment. Overall, the university welcomed an unexpectedly large freshman class of 683, resulting in 2,989 students for fall term 2010, an increase of 7.8 percent.

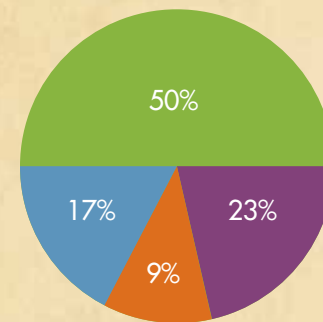
The continuing strong financial position of Whitworth University, documented in this president's report, is possible because of your generous and steadfast commitment to our mission. On behalf of our students, we thank you.

NET ASSETS (In Millions)



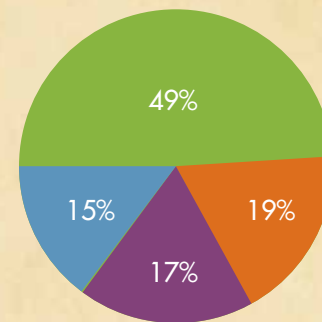
ASSETS	2010	2011
Cash	\$12,364,415	\$2,963,619
Receivable	\$12,591,427	\$12,120,200
Investments	\$113,030,577	\$128,790,653
Plant	\$83,805,007	\$100,027,164
Total assets	\$221,791,426	\$243,901,636
LIABILITIES	2010	2011
Accruals and other liabilities	\$20,421,517	\$16,550,746
Annuities payable	\$9,626,787	\$11,216,404
Long-term debt	\$63,082,986	\$62,220,942
Total liabilities	\$93,131,290	\$89,988,092
Total net assets	\$128,660,136	\$153,913,544

REVENUES



- Net tuition and fees
- Auxiliary enterprises
- Gifts and grants
- Investment income

EXPENSES



- Instruction/academic support
- Auxiliary enterprises
- Institutional
- Student services

STATEMENT OF ACTIVITIES

REVENUES	
Net tuition and fees	\$43,410,260
Auxiliary enterprises	14,629,987
Gifts and grants	7,798,871
Net investment	20,168,837
Total revenue	\$86,007,955

EXPENSES	
Instructional	\$29,660,768
Auxiliary	11,772,111
Institutional	10,503,908
Student services	8,817,760
Total expenditures	\$60,754,547
Change in net assets	\$25,253,408*

*Change in net assets is the result of strong investment performance and responsible fiscal management.



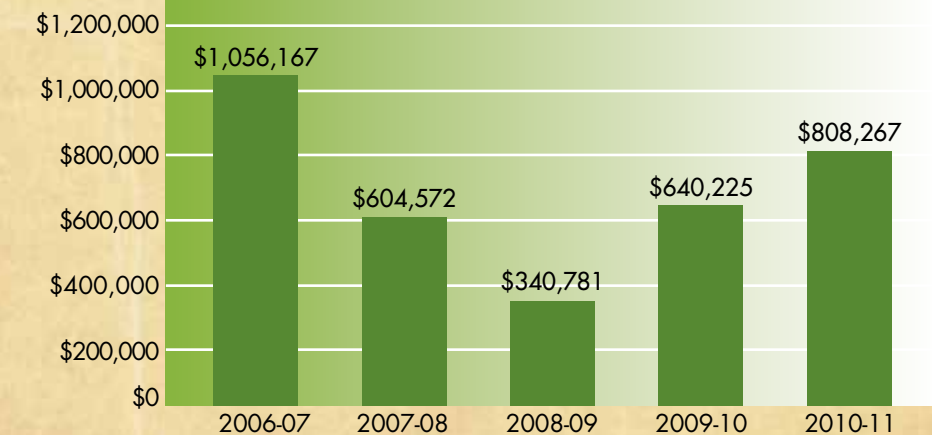
The Whitworth Foundation

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, 2011

Trusts	\$13,280,498
Charitable gift annuities	2,215,513
Pooled funds	305,332
Life insurance cash value	2,833,522
Other	1,430,935
Total assets	\$20,065,800
2009-10 maturities transferred to the Whitworth endowment	\$103,171

NEW GIFTS TO THE WHITWORTH FOUNDATION



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