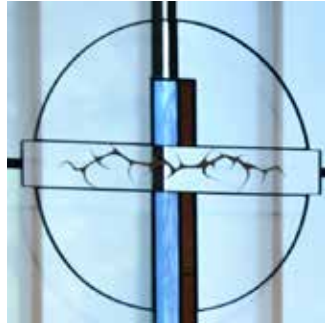




Whitworth University
President's Report 2012-13



Mission

Whitworth University is a private, residential, liberal arts institution affiliated with the Presbyterian church. 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

Each year, several nationally prominent publications rank Whitworth University among the best colleges and universities in America, based on factors such as value, academic quality, affordability, commitment to community service, and campus beauty, among others. I'm always very grateful for the external recognition, because I know that prospective students and their families, not to mention alumni, use such rankings in their decisions to attend or support Whitworth.

Taken as a whole, such rankings can be useful. If Whitworth consistently shows up in lists of top institutions across many publications, as it does, then we can have more confidence that something good is happening. If another institution were *never* to grace the pages of these publications, perhaps we could conclude that there are real quality differences between Whitworth and that institution. But a ranking can never fully capture the qualities that make Whitworth – or any institution, for that matter – unique. No ranking result, whether high or low, can trump our students' actual experiences, and no list can fully describe what is truly special about Whitworth.

The same is true about this report. In its pages, you will read compelling evidence and stories that show Whitworth is on the right track. Using important indicators of success informed by the *Whitworth 2021 Vision and Strategic Plan*, you will see that our students continue to receive a transformational mind-and-heart education, one that equips them to honor God, follow Christ and serve humanity. But what cannot be described through objectives met and trending key performance indicators are the ways in which our community members – students, staff and faculty – come together to form a place where relationships still matter, where students can ask the hardest questions facing society and the church, where grace and truth meet to protect inquiry and nurture faith, and where students discern that God is calling them into a world that yearns for their contributions. That's Whitworth.



Thank you for your sustaining support. Without your prayers and financial giving, Whitworth could not deliver on its mission to provide its students an education of mind and heart. I pray that this report gives you a glimpse of the ways in which Whitworth is making progress on its goals. More important, I pray it gives you a peek at why Whitworth is so special. May God in Christ bless you and this place we call Whitworth.

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.

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 faith-learning integration and assess student-learning outcomes.

Sophomore math & computer science majors taking the department's Careers and Vocations class soon discover the course is about far more than landing their first job. From Day One discussions about the difference between a calling and a career to conversations with professionals in the field – including Whitworth alumni – about how they incorporate their faith, values and ethics in their work, “the students learn to view their faith and calling as an integral part of their professional life,” says Donna Pierce, associate professor of mathematics & computer science.

Pierce and Professor and Chair of Mathematics & Computer Science Pete Tucker, '91, designed the course, for which the department garnered the 2013 Whitworth Award for Outstanding Integration of Faith and Learning in the Classroom.

Each class culminates with vocational-journey essays in which students envision how the elements of the course have informed who they have become, both professionally and personally, five years after their graduation.

Student-learning outcomes are assessed through the students' essays and through the department's graduates. “Our best assessment,” Pierce says, “is when alumni share with our current students about how they live a holistic life serving God and serving people while doing work they love, as well as how they cope with challenges they encounter in life and on the job.”

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

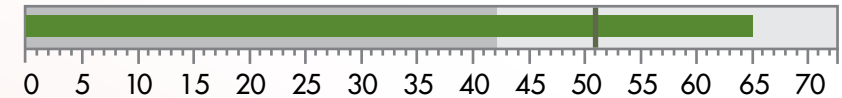
65 Groups

Expand number of student small groups.

Goal: **51 groups**

Baseline: **42 groups**

Current Performance & Goal (as of AY2012-13 graduates)



Early each fall, close on the heels of Traditiation, the Whitworth Chaplain's Office begins building small groups of students who will meet together throughout the year to share their lives and their faith. “The vast majority of the groups feature a combination of personal sharing and support and include life stories, Bible study and prayer,” says Dean of Spiritual Life Terry McGonigal.

“Whitworth's mission language about following Christ is the foundation of our campus ministry,” McGonigal says. “Because everything in Jesus' ministry flowed out of his intentional relationships with his followers, we see small-group relationships as the bedrock of our campus ministry. We link small-group coordinators and small-group volunteer leaders with students who want to know one another and to be known, all while experiencing growth in their Christian discipleship.”

The program has grown through expanding campus ministry in residence halls and through including small groups in programs developed for those who plan to lead, to minister, and to participate in varsity athletics. The groups' discussion topics have also expanded to include understanding and practice of ministry, various cultural opportunities and challenges in ministry, the challenges of being a Christian student athlete, the transitions of life beyond athletics, and career vs. calling.

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.

To find out more about Whitworth alums, the office of alumni & parent relations embarked on a new program last summer that will, among other things, assist the university in following the careers of its graduates. The Discovery Project, which sends current students across the country to interview alums, provides data that will benefit the entire Whitworth community.

As part of the summer project, current students take alums out for coffee and spend an hour or so conversing about their time at Whitworth and their current lives, as well as discussing the influence of Whitworth on the work they do and the ways they spend their time. "As a result of the interviews," says Assistant Director of Alumni & Parent Relations Josh Cleveland, '01, "the university hopes to learn more about how alumni have experienced their mind-and-heart education and to explore the role it has played in their sense of vocation and calling." Student ambassadors share the general themes of the interviews with supervisors, who then track the information to understand the greater alumni experience of Whitworth past, present and future.

The university has also, for a number of years, conducted surveys of alumni nine months after their graduation as well as five years down the road. Those surveys will be continued – and adapted – to make it possible for Whitworth to document more fully its graduates' ongoing "discernment and pursuit of their calling/vocation."

Institutional Research Director Gary Whisenand says that the adjustments will be helpful. "Questions have been added to the nine-months-after-graduation survey and the five-years-out survey that should help us gather this information," he says. Whisenand worked with the alumni office this year, piloting changes with the Class of 2012 to establish a baseline for evaluating the data from future surveys.



KPI 1.3.2

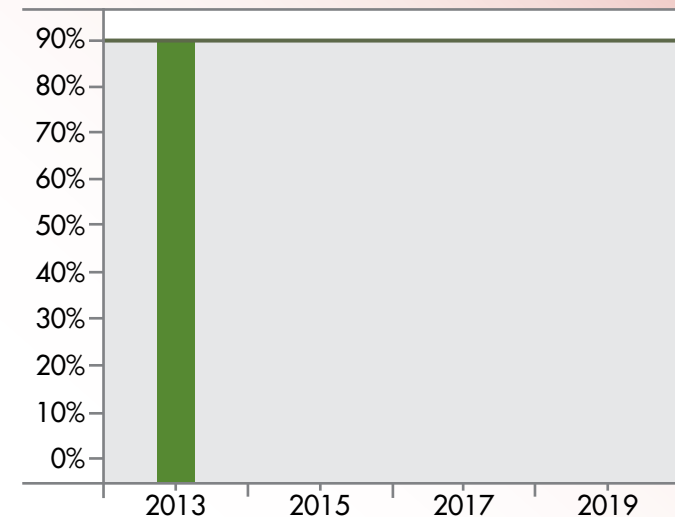
90.0%

Achieve/maintain percent of alumni reporting engagement in ongoing discernment and pursuit of calling/vocation.

Goal: **90.0%**

Baseline: **90.0%**

Current/Past Performance & Goal (as of spring 2013)



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

During the 2009-10 academic year, a retention task force was established to review Whitworth's current retention efforts, identify best practices, and set goals for freshman-to-sophomore retention.

Whitworth has initiated a multi-pronged program designed to build class identity among incoming freshmen. The program features class advisors, class meetings at the start of each academic year, and activities that convey important class-specific information. First-year students also have access to the Student Success Team, individual success coaches, and a majors fair to provide them with information about majors and to encourage them to meet with faculty from different departments.

Freshman-to-sophomore retention rates are among the most effective measures of student satisfaction. Whitworth's retention rate is currently stronger than those of most colleges and universities. Among 29 comparison schools, the median retention rate is 83 percent. Since 2002, Whitworth has seen retention rates between 84 percent and 89.1 percent. A 90 percent retention rate would represent even greater effectiveness in all aspects of university life and a strong sense of student expectations and university goals.



KPI 2.1.3

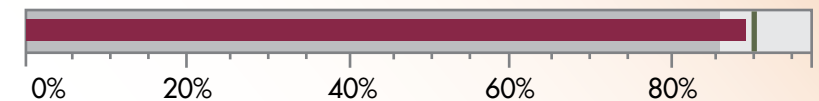
89.1%

Freshman-to-sophomore retention

Goal: **90.0%**

Baseline: **85.4%**

Current Performance & Goal (2012 cohort)



Past Performance (fall cohorts)

	2009	2010	2011	2012
	◀ 85.4	▼ 83.4	▲ 84.7	▲ 89.1

OBJECTIVE

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

KPI 2.2.2a: Achieve first-year and senior measures for active and collaborative learning that are in the 75th percentile for all schools included in the National Survey of Student Engagement (NSSE).

The Whitworth Student Investment Group was founded in April 2012 by enterprising undergraduates in the Whitworth School of Global Commerce & Management. The students designed a proposal and presented it to the board of trustees, which generously agreed to provide the group with approximately \$100,000 that the students manage in equities and exchange-traded funds.

The investment group now numbers about 40 members representing a variety of majors. The students meet each week to discuss current economic news, stock pitches and portfolio allocation. All returns from their investments are kept in the Whitworth endowment.

The group's mission is "to provide students with real-life investing scenarios by actively participating in the trade of securities; to give students the tools to gain exposure to markets and the investing world; and to allow students to influence the management of Whitworth's financial resources and future."



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 14th 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 the overall rankings, and is No. 4 in *U.S. News'* "Best Values." These rankings are based on academic quality and the average scholarship/financial aid award.

U.S. News has published its rankings annually since 1983; the 2014 rankings are available on the magazine's website (www.usnews.com) and in the 2014 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. 38 in *Kiplinger's* 2012-13 rankings of best values among all private universities in the U.S.; was designated "Best in the West" in *The Princeton Review's 2014 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 2.3.2a: Increase from 22 percent to 33 percent the number of incoming freshman students who have SAT scores of 1870 or higher and/or high school GPAs of 3.75 or higher.

Two years after enacting *Whitworth 2021*, the university is halfway toward its goal of increasing to 33 percent the number of honors-level incoming freshman students. Of the 593 members of the 2013 freshman class, 27.8 percent have SAT scores of at least 1870 and high school GPAs of at least 3.75.

“High-achieving students tend to submit the most applications and have the most offers of admission, so continuing to attract more of them to Whitworth is a significant challenge,” says Vice President for Admissions & Financial Aid Greg Orwig, ’91. “I’m confident that more and more bright students are seeking the kind of experience Whitworth offers, and that our students, faculty and staff are our best ambassadors.”

The Whitworth Admissions Office staff is meeting the challenge through implementing multiple new strategies, many of which feature the university’s ambassadors:

- Current students in the George F. Whitworth Honors Program are participating in recruiting activities and events for prospective honors students.
- Whitworth faculty members are engaging in more direct outreach to high-achieving prospective students during the recruitment process.
- Faculty leaders in Whitworth’s popular pre-med, forensics, study-abroad and honors programs are speaking to high school seniors taking part in Honors Colloquium, a weekend event in which students admitted with honors compete for two full-tuition scholarships.
- Admissions counselors, during their travels, are making more one-on-one contacts with high-achieving prospective students who are likely to enroll at Whitworth.



KPI 2.3.2a

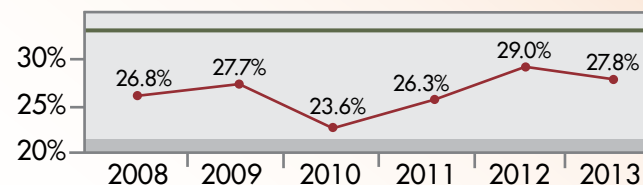
27.8%

Percentage of first-year students with SAT of 1870 and GPA of 3.75

Goal: **33.0% or greater**

Baseline: **22.0%**

Current Performance & Goal (FA13 cohort)



Average GPA and SAT for first-year students

Goal: **GPA 3.75/SAT 1870**

Past Performance (fall cohorts)

	2008	2009	2010	2011	2012	2013
GPA	◀ 3.70	▼ 3.70	▼ 3.69	▼ 3.68	▲ 3.77	▼ 3.74
SAT	◀ 1802	▼ 1791	▼ 1774	▲ 1804	▲ 1808	▼ 1802

OBJECTIVE

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

KPI 2.4.1: Increase from 80 percent to 95 percent the number of faculty members who, in the previous three years, have produced intellectual contributions that were publicly disseminated or subject to peer review.

In order to encourage faculty scholarship and to increase the percentage of faculty who engage in research and writing, the university has undertaken a number of new programs, which include the following:

- The Reid Writing Retreat: A week each summer at a local camp/lodge where faculty can focus on their writing projects.
- Writing groups: Last year, several faculty members began a small grass-roots writing program; they met regularly to share their scholarly projects, encouraging and supporting each other. Academic affairs is offering financial support to additional groups during the 2013-14 academic year.
- Grant-writing workshops: These provide support for grant-writing through the office of sponsored programs as a regular part of the faculty development program.
- Summer workshops: These vary in topic. The Vocation of the Christian Professor Program focuses primarily on pedagogy, but plans are under way to include background in faith & learning issues that will equip faculty to make contributions specifically in that area.
- Summer stipends: The Weyerhaeuser Center and the Faculty Research and Development Committee award numerous summer grants and stipends to encourage scholarship projects. The Weyerhaeuser Center also offers regular scholarship colloquia at which faculty members share the results of their scholarship.
- The Office of Sponsored Programs awards summer grants for scholarly/research activity.
- The Faculty Travel Fund supports conference attendance and presentations by faculty.
- The Faculty Research and Development Committee plans each semester's Faculty Development Day programs; some are focused on scholarship.
- Faculty may apply for sabbaticals and mini-sabbaticals (during Jan Term).
- A booklet featuring the scholarly work of each faculty member is compiled and distributed to the campus community each year.



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 McIlroy-Lewis All-Sports Trophy for the best overall athletics program in the Northwest Conference.

In May 2013, Whitworth was honored – for the sixth consecutive year – with the Northwest Conference's McIlroy-Lewis Trophy, given to the conference school with the best overall athletics program. The Pirates have now won the award seven times since 2005. Whitworth earned six conference championships in 2013-14 – in men's soccer, men's basketball, women's and men's swimming, men's golf, and men's track and field. Interim Director of Athletics Melinda Larson, '92, says of this tangible proof of Whitworth's continuing success in athletics, "We are honored to have won this trophy so consistently against top-notch conference competition." Larson credits the Pirates' success to "each of our 20 teams, all of our 425 student-athletes, a department that provides excellent coaching and care, and strong support from the staff, the faculty, and the campus community."

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 3.1.3: Increase 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.

44.0%

Expand undergraduate participation in study-abroad programs.

Goal: **70.0% – into top 10 master's level universities**

Baseline: **43.0%**

Current Performance & Goal (2012-13 graduates)



Past Performance

2010	2011	2012	2013
◀ 43.0	▼ 41.6	▲ 45.2	▼ 44.0

Reflects the percentage of matriculated day undergraduates who participate in study abroad.



Whitworth's commitment to expanding students' study-abroad opportunities was recognized recently when the Institute of International Education named Whitworth the No. 1 master's-level university in the Pacific Northwest for study-abroad participation. Of the 585 members of Whitworth's Class of 2012, 45.2 percent studied abroad, while just 14 percent of all U.S. undergraduate students receiving bachelor's degrees in 2012 studied abroad.

"Whitworth has long been at the forefront of innovative study-abroad programs among its peer institutions," says Sue Jackson, director of the Whitworth International Education Center. "The university is committed to supporting and encouraging faculty to develop new, innovative study-abroad programs."

Each year, Whitworth faculty members lead more than 30 study programs throughout the world. The newest program, in Tanzania, East Africa, runs January through mid-May. New in 2013 is an initiative that allows faculty to lead some traditional Jan Term programs in May Term, opening study-abroad opportunities to students with academic or athletics commitments during Jan Term.

Whitworth also offers students an increasing number of locations for independent study through its membership in the International Student Exchange Program, an organization with ever-growing connections. And Whitworth continues to establish reciprocal exchange partnerships with universities worldwide, most recently with Kwansai Gakuin University, in Japan.



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 3.2.1: Employ a Fulbright scholar or international visiting professor at least once every two years.

In 2012, Whitworth Director of Sponsored Programs Lynn Noland and World Languages & Cultures Department Chair Bendi Schrambach submitted a successful application to the Fulbright Program to bring a scholar to Whitworth for the 2013-14 academic year. Lobna Saeed, a Muslim from Cairo, Egypt, is Whitworth's Fulbright foreign language teaching assistant, teaching two classes of Arabic, holding office hours for 20 hours each week, and auditing two classes each semester, as well. Arabic, the fifth most commonly spoken language in the world, is considered a "critical language" by the U.S. Department of State, and Saeed's position, supported in part by a Strategic Fund Initiative, contributes in a number of ways to Goal 3 of the strategic plan, "Preparing Students for Global Citizenship." "We're thrilled to have her here," says Schrambach, "as teacher, scholar and cultural ambassador."

KPI 3.2.2a: 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.

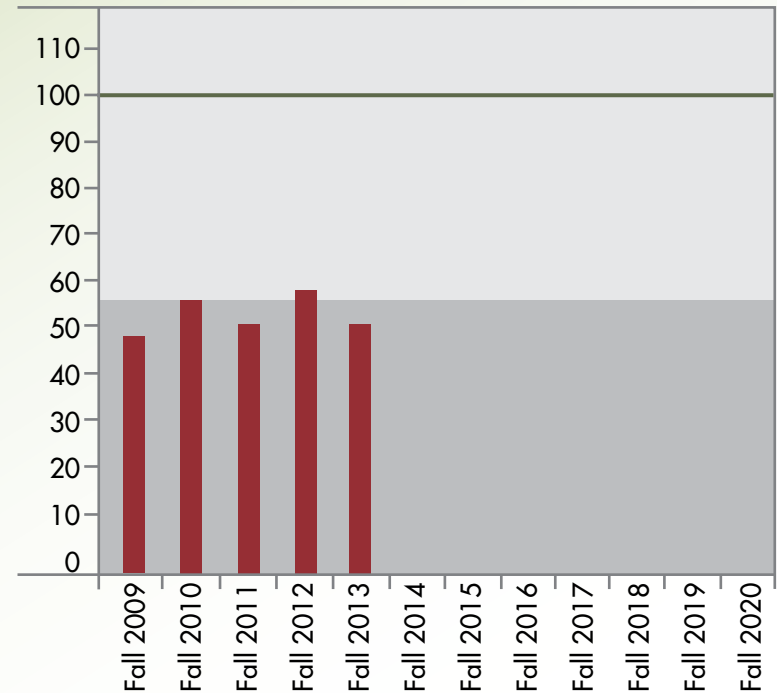
50

Increase the number of international students enrolled.

Goal: 100

Baseline: 56 (fall 2010)

Current Performance & Goal (as of fall 2013)



Demonstrate courageous leadership in an increasingly diverse world



OBJECTIVE

Establish a permanent representative council to provide leadership in Whitworth's ongoing efforts to achieve the university's goals for diversity and intercultural competency.

KPI 4.1.1: Establish by fall 2012 a permanent representative body to provide leadership in advancing initiatives related to diversity and intercultural competency.

In fall 2012, Whitworth President Beck A. Taylor established the Institutional Diversity Committee, a representative group of faculty, staff and students that supports Whitworth's diversity-related initiatives and advises the university council on diversity, equity, inclusion and intercultural relations at Whitworth.

Led by Larry Burnley, assistant vice president for diversity and intercultural relations, the 13-member committee's contributions to implementing Goal 4 of *Whitworth 2021* have been immediate: the IDC is providing tactical leadership in assessing Whitworth's diversity initiatives and in administering a comprehensive campus climate survey, which Whitworth is undertaking in collaboration with the consulting firm Halualani & Associates.

"The representative composition of the IDC allowed multiple lenses to be used in crafting the survey instruments and will assure broad and inclusive analysis of the data the assessment and survey will yield," Burnley says.

The IDC also serves as a liaison between the consulting firm and constituent groups across campus. After the assessment and survey processes are completed, the IDC will submit reports to the university council, which will include the committee's data-driven recommendations.

KPI 4.4.2a-d: 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.

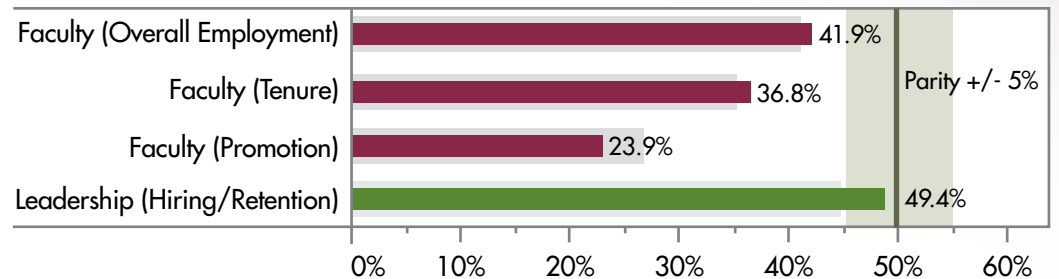
Various

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 FY2013)





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

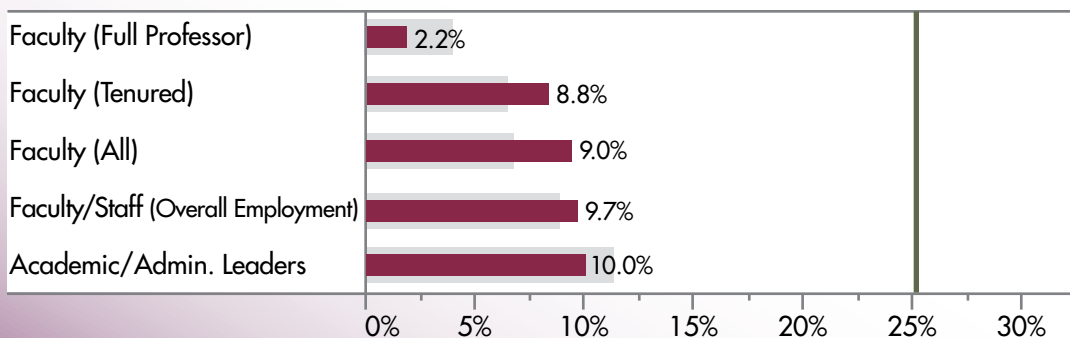
Various

Increase racial/ethnic diversity of Whitworth faculty and staff.

Goal: **25.2%**

Baseline: **Individual baselines denoted by gray bars**

Current Performance & Goal (as of FY2013)



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.

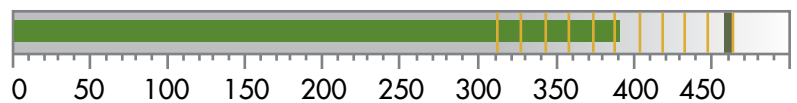
394

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 AY2012-13)



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.

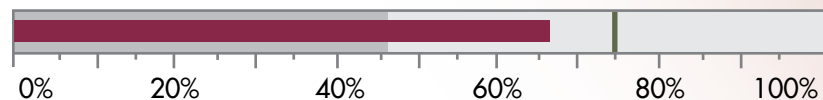
66.8%

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

Goal: **75.0%**

Baseline: **46.0%**

Current Performance & Goal (as of AY2012-13)



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 5.3.1: Strengthen existing interdisciplinary majors, minors and areas of concentration, and add new programs in areas of significant promise and demand.

Whitworth's new environmental studies minor was designed by multiple academic departments and adopts an interdisciplinary approach to developing environmental literacy and competency. The minor includes insights from the natural sciences, social sciences, theology and the humanities that help all students think critically about environmental issues.

In 2009, Whitworth established an endowment to honor Professor of English Leonard Oakland, who has also taught film at Whitworth since 1970. The university worked with alumni, friends and family to create an endowment in Oakland's name that will be used to fund an annual film festival and provide a permanent home for film studies at Whitworth. The Whitworth English Department now offers a film and visual narrative minor, which includes courses in Adobe Creative Suite, photography, journalism, and development of multimedia.

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 6.1.2: Complete a feasibility and implementation plan by July 2012 for the development of high-quality new programs in graduate and continuing studies.

Whitworth's School of Business, in collaboration with the university's School of Continuing Studies, now offers a B.A. in management and accounting. This versatile degree meets the need in the Spokane region for an evening program that provides a pathway to CPA credentials.

The School of Education also has two new programs: the M.A. in marriage and family therapy and the M.Ed. in social emotional learning. The first program replaces the clinical mental-health-counseling program and has a much broader appeal to professionals interested in providing therapy for individuals, couples and families. In conjunction with the program, the university has established the Whitworth Marriage and Family Therapy Wellness Center, which provides therapy services for community members through student practicums. The second new program meets local school districts' requests for an option for teachers to learn counseling skills without the necessity of becoming practicing counselors. This will be a boon to districts and local organizations that work with children who face complex social and emotional challenges.

Associate Vice President for Enrollment Management in Graduate and Continuing Studies Cheryl Vawter, '94, says of the new offerings, "Our new programs are well-suited to meet market demand in those specific areas, as well as to enhance students' academic choices at Whitworth. The versatile new degrees are an answer to previously unmet needs in Spokane for programs that provide a pathway to more fulfilling and high-demand careers and vocations."

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.

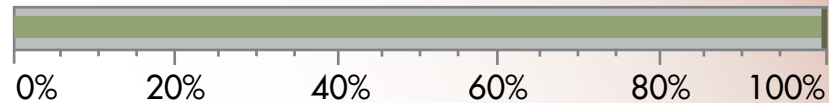
100.0%

Achieve and maintain salary levels at/above target benchmarks.

Goal: **100.0%**

Baseline: **100.0%**

Current Performance & Goal (as of FY2013)





KPI 7.1.4: Establish a system for monitoring employee turnover, and position Whitworth consistently in the top 5 percent of targeted comparable institutions.

System Established

Task	Status	Due Date
Establish Monitoring System	Complete	9/1/2012 ✓
Begin Reporting	Complete	7/31/2013 ✓

Baseline Established – 5.4%

Baseline: 5.4%

Past Performance

	2013
Annual Employee Turnover	5.4%



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

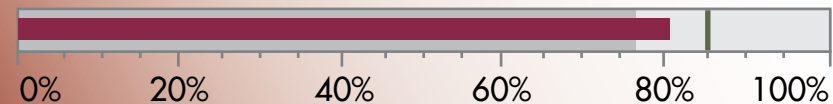
80.7%

Increase percentage of faculty with terminal degrees.

Goal: 85.0%

Baseline: 77.0%

Current Performance & Goal (as of AY2012-13)



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.

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

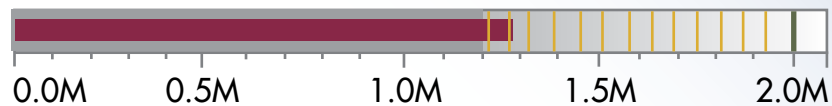
\$1,288,000

Increase Whitworth Fund giving by 5 percent per year.

Goal: **\$2 million by 2021** (milestones in **gold**)

Baseline: **\$1,200,000**

Current Performance & Goal (as of FY2013)



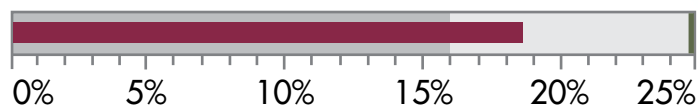
18.7%

Increase alumni participation/giving rate.

Goal: **25.0%**

Peer institutions currently at: **16.0%**

Current Performance & Goal (as of FY2013)



KPI 8.1.3a-c: 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 (a projected total of \$40 million).

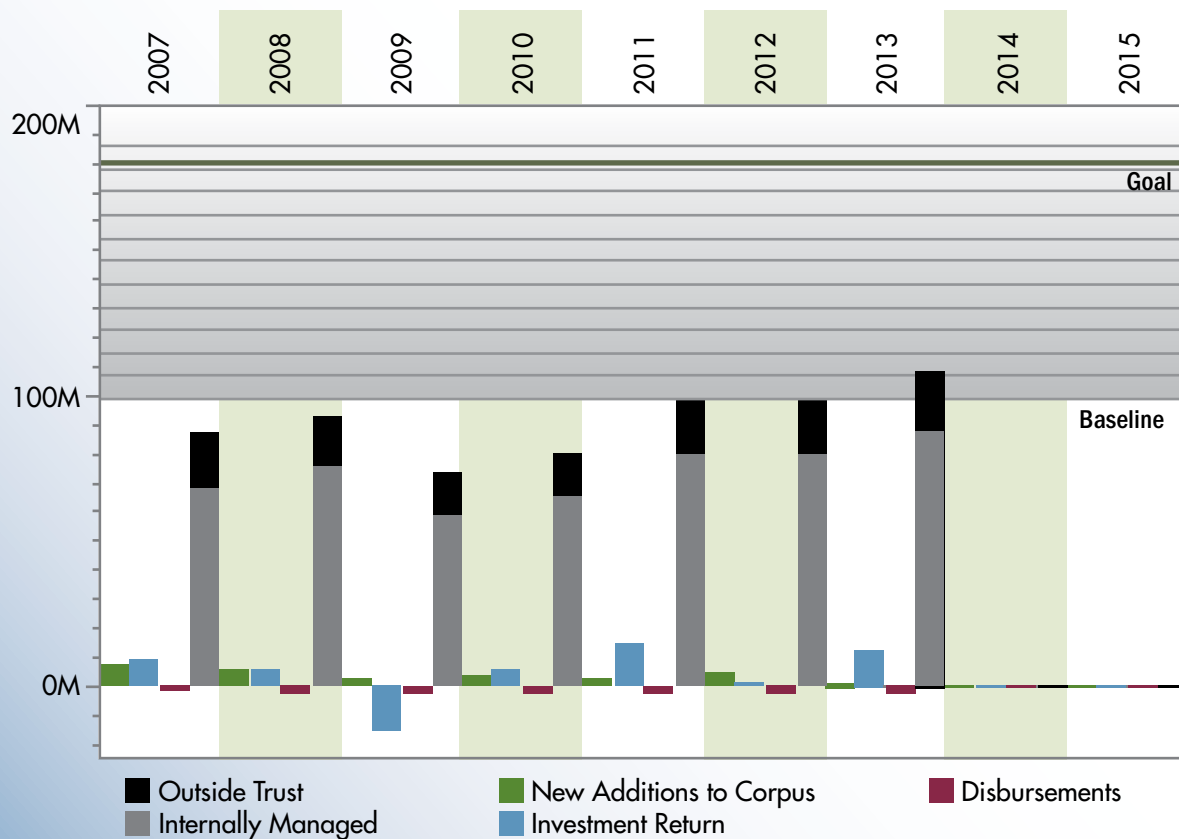
\$107.9 million

Grow Whitworth's endowment.

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

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

Current/Past Performance & Goal (as of FY2013)



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.

Thank you to the 4,484 individuals and households who contributed more than \$8.6 million to Whitworth between July 1, 2012, and June 30, 2013, one of our strongest fund-raising years in recent history! These gifts supported university operations and student scholarships.



FIVE-YEAR GIVING SUMMARY

Year	The Whitworth Fund	Other Unrestricted	Unrestricted Total	Restricted Total	Grand Total*
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
2012-13	\$1,288,923	\$997,114	\$2,286,038	\$6,372,539	\$8,658,577

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

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 October 2012, the Whitworth University Council issued a call for proposals to support the implementation of the strategic initiatives from Whitworth 2021. The resulting Strategic Initiative Fund received 29 requests for new initiatives, of which President Beck A. Taylor approved 19. Funding to support the initiatives came to just over \$100,000.

These initiatives include the following:

- **International Website Initiative | \$5,820** Enhance the experiences of international prospects and applicants through online technology, including language translation.
- **Three's a Charm Faculty-Student Interactions | \$3,300** Promote student success in using archival resources for student research through the development of a collaborative relationship between archivist, faculty and student.
- **Weyerhaeuser Younger Scholars Program | \$6,000** Develop mentoring relationships between faculty and upper-division students for the purpose of pursuing research, dissemination of research at conferences, and discernment about the pursuit of graduate school.
- **Green Dot Training | \$5,660** Training program that prepares organizations/communities to implement a strategy of violence prevention that reduces power-based personal violence (including sexual violence, domestic violence, stalking, child abuse, elder abuse and bullying).
- **Final Feast | \$1,500** Final Feast is a celebratory dinner for graduating Whitworth students that welcomes them into the family of Whitworth alumni (Whitworthians for Life). This is a collaborative effort between the senior class coordinator and the Whitworth Office of Alumni & Parent Relations and Annual Giving; it is designed to affirm the characteristics of vocational discernment and to articulate the importance of alumni annual giving.
- **West Side Story: Developing Career Networks | \$5,000** Develop a four-year model that expands and improves upon 1) the senior capstone strategy, 2) recognition of the importance of employment/internship development (regional expansion and professional mentor identification), and 3) expanded faculty/departmental engagement in career-advising and career-opportunity discovery tasks.



OBJECTIVE

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

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

As part of the *Whitworth 2021 Vision and Strategic Plan*, construction began on a new university recreation center in fall 2012. The new center opened in August 2013. Funded in part by a student-approved facilities fee, the center includes an elevated running track, climbing walls, a greatly expanded fitness center, three indoor basketball courts, and storage for outdoor recreation equipment. The 32,000-square-foot facility is open to students, faculty and staff.

"Students have been included in the design of the building from the beginning," says Vice President for Student Life Dick Mandeville. "Student input was decisive in identifying the components that are included in the new recreation center."

The U.S. Green Building Council will recognize the \$8 million center as LEED (Leadership in Energy and Environmental Design) Silver Certified. The building is located on the northwest side of campus, near the Scoford Tennis Center.

OBJECTIVE

Manage Whitworth's facilities and operations in accordance with God's call to be faithful stewards of creation and with our responsibility to future generations.

KPI 8.6.1: Make consistent progress toward achieving the requirements of the American College & University Presidents' Climate Commitment.

In fall 2010, Whitworth President Beck A. Taylor reaffirmed the university's commitment to sustainability. Three of the major requirements of the American College & University Presidents' Climate Commitment are to initiate a comprehensive plan to achieve climate neutrality, to reduce greenhouse gases, and to document the university's progress in reaching those goals.

The completion of Whitworth's new solar panel array represents the largest solar installation in Eastern Washington and demonstrates the university's active support of the Presidents' Climate Commitment. The solar panels generate enough energy to power Stewart Hall.

Additionally, all future building projects on campus will meet LEED Silver Certification, which began with the completion of East Hall (LEED Silver) in 2009. The William P. and Bonnie V. Robinson Science Hall, which opened in 2011, is LEED Gold certified, and the new University Recreation Center is LEED Silver certified.

Whitworth remains committed to promoting an understanding and appreciation of sustainable practices and to increasing participation in a sustainable society. To see the many other ways in which Whitworth is working toward increased sustainability, visit www.whitworth.edu/sustainability.



KPI 8.6.1

Under Way

Make consistent progress towards achieving Climate Commitment requirements.

Project (as of summer 2013)	Target Date	Status
Automated PC Power Management	2011	Complete ✓
Aquatics Solar Panel Project	2012	Complete ✓
Costa Rica Center Solar Energy Project	2012	Complete ✓

OBJECTIVE

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



Objective 8.7.2: Develop and execute two or more mutually enriching connections per year with 10 strategic Presbyterian congregations and groups in the Western United States (i.e. training and support, admissions programs, music tours, guest preaching, clergy and lay outreach, etc.).

Whitworth University has long partnered with diverse expressions of the Presbyterian church, from providing supportive programs for students, staff and faculty that have connections with a variety of Presbyterian denominations to hosting the annual Whitworth Institute of Ministry, which draws clergy and laity from a spectrum of Christ's global church. Continuing to establish partnerships across the Presbyterian tradition supports and affirms Whitworth's identity as a university that seeks broad fellowship and provides sanctuary for thoughtful people to come together and discuss potentially divisive issues.

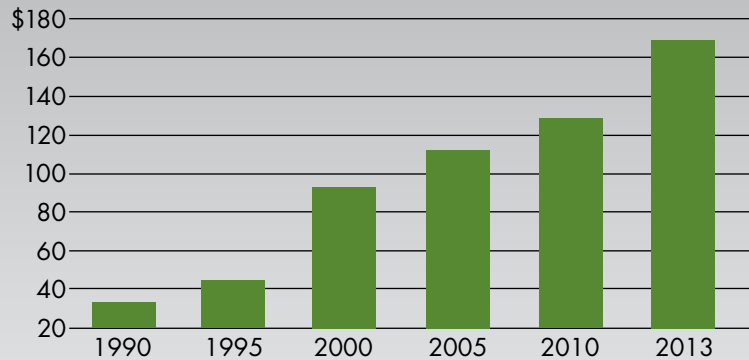
Recent connections include the following:

- Whitworth's inaugural Elder Leadership Institute kicked off in July with a cohort of 57 church leaders taking part in a five-day immersion experience on campus. ELI is a 15-month program that develops and supports spiritual leadership for the church by training pastors and elders. In 2014, ELI will offer two cohorts, each with up to 120 participants.
- Five Whitworth students engaged in summer ministry internships with churches and ministries in the North Puget Sound Presbytery.
- In September, Whitworth President Beck A. Taylor signed formal functional relationship agreements with the Presbytery of the Inland Northwest, the North Puget Sound Presbytery, and the Association of Presbyterian Colleges and Universities.
- In March 2014, the Whitworth campus will be the host site for a conference, "Moderator's Conversation on Unity with Difference," focusing on race, gender and religious identities. The Rev. Dr. Neal Presa, moderator of the 220th General Assembly of the Presbyterian Church (U.S.A.), will lead this conference for invited attendees.

The Numbers

Whitworth's financial health is sound, thanks to steady enrollment figures, generous donors and consistent management of existing institutional resources. The strong financial position documented in this report is possible due to your continued generosity and steadfast commitment to our mission. On behalf of the entire Whitworth community, thank you.

NET ASSETS (in millions)

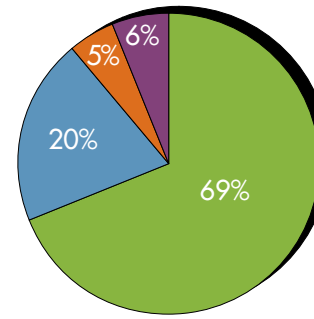


ASSETS	2012	2013
Cash and cash equivalents	\$5,053,235	\$4,329,189
Receivable	\$12,889,804	\$12,161,232
Investments	\$143,283,450	\$149,951,611
Net plant	\$104,511,007	\$110,343,179
Total assets	\$265,737,496	\$276,785,211

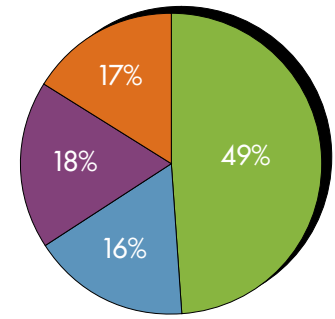
LIABILITIES	2012	2013
Accruals and other liabilities	\$18,159,698	\$18,439,784
Annuities	\$9,986,069	\$10,057,450
Long-term debt	\$81,286,583	\$80,342,931
Total liabilities	\$109,432,350	\$108,840,165
Total net assets	\$156,305,146	\$167,945,046

Total net assets and liabilities	\$265,737,496	\$276,785,211
---	----------------------	----------------------

OPERATING REVENUES



OPERATING EXPENSES



STATEMENT OF ACTIVITIES

OPERATING REVENUES

Tuition less financial aid	\$48,505,445
Auxiliary	14,202,844
Gifts and grants for operations	3,392,958
Net investment income for operations	4,203,402
Total operating revenue	\$70,304,649

OPERATING EXPENSES

Instructional	\$35,726,375
Auxiliary	11,868,537
Institutional	12,785,038
Student services	11,380,225
Total operating expense	\$71,760,175
Net assets from operating activities	(\$1,455,526)

NON-OPERATING ACTIVITIES

Net long-term investment income/gains (losses)	\$8,908,472
Contributions for endowment and capital projects	4,186,956
Net assets from non-operating activities	\$13,095,428

Change in net assets	\$11,639,903
Net assets, beginning of year	156,305,143
Net assets, end of year	\$167,945,046



The Whitworth Foundation

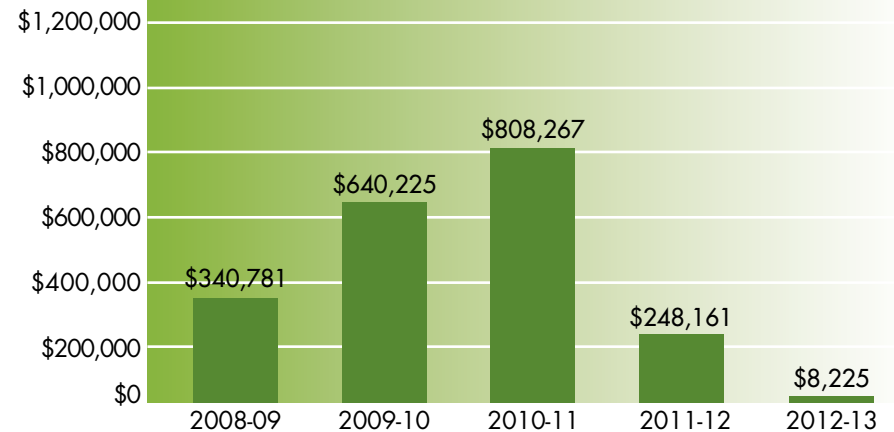
The Whitworth Foundation was established in 1972 with the purpose of helping individuals set up deferred gifts, such as charitable trusts and gift annuities. These arrangements provide tax savings and lifetime income to donors while they ultimately grow the university's endowment. Since the foundation's inception, more than 350 of these arrangements have been established, and almost \$20 million has been transferred from the foundation to Whitworth University. The Whitworth Foundation is grateful to all alumni and friends who have included Whitworth in arrangements such as these or through other estate plans. Your investment makes an incalculable difference in the lives of future students.

TOTAL DEFERRED GIFTS UNDER MANAGEMENT

As of June 30, 2013

Trusts	\$12,455,240
Charitable gift annuities	2,151,220
Pooled funds	276,782
Life insurance cash value	3,111,129
Other	1,362,389
Total assets	\$19,356,760
2012-13 maturities transferred to the Whitworth endowment	\$417,647

NEW GIFTS TO THE WHITWORTH FOUNDATION



Whitworth University Board of Trustees

Rev. Dr. Peter B. Barnes
Senior Pastor
First Presbyterian Church
Winston-Salem, N.C.

Debra K. Cozzetto
Director of Sales & Marketing
Vandervert Developments/Hotel Division
Spokane, Wash.

Rev. Kathleen Goodrich
Co-General Presbyter
Yellowstone Presbytery
Bozeman, Mont.

James Munyon
President & CEO
AIB International
Manhattan, Kan.

James S. Bennett, Jr., '89
Owner, Bennett & Associates,
a private wealth advisory practice of
Ameriprise Financial Services, Inc.
Bellevue, Wash.

Rev. Dr. Paul Cunningham
Pastor/Head of Staff
La Jolla Presbyterian Church
La Jolla, Calif.

Gary J. Hopkins, '77
President & CEO
George C. Hopkins Construction
Glendale, Calif.

Dr. David G. Myers, '64
John Dirk Werkman Professor of
Psychology, Hope College
Holland, Mich.

Charles L. Boppell, '65
Retired President & CEO
Worldwide Restaurant Concepts
Rancho Mirage, Calif.

Clark Donnell
President & CEO
Offshore Consulting
Oak Harbor, Wash.

Michael Keenan, '87
President & CEO
MD Office Updated Business Solutions
Rancho Santa Fe, Calif.

Walter M. Oliver, '67 (Chair)
Senior VP-HR/Administration
General Dynamics Corp.
Falls Church, Va.

Jeremiah Case, '01
CPA and Senior Manager
Deloitte & Touche, LLP
Seattle, Wash.

Rev. Dr. Scott Dudley
Senior Pastor
First Presbyterian Church
Bellevue, Wash.

Brian Kirkpatrick
CFO
CRISTA Ministries
Bonney Lake, Wash.

Rev. Gayle B. Parker
President
Compelling Communications, Inc.
Phoenix, Ariz.

Scott C. Chandler, '85
Managing Partner
Franklin Court Partners, LLC
Littleton, Colo.

William C. Fix
Investment Advisor
William C. Fix Investments
Spokane, Wash.

Andrea Lairson, '81
Self-Employed Attorney in Private Practice
Redmond, Wash.

Dr. Jennifer V. Ratcliffe, '86
Physician & Medical Director
Advanced Fertility Associates
Medical Group
Santa Rosa, Calif.

Randall E. Clark
Retired President & CEO
Border Foods
Deming, N.M.

Nicholas F. Fowler
Owner
Orion Ventures, LLC
Albany, Ore.

James E. R. Low
Managing Partner
James E.R. Low Family Office
President and CIO
Thames+Wolfe, LP (T+W)
San Diego, Calif.

Andy Robblee, '95
President
Six Robblees', Inc.
Seattle, Wash.

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

Kenneth M. Roberts, '68
Chief Investment Strategist
Ken Roberts Investment Management
Spokane, Wash.

Judi Shupper
Community Volunteer
La Cañada, Calif.

Rev. Dr. James M. Singleton
Associate Professor of Pastoral
Leadership & Evangelism
Gordon-Conwell Theological Seminary
Boston, Mass.

Rev. John Sowers, '88
Senior Pastor
First Presbyterian Church
Spokane, Wash.

Stuart Stiles
Independent Philanthropy Professional
Spokane, Wash.

Anne McCulloch Storm, '74
Community Volunteer
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.

Terri R. Wilson, '78
Retired Vice President of Operations
Spokane Teachers Credit Union
Tucson, Ariz.





Whitworth Foundation Board of Directors

Richard L. Barney, '60
*Retired Administrator
Seattle Housing Authority*

Dr. Scott A. McQuilkin, '84
*Vice President for Institutional
Advancement
Whitworth University*

Dr. Brian L. Benzel
*Vice President for Finance & Administration
Whitworth University*

William H. Moore
*Retired Senior Vice President
Washington Trust Bank*

William P. Curry, '73
*President
Huntron Instruments, Inc.*

Benson A. Nielsen
*Retired Architect
Northwest Architectural Company*

W. Peter Enkema, '69
*Sales Associate
Tomlinson Black North, Inc.*

Julie H. Olds
*Self-Employed Attorney
Estate Planning & Corporate Taxation*

Barbara E. Filo, '79
*Vice President
Whitworth Auxiliary*

L. Jerald Sheffels
*Owner
L. Sheffels and Sons, Inc.*

William C. Fix
*Investment Advisor
William C. Fix Investments*

Dr. Beck A. Taylor
*President
Whitworth University*

Frank C. Knott, '64
*President
Ott-Knott, Inc.*

Dr. Peter A. Tucker, '91
*Professor and Chair, Mathematics &
Computer Science
Whitworth University*

Richard E. Lewis, '72
*Attorney at Law
Humphries, Patterson, & Lewis*

"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



WHITWORTH
AN EDUCATION OF MIND AND HEART

www.whitworth.edu/whitworth2021