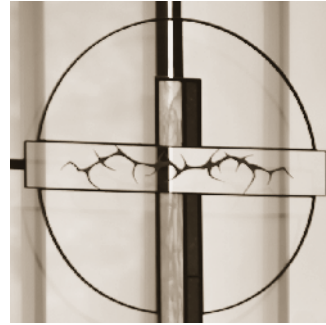




WHITWORTH UNIVERSITY **President's Report 2013-14**





## 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



The word “quasiquicentennial” is not one that rolls easily off my lips – I had never seen the word until I was searching for the appropriate way to address Whitworth’s 125th anniversary year. Now that I know it, I can’t stop saying it! As you can imagine,

during this exciting year of celebration in the life of the university, I’ve had many chances to stand before audiences and communicate my enthusiasm about Whitworth’s quasiquicentennial anniversary. I’m honored and humbled to be Whitworth’s president during this exciting time.

Such a milestone year serves as a wonderful opportunity to reflect upon the profound ways in which God has blessed Whitworth. I wonder what George F. Whitworth would think of his grand experiment now. I pray that he’d be pleased to see a healthy, vibrant, and nationally ranked university that continues to provide “an education of mind and heart, equipping graduates to honor God, follow Christ and serve humanity.” This year’s celebration of Whitworth’s rich history also provides us with an opportunity to dream about the university’s bright future. Whitworth’s success today can be credited, in large part, to the ways in which previous

university leaders, faculty and staff members, students, parents, alumni, and donors have stewarded the institution. Our mantle now is to position Whitworth to continue on its long, storied, and successful trajectory, and, God willing, to equip this place we love so dearly to serve students well for the next 125 years.

Many of our hopes and dreams for Whitworth can be found in the university’s vision and strategic plan, *Whitworth 2021: Courage at the Crossroads*. Approved by the board of trustees in 2011, and having now completed its third year of implementation, *Whitworth 2021* imagines a university that, after 10 years of intention, innovation, imagination and continuous improvement, will continue to stand at the forefront of Christ-centered higher education in the U.S. The exciting and inspiring goals and objectives embedded within the plan serve as the roadmap for us as we set priorities, undertake important projects, and improve upon an already inspiring educational experience for our students.

The plan also serves as an important backdrop as we launch the public phase of *The Campaign for Whitworth*. This effort, the university’s largest and most ambitious fund-raising campaign ever, seeks to raise \$100 million to support Whitworth’s educational initiatives. I’m pleased to tell you that as we publish this report, the university has received more than \$56 million in gifts and pledges toward our target. I am also delighted to let you know that *Whitworth Serves*, a significant initiative in the campaign, will invite every member of the

Whitworth family to share with us the details of his or her volunteer service, as we seek to quantify the impact of Whitworthians around the world who are living out the university’s mission to serve humanity every day.

This report documents just some of the progress we’re making on *Whitworth 2021*, and I hope it encourages you to remain committed to Whitworth through prayer, involvement and financial support. As we celebrate the university’s quasiquicentennial year, I thank you for the many ways in which you help keep Whitworth strong.

A handwritten signature in black ink, reading "Beck A. Taylor". The signature is fluid and cursive, with a long horizontal flourish extending to the right. It is positioned above the typed name and title.

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

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

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

Number of faculty publications for 2013-14: 5

Whitworth's tireless commitment to academic excellence is reflected in the wide range of expertise embodied by its faculty. At Whitworth, faculty members engage in research and writing to advance their understanding of the world and to enrich the classes they teach. They do not view teaching and scholarship as competing spheres. Rather, their scholarship models lifelong learning for students while at the same time connecting them to conversations developing in their academic disciplines.

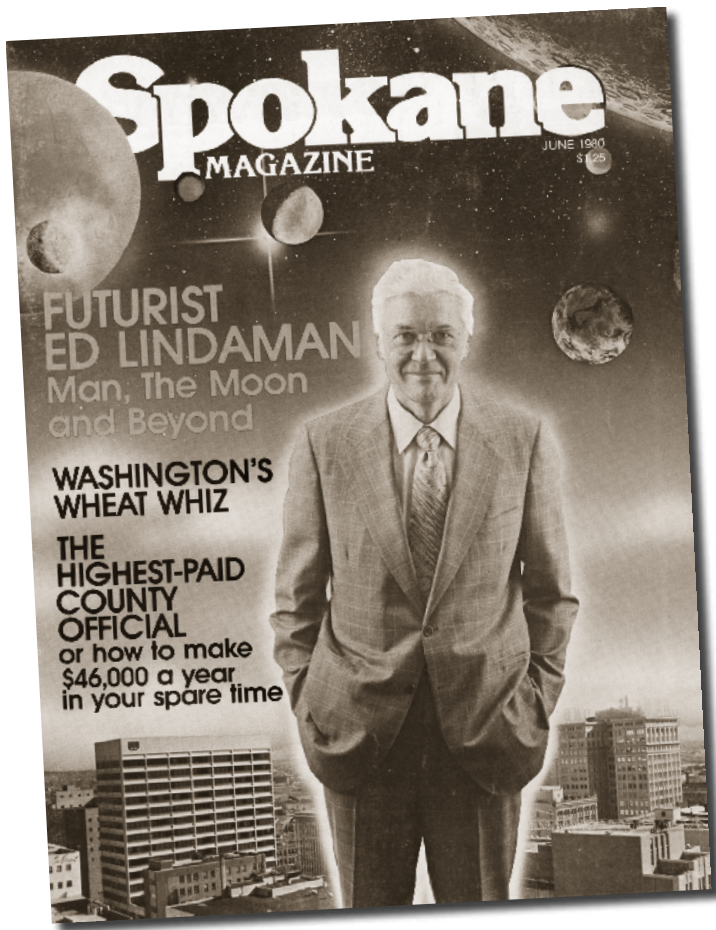
**KPI 1.1.2:** Increase to 20 per year the number of Whitworth faculty and administrators quoted or published in popular media.

Number of Whitworth faculty quoted for 2013-14: 12

When Whitworth faculty members speak, news reporters listen. In 2013-14, local and national news organizations engaged Whitworth faculty (including President Beck A. Taylor) on a wide variety of topics, ranging from the value of a pre-kindergarten education to offsetting carbon emissions.

Professor of Physics Kamesh Sankaran is among the 12 faculty members sought by the media in 2013-14. In July 2014, a violent windstorm took down more than a dozen trees on campus. "You don't want to let a crisis go to waste," Sankaran told *The Spokesman-Review*, which sent a reporter to campus and found him measuring a fallen tree at Graves Gym. Sankaran intended to gather information from the storm to use in his Mechanics of Materials class. In September, Sankaran also wrote a guest column for a local religious news website, *SpokaneFAVs.com*, on "Handling the Tensions Surrounding Physics and Christianity."

Professor of Political Science Julia Stronks, who is finishing her fourth and final year as the Edward B. Lindaman Chair, has written nearly 100 pieces featured by both print and online media outlets, including *The Washington Post*, *The Seattle Times*, *The Huffington Post*, *The Spokesman-Review*, and many others.



Edward Lindaman served as Whitworth's president from 1970 to 1980. Known throughout Spokane and in many parts of the country for his writing and speaking, Lindaman pushed Whitworth to think beyond the pine-cone curtain.

**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.

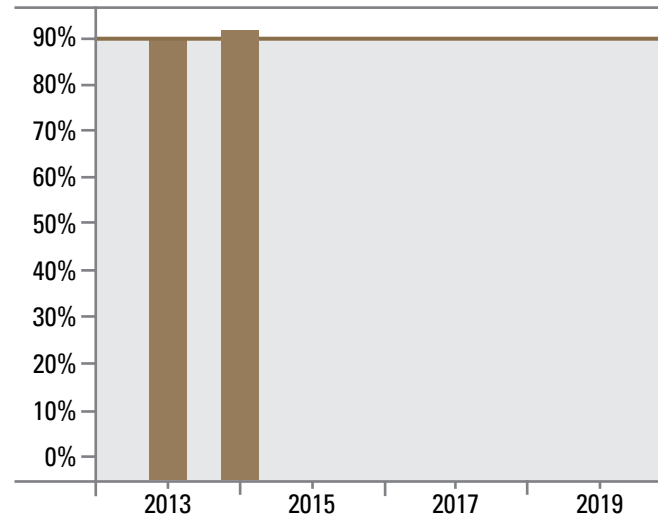
**92.0%**

*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 2014)



## STRENGTHEN **intellectual vitality** ACROSS ALL CONTEXTS OF TEACHING AND LEARNING

### OBJECTIVE

Strengthen student-faculty interaction, and the rich learning that occurs within the contexts of community and relationship.

#### KPI 2.1.3

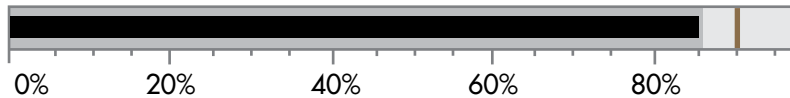
**85.0%**

*Freshman-to-sophomore retention*

Goal: **90.0%**

Baseline: 85.4%

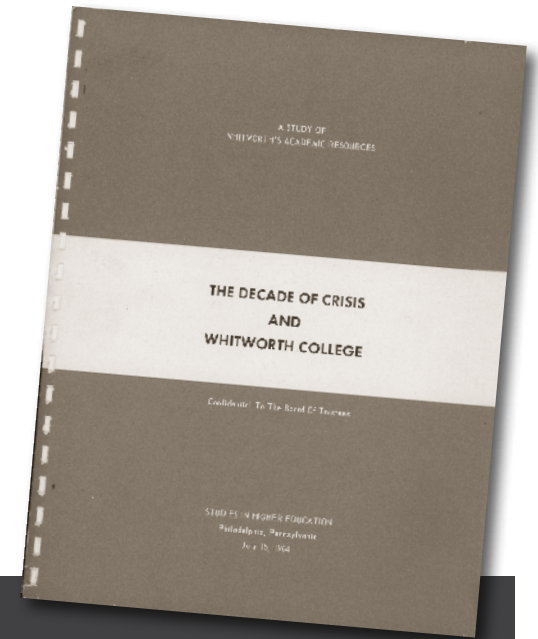
Current Performance & Goal (2013 cohort)



**Past Performance** (*fall cohorts*)

2010	2011	2012	2013
▼ 83.4	▲ 84.7	▲ 89.1	▼ 85.0

Since the 1930s, Whitworth has measured its excellence against the standards of accreditation. Each era, as suggested in this report from the 1960s, poses its own challenges and helps establish a culture of continuous improvement. That culture has translated into increased recognition in national publications.



### OBJECTIVE

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

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

For the 15th 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 climbed to No. 3 in “best values” and remained at No. 9 in the overall rankings of 120 master’s-level universities in the 15-state region of the Western United States.

“Whitworth’s consistently high rankings underscore for students the fact that they are getting an excellent return on their educational investment – not only in the outstanding faculty, programs and facilities they enjoy, but also in the great things they accomplish when they graduate,” says Greg Orwig, ’91, vice president for admissions and financial aid.

Whitworth was also designated one of the best colleges and universities in the West in *Forbes'* annual rankings of top undergraduate institutions in the U.S. For the sixth consecutive year, Whitworth was named one of the best colleges and universities in the West by The Princeton Review in its *2015 Best Colleges: Region by Region* guide.



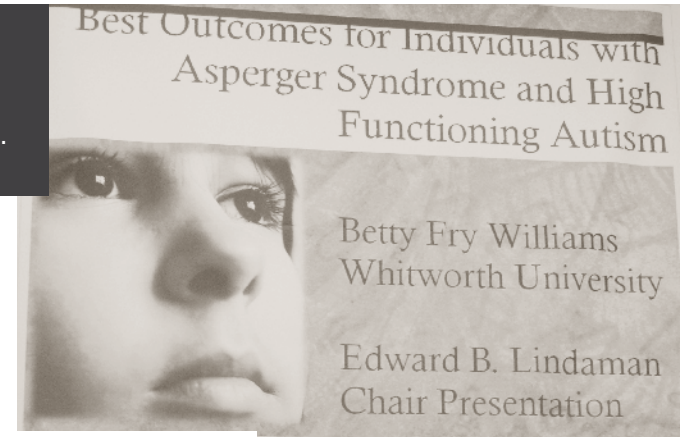
## OBJECTIVE

**Expand support for faculty scholarship and engagement** with academic disciplines in order to enrich teaching, model intellectual engagement for students, and further elevate 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.

The percentage of faculty who met this criterion in the past year was 83.2. In order to encourage faculty scholarship and increase the percentage of faculty members who engage in research and writing, the university has developed a number of programs, which include the following:

- **Grant-writing workshops:** Faculty members meet regularly to share scholarly projects and to encourage and support each other. Whitworth Academic Affairs offers financial support for the creation of additional groups.
- **Faith Traditions and the Intersection with Gender Workshop:** The Weyerhaeuser Center sponsored a two-week summer workshop in 2013 that focused on the topic of faith traditions and their intersection with gender at Whitworth. The aim of the workshop was to produce a proposal from each participant indicating how he or she might incorporate content from the workshop into current research.
- **Vocations of the Christian Professor Workshop:** This three-week on-campus workshop includes summer readings and a pedagogy project, with a follow-up in the fall.
- **Grant-writing workshops:** The Whitworth Office of Sponsored Programs supports faculty each year as they learn to write effective grants to fund research, travel and innovative projects.
- **Faculty-research-and-development summer grants:** These grants enable Whitworth faculty members to produce high-quality scholarship with the potential for significant influence within the faculty member's academic discipline. Scholarship should be planned for dissemination in a disciplinary journal, publishing house, conference, or popular magazine aimed at educated laypersons.
- **The Weyerhaeuser Center for Christian Faith & Learning Research Fellowship:** This fellowship fosters faculty scholarship informed by the Christian faith that has the potential to make a significant impact on academic discussions. Topics relate to ethics, public policy, service-learning, character formation, and influence of beliefs in a specific discipline.



Betty Fry Williams was named Lindaman Chair in 2007. The chair, which was designed to honor Ed Lindaman's commitment to science, technology, communication, and ethics, has provided an opportunity for outstanding Whitworth faculty to present their research and expertise to a broader public.



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

6

*Increase the number of endowed chairs or professorships at the university.*

Goal: 10

Baseline: 2

Current Performance & Goal (as of FY2014)



## OBJECTIVE

**Strengthen institutional efforts** to identify, mentor and support students with the potential and desire to apply for highly selective post-baccalaureate fellowships and/or graduate schools.

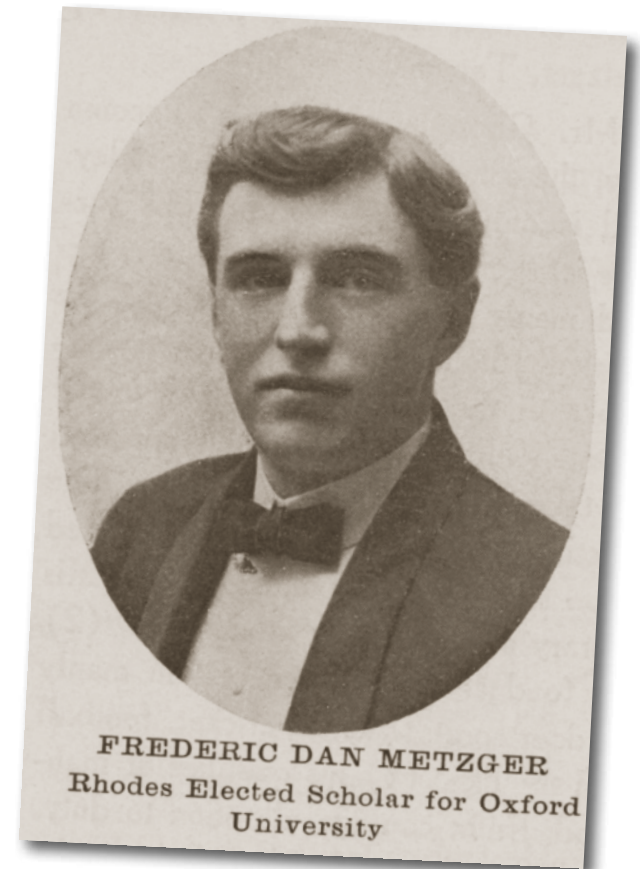
**KPI 2.5.1:** Increase the number of Whitworth students who apply for highly selective post-baccalaureate fellowships (Rhodes, Truman, Marshall, Fulbright, etc.) from six in 2011 to 20 in 2021.

Six Whitworth-student applicants were selected as Fulbright Scholars for 2014-15 – a record number for the university, which has a strong tradition of producing Fulbright Scholars each year. “Whitworth is known for emphasizing both academic excellence and service – two things that are essential for building competitive Fulbright applicants,” says Megan Hershey, assistant professor of political science and the university’s Fulbright advisor. Sixteen Whitworth students applied for Fulbrights and other prestigious scholarships last spring, improving significantly upon the number of applicants in previous years (10 in 2013, and eight in 2012).

The university has developed a program for promoting scholarship/fellowship applications, sponsoring workshops for students and assisting with the writing portion of the application process. This writing support is overseen by John Pell and Jessica Clements (both assistant professors of English), in conjunction with their work in Composition Commons, Whitworth’s writing center. They have selected and trained student writing assistants who are now working with students on fellowship applications.

In addition, information about post-baccalaureate opportunities has now been summarized on the university website. A webpage, developed out of the office of university research, describes opportunities and lists the faculty advisor for each scholarship: [www.whitworth.edu/fellowshipsscholarships](http://www.whitworth.edu/fellowshipsscholarships).

Finally, post-baccalaureate fellowships are promoted to academic advisors and academic leaders, emphasizing the importance of early identification of high-achieving students.



In 1908, Whitworth’s Fred Metzger was awarded the university’s first Rhodes Scholarship. Since then, the university has produced many outstanding post-undergraduate fellows, including a number of Fulbright and Goldwater scholars.

From Whitworth's earliest days, the college's women, like those in this 1914 photo, organized themselves in athletics competitions. While Title IX, which transformed collegiate women's athletics, didn't arrive until the early 1970s, this photograph suggests that women at Whitworth have always sought to compete in athletics.



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

Whitworth has won seven consecutive McIlroy-Lewis trophies, based on each conference team's final finish in 18 varsity sports. In 2013-14, the Pirates tallied 248 points to outdistance runner-up PLU (201). Pirate teams earned three NWC team championships and six runner-up finishes, and four Whitworth squads took third place in league standings. Whitworth trailed Puget Sound after the fall season, but the Pirates rallied to the top of the standings after a strong winter that included NWC titles in men's swimming and men's basketball, a runner-up finish in women's swimming, and a third-place spot for women's basketball. Whitworth added its third conference crown in the spring, when men's track & field claimed its fifth title in a row. The university won its first McIlroy-Lewis Trophy in 2005; the university's current string of seven wins began in 2008.

## OBJECTIVE

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

**KPI 2.7.1:** Achieve Whitworth representation on at least eight of the 12 CoSIDA academic all-district teams every year.

In order to be recognized by CoSIDA – the College Sports Information Directors of America – a student must have a minimum 3.30 cumulative GPA, must be of at least sophomore standing, and must have participated in his or her varsity sport for more than one calendar year. Over the course of the 2013-14 academic year, Whitworth was represented on CoSIDA academic all-district teams by student-athletes from Pirate football, men's and women's basketball, and men's and women's track & field teams. This total of five is 62.5 percent of the KPI goal. Rule changes within CoSIDA, as well as deeper, stronger competition, have made it more difficult for any one school to place eight athletes on its all-district teams. But Whitworth's excellent academic profile, coupled with targeted recruiting, means that Whitworth Athletics is able to nominate highly qualified student athletes in every sport, every year.

# PREPARE WHITWORTH STUDENTS TO BE **global citizens**

## OBJECTIVE

**Expand opportunities for students** to study language, engage other cultures, and explore understanding of justice in cross-cultural settings throughout the world.

**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.

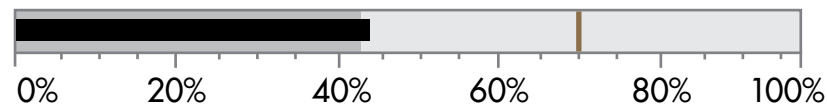
**44.2%**

*Increase undergraduate participation in study-abroad programs.*

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

Baseline: 43.0%

Current Performance & Goal (2013-14 graduates)



## Past Performance

2011	2012	2013	2014
◀ 41.6	▲ 45.2	▼ 44.0	▲ 44.2

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

Whitworth's tradition of study-abroad programs began in earnest in the 1970s. Since that time, faculty members have developed programs that take Whitworth students all over the world.

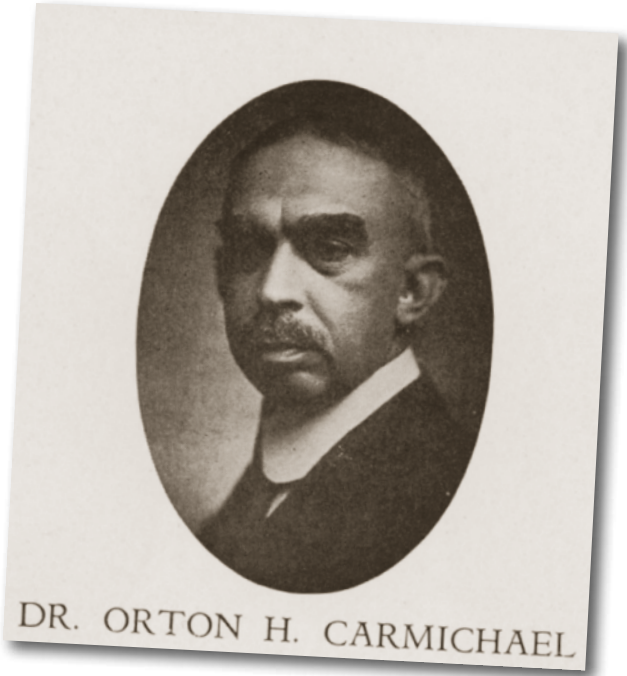


Whitworth is committed to making the world its classroom: During the 2014-15 academic year, faculty members are leading students on 15 semester- and month-long off-campus study programs. And the university continues to expand its faculty-led program offerings: Through a Strategic Initiatives Fund grant, the Whitworth International Education Center held a session last summer to train faculty on best practices for creating and leading study-abroad programs. The event featured one day with a trainer from the Forum on Education Abroad and two days of in-house training.

Several faculty participants had not led study-abroad programs before, but are now looking to do so, according to Sue Jackson, director of the International Education Center. She cites Professor of Chemistry Karen Stevens, who is planning a new Jan Term program on the chemistry of art in the United Kingdom. Other faculty members are developing new programs as well, including Associate Professor of History Anthony Clark, who is leading students on the inaugural History and Art of Rome program, in May 2015.

Among the members of the Class of 2014, 44.2 percent participated in at least one study-abroad program, either faculty-led or through independent study at one of Whitworth's 150 partner universities worldwide. To increase the student-participation rate, study abroad is an initiative of The Campaign for Whitworth, the public phase of which the university launched in October. Donor support in this important area will help Whitworth to continue developing new programs and will allow more students to participate in study abroad, making them better prepared to work, serve and lead in today's global society.

## DEMONSTRATE COURAGEOUS LEADERSHIP IN AN INCREASINGLY diverse world



History professor Orton Carmichael had been on the Whitworth faculty less than a year when the 1925 *Natsihi* staff dedicated the yearbook to him, praising his quiet, unassuming character and his ability to point students to God “by unfolding the Power of Love of God in Nature.” Professor Carmichael stands as an early example of the college’s efforts to integrate faith and learning.

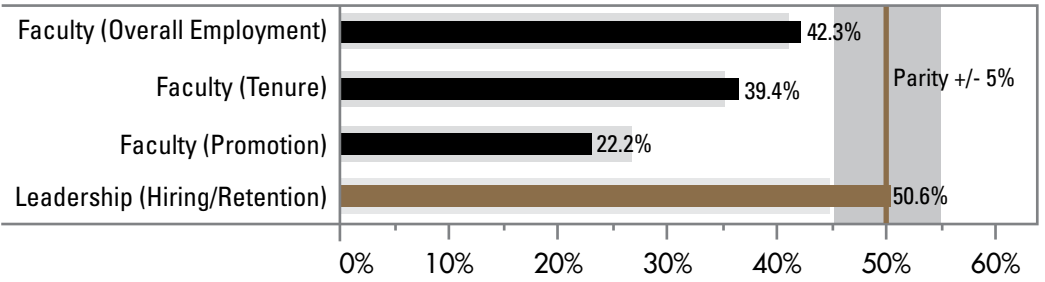
**OBJECTIVE**  
**Strengthen recruitment and retention** of faculty and staff to enhance diversity and to expand leadership opportunities for women and for individuals from underrepresented racial and ethnic populations.

**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.

### In Progress

*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 FY2014)





When Edward Miller came to Whitworth in the mid-1980s to teach Spanish, he became the first full-time African-American professor in the university's history. Miller played a key role in developing Whitworth's Central America Study Program.

**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.

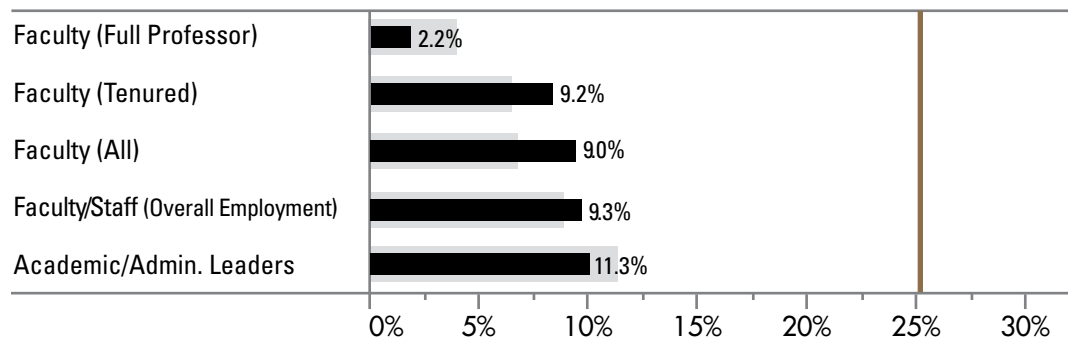
## In Progress

*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 4.5.1:** Develop by spring 2012 a diversity recruitment and retention plan reflecting best practices for admissions and financial aid.

Whitworth Admissions' strategic plan for recruiting and retaining students from under-represented domestic racial and ethnic populations (UREPs) was developed in consultation with Assistant Vice President for Diversity & Intercultural Relations Lawrence Burnley and other campus leaders to ensure that the plan reflects best practices. The comprehensive plan's strategies include the following:

- Revising early outreach admissions programming to facilitate diverse student and parent participation:

Whitworth Admissions is actively recruiting all students who inquire and apply to the university through the Act Six Program, with a goal of enrolling many more than the eight finalists who ultimately receive an Act Six scholarship to Whitworth. In 2013-14, Whitworth responded to at least 3,000 more Act Six student inquiries than it had the previous year. As a result, the number of Act Six applicants to Whitworth increased from 332 to 476, the number of admissions increased from 144 to 247, and the number of enrolled students who originated as Act Six inquiries increased from 23 to 50.



Eleanor Barrow Chase excelled in sports and academics, graduating *magna cum laude* from Whitworth with a degree in vocal music in 1941. After graduation, Chase became a soloist at several downtown churches and later worked for the state as a case worker and probation officer. She served more than a dozen organizations and institutions, among them her alma mater's board of trustees. She also received numerous awards and citations, and she was eventually presented the Golden Deeds Award by the city of Spokane.

- Increasing campus visits by students from UREPs:

Whitworth's inaugural Multicultural Visit Program (MVP), held in April 2014, was a great success. The program, for high school juniors and seniors, focuses on resources and opportunities available at Whitworth for students from UREPs. Supported by a Strategic Initiatives Fund grant, the first MVP hosted 41 students and 12 parents. Of the 27 students who were seniors, 16 chose to enroll at Whitworth, for a 59.3 percent yield rate (the overall yield rate for admitted students who visit campus is 42 percent). Whitworth Admissions is building on the MVP's initial success and is expanding the program this year.

- Enhancing print and electronic communications to support recruitment:

The admissions office has added a Spanish-language page, [www.whitworth.edu/espanol](http://www.whitworth.edu/espanol), to its website, and has produced a Spanish-language brochure to serve students whose parents may not be fluent in English.

**KPI 4.5.2:** Increase enrollment of traditional undergraduate students from under-represented 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.

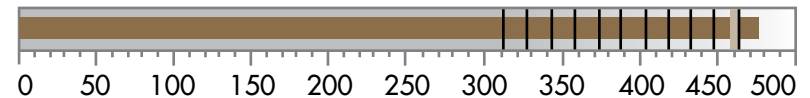
**479**

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

Goal: **15/year, to 462 by 2021** (milestones in **black**)

Baseline: **312**

**Current Performance & Goal** (as of fall 2014)



The number of traditional undergraduate students from under-represented domestic racial and ethnic populations has risen from 312 in 2010 (the baseline established in the strategic plan) to 479 in 2014. This is an increase of 167 students, and is 17 students beyond the plan's target of 150 (15 per year across 10 years). Students from UREPs now comprise 20.8 percent of Whitworth's full-time matriculated day students.

"We don't intend to stop where we are," says Vice President for Admissions & Financial Aid Greg Orwig, '91, "but we're very excited about the excellent outcomes of our recruitment efforts so far in this area."

In fall 2014, Whitworth enrolled the most diverse freshman class in its history, with 153 students from UREPs; this is an increase of 36 students over the 2013 freshman class. Whitworth also enrolled 25 new international students, up from 10 last year and the highest number in a decade.

"Recruiting a more diverse student body is a necessary step in equipping all of our students, faculty and staff to be interculturally competent global citizens, so we're encouraged by our success to date," Orwig says. "But our work is far from finished. Whitworth is also taking steps that include adding more voices and perspectives to our curriculum, further diversifying our faculty and staff, and ensuring that our campus is welcoming and supportive to all members of our community."

# 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.

**70.6%**

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

Goal: **75.0%**

Baseline: 46.0%

Current Performance & Goal (as of AY2013-14)



## Past Performance

	2011	2012	2013	2014
	◀ 48.8	▲ 63.6	▲ 66.8	▲ 70.6



This early photograph of McMillan Hall reflects not only the fact that the building was used for any number of college activities, but the interest of Whitworth's students, then and now, in participating in research with faculty collaboration.



Campus Day is one of Whitworth's oldest traditions. Originally, it was a day designed to help clean up the campus. Faculty, staff and students spent the day working to make the grounds more attractive, as in this 1913 photo. In more recent years this tradition has transformed into Community Building Day, expanding beyond the campus' borders to serving the greater community through acts of service by hundreds of students, faculty and staff.



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

Recent numbers speak volumes about Whitworth's commitment to service-learning for and by all of its students. Whitworth students take service seriously. In 2011, the percentage of students who participated in service-learning was 62 percent; in 2012, the total made a 20-percent jump, to 82 percent; in 2013, 86 percent of graduates had taken at least one service-learning course; and in 2014, that number surged to 98.2 percent. Better data-tracking methods have contributed to the latest numbers, as has the implementation of the Whitworth Serves website, <http://serve.whitworth.edu>. The site has streamlined the process for students who want to find an organization that will welcome their assistance, to do the service that is part of a class's requirements, and to track their hours for the class. The new site has also enabled the service-learning staff to keep track of who is serving, where s/he is serving, and how many hours s/he has served. And Whitworth Serves is an excellent recruiting tool, making it easier for students who are not currently in service-learning classes to find and pursue service opportunities.

## OBJECTIVE

Establish, through a collaboration between career services, academic departments and alumni relations, a comprehensive program for mentoring, career planning, preparation and tracking.

**KPI 5.4.3:** Establish a system to track placement of recent graduates, with a goal of 90 percent.

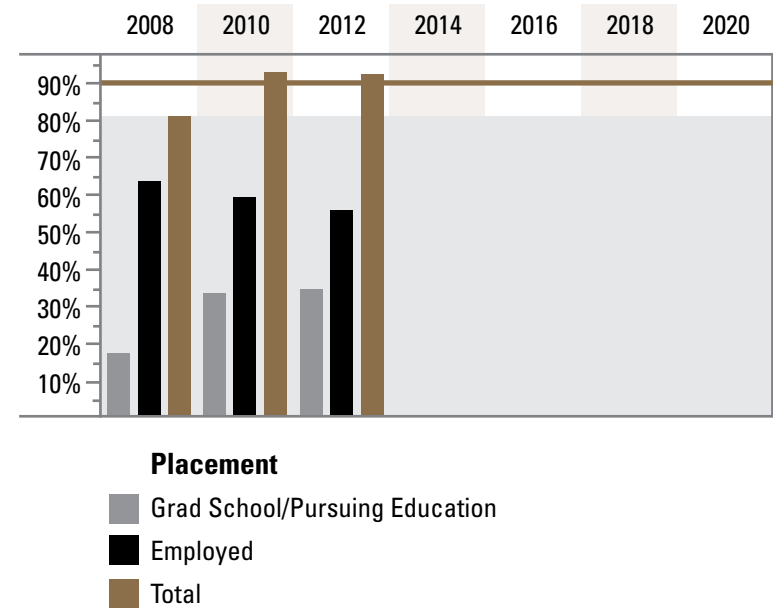
**93.0%**

Establish a system to track placement of recent graduates and then track graduate/professional school and employment placement of graduates nine months following graduation.

Goal: **90.0%**

Baseline: 81.0%

Current Performance & Goal (as of Class of 2012)



# 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.

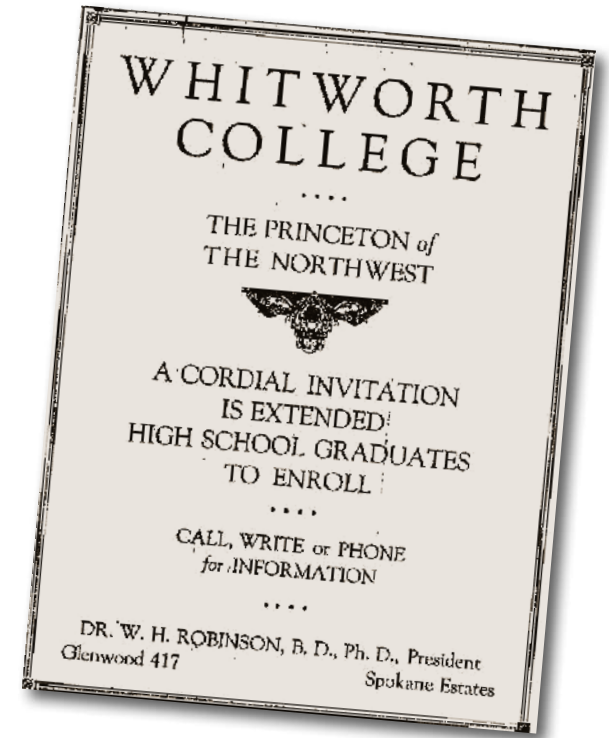
**KPI 6.1.2:** Complete a feasibility and implementation plan, by July 2012, for the development of high-quality new programs in graduate and continuing studies.

## Complete

Task	Status	Due Date
Feasibility	Complete	7/31/2012

As evidenced in the story below, curriculum is continually reviewed for relevance and application to today's business environment, with classes scheduled to meet the needs of working professionals.

When Eric Rosentrater was looking to advance his career, his supervisor at Spokane's Avista Corp. recommended Whitworth's organizational management program. "I actually fell in love with the program," Eric says. His busy home life – he's the father of four small children, and his wife works full time outside the home – meant that he needed a program that worked with his schedule. He found it at Whitworth. Eric attributes the positive influences from those on campus with shaping the way he conducts himself at home and at work. And after earning his B.A. in organizational management from Whitworth, Eric earned the promotion he was seeking at Avista (he's now the Spokane operations manager).



This catalog from 1920 reflects the importance of adult education – what Whitworth now calls continuing studies. Adult-ed classes were held at the Carnegie Library, downtown, where Whitworth served working adults. Whitworth Continuing Studies now has a downtown branch in Spokane's University District.

# Invest in Whitworth's employees AND SUPPORT A CULTURE OF CONTINUOUS IMPROVEMENT

## OBJECTIVE

**Recruit and retain** a highly qualified faculty and staff who 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.

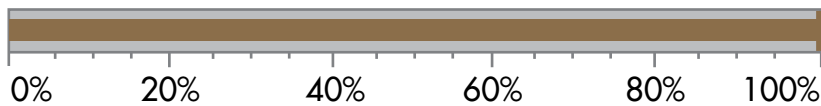
**100.0%**

*Achieve and maintain salary levels at/above target benchmarks.*

Goal: **100.0%**

Baseline: 100.0%

Current Performance & Goal (as of FY2014)



**KPI 7.1.2:** Develop and maintain an employee benefits program that is at or above target benchmarks relative to identified comparable institutions.

In 2012, Whitworth was named a Best Christian Workplace among higher-education institutions, based on a periodic national survey of employees at Christian businesses and nonprofit organizations. Whitworth has received this honor three times during the past 12 years, and the university is once again participating in the survey in 2014-15.



A hand-typed contract from July 25, 1941, indicates that Mary Boppell (aunt of recent George F. Whitworth Medal recipient Charles "Chuck" Boppell, '65) signed on in 1941 to teach home economics – at the sum of \$1,300 for 10 months of work. Boppell later married Professor of Chemistry Hugh Johnston and continued to teach at Whitworth until 1961.

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

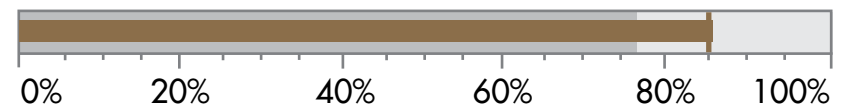
**85.3%**

*Increase percentage of faculty with terminal degrees.*

Goal: **85.0%**

Baseline: 77.0%

Current Performance & Goal (as of AY2014-15)



# EXERCISE **diligent stewardship** IN GROWING WHITWORTH'S FINANCIAL AND CAPITAL RESOURCES

## OBJECTIVE

Through focusing on relationships, engage and expand Whitworth's constituency base while fostering a culture of philanthropy that significantly increases giving to the university.

**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.

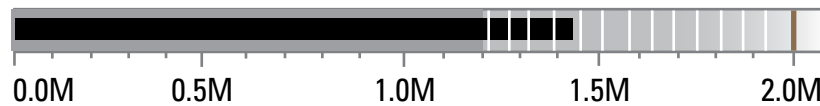
**\$1,425,650**

Increase Whitworth Fund giving by 5 percent per year.

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

Baseline: \$1,200,000

Current Performance & Goal (as of FY2014)



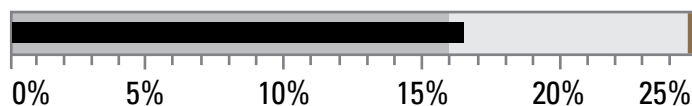
**16.5%**

Increase alumni participation/giving rate.

Goal: **25.0%**

Peer institutions currently at: 16.0%

Current Performance & Goal (as of FY2014)



**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).

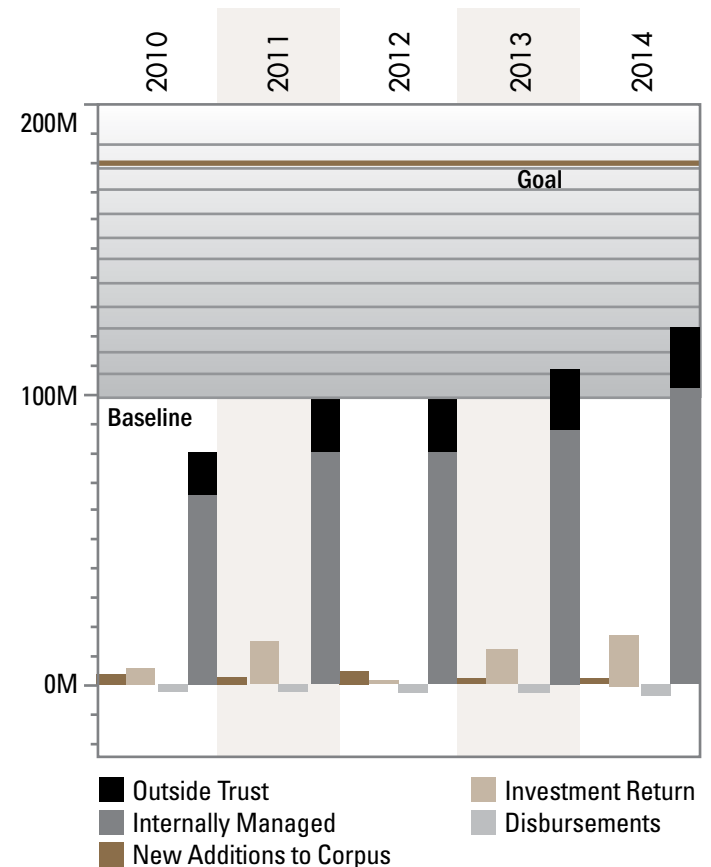
**\$123.15 million**

Grow Whitworth's endowment.

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

Baseline: \$99 million (total endowment)

Current/Past Performance & Goal (as of 6/30/2014)



## OBJECTIVE

Execute an enrollment and financial aid plan that supports Whitworth's accessibility, economic sustainability and excellence.

**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.

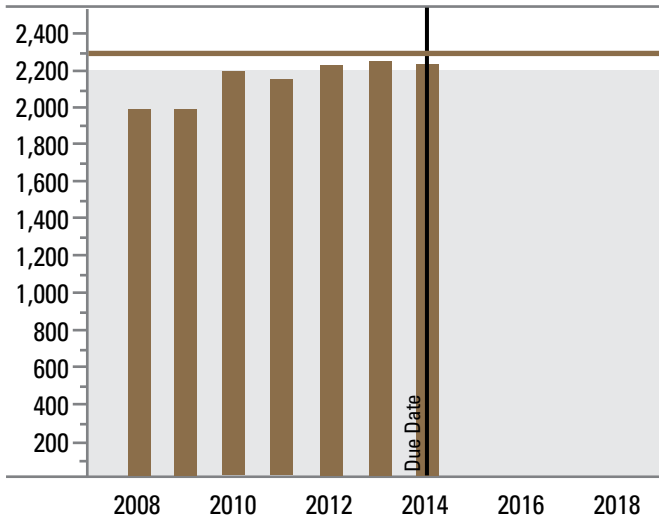
**2,260**

Stabilize FTMD enrollment.

Goal: **2,300**

Baseline: 2,202

Current Performance & Goal (as of fall 2014)



The Class of 1915 – Whitworth's first graduating class in Spokane – comprised nine students. Today, steady undergraduate enrollment growth has led the university to make the strategic decision to stabilize undergraduate enrollment at approximately 2,300 students and invest in the depth and quality of students' learning experiences.

**OBJECTIVE**

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

**KPI 8.3.1**

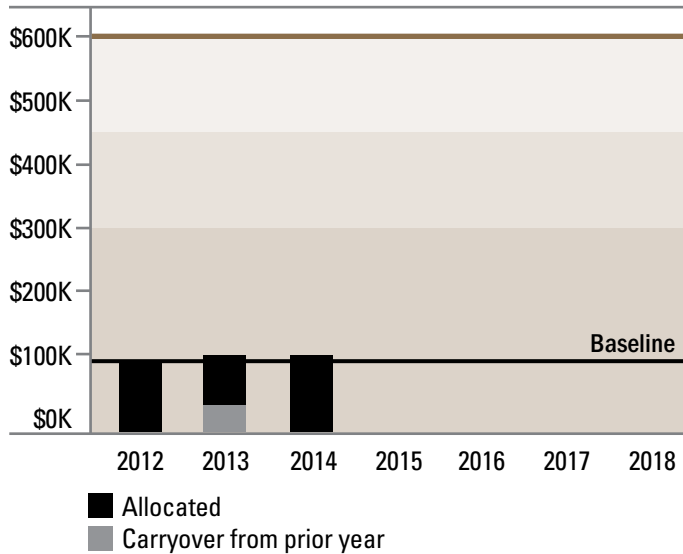
**\$100,000**

*Establish annual Strategic Initiatives Fund.*

Goal: **\$600,000**

Baseline: **\$95,000**

Current Performance & Goal (as of FY2014)



**OBJECTIVE**

**Pursue new sources of revenue** from grants, collaborations, corporate sponsorships, and alternative uses of campus property.

**KPI 8.4.1a-b:** Increase grant, sponsorship and alternate facilities-use revenue from an average combined total of about \$850,000 per year, to \$1 million per year by 2021.

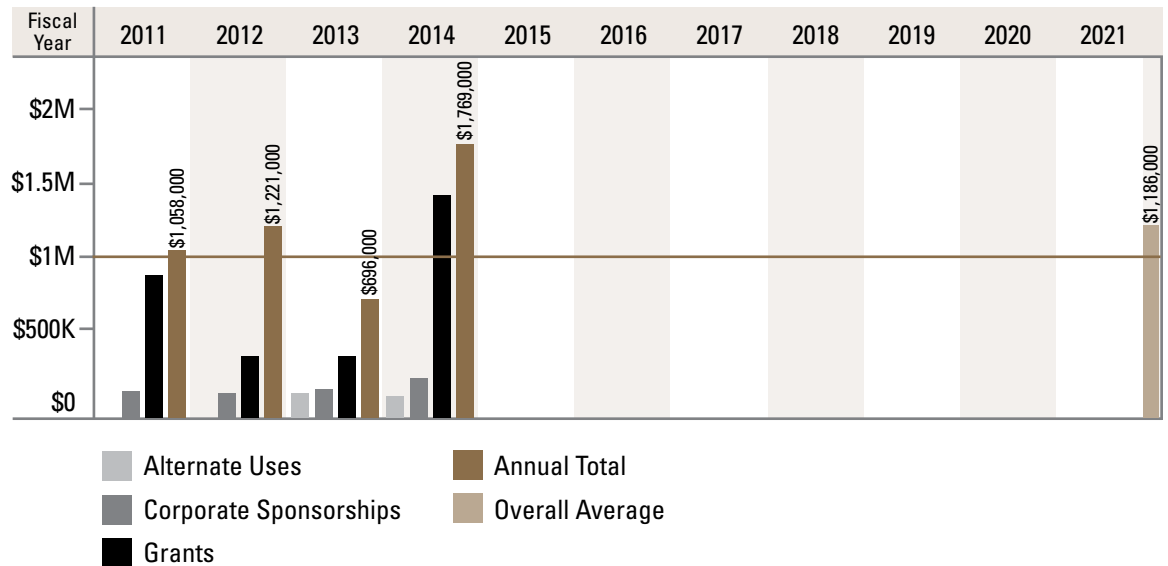
**Current FY: \$1,769,000 | Rolling Average: \$1,186,000**

*Increase revenue from grants, corporate sponsorships and alternate uses of property.*

Goal: **\$1,000,000 (average over time)**

Baseline: **\$850,000**

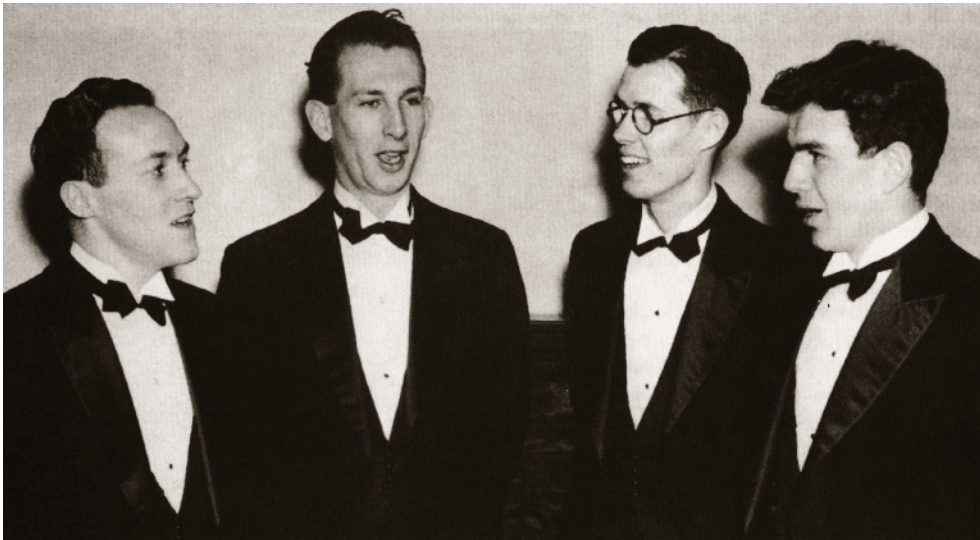
Current Performance & Goal (as of FY2013)



## OBJECTIVE

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

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



In the 1930s, Whitworth strengthened its relationships with area churches by frequently sending its gospel quartet to perform at Sunday services. Second from left is future Whitworth president, Mark Koehler.

Whitworth launched The Ekklesia Project in 2014 through a \$1-million grant from the Lilly Endowment. The project is a comprehensive church-engagement initiative that will support partnerships with selected churches to develop new forms of ministry that effectively engage people in their specific geographic, demographic and cultural contexts. The Ekklesia Project is administered by the new Whitworth Office of Church Engagement, which is directed by Terry McGonigal, Whitworth's former dean of spiritual life.

The inaugural Ekklesia Project cohort, in 2015, will include eight to 10 churches based primarily in the Pacific Northwest (the 2016 cohort will expand to other West Coast sites). McGonigal is discussing possible partnerships with many churches, including a number of Presbyterian churches in Montana, Idaho, and Eastern and Western Washington. "From these preliminary discussions," McGonigal says, "it is clear that the enthusiasm for the work of the office of church engagement is growing in the region."

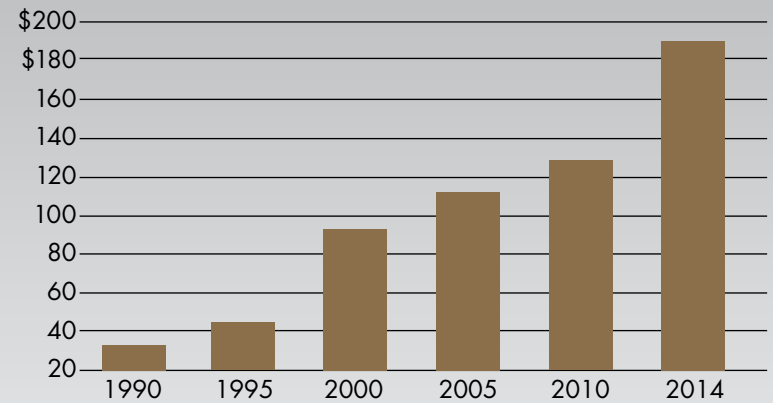
In addition to administering The Ekklesia Project, the OCE is developing and deepening partnerships with regional Presbyterian denominations and with other expressions of the global church. In May 2014, the office received a \$400,000 grant from the M.J. Murdock Charitable Trust to create a summer internship program that will hire 20 students to work full time at partner church organizations, both in the U.S. and abroad.



## 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	2013	2014
Cash and cash equivalents	\$4,329,189	\$5,861,721
Receivable	\$12,161,232	\$15,093,533
Investments	\$149,951,611	\$167,157,214
Net plant	\$110,343,179	\$107,962,944
<b>Total assets</b>	<b>\$276,785,211</b>	<b>\$296,075,412</b>

LIABILITIES	2013	2014
Accruals and other liabilities	\$18,439,784	\$18,475,470
Annuities	\$10,057,450	\$10,878,773
Long-term debt	\$80,342,931	\$79,109,279
<b>Total liabilities</b>	<b>\$108,840,165</b>	<b>\$108,463,522</b>
<b>Total net assets</b>	<b>\$167,945,046</b>	<b>\$187,611,890</b>

<b>Total net assets and liabilities</b>	<b>\$276,785,211</b>	<b>\$296,075,412</b>
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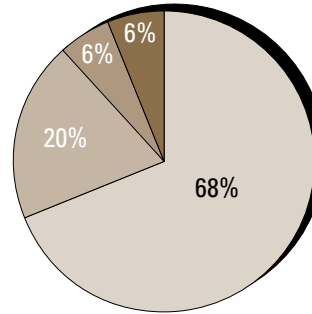


## STATEMENT OF ACTIVITIES

### OPERATING REVENUES

Tuition less financial aid	\$49,671,402
Auxiliary	14,199,810
Gifts and grants for operations	4,700,139
Net investment income for operations	4,580,019
<b>Total operating revenue</b>	<b>\$73,151,370</b>

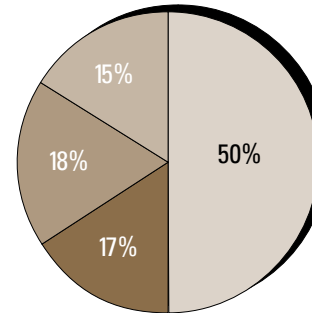
OPERATING REVENUES



### OPERATING EXPENSES

Instructional	\$37,316,885
Auxiliary	11,175,159
Institutional	13,032,260
Student services	12,793,452
<b>Total operating expense</b>	<b>\$74,317,756</b>
Net assets from operating activities	(\$1,166,386)

OPERATING EXPENSES



### NON-OPERATING ACTIVITIES

Net long-term investment income/gains (losses)	\$15,659,738
Contributions for endowment and capital projects	5,173,492
<b>Net assets from non-operating activities</b>	<b>\$20,833,230</b>

Change in net assets	\$19,666,844
Net assets, beginning of year	167,945,046
<b>Net assets, end of year</b>	<b>\$187,611,890</b>



# THE Campaign for Whitworth

The Campaign for Whitworth kicked off its silent phase on Beck A. Taylor's first day as president of Whitworth: July 1, 2010. In the ensuing four years, a 10-year strategic plan was crafted, fund-raising initiatives in support of the plan were identified, and leadership donors were invited to participate. As of Oct. 11, 2014, when the campaign entered its public phase and was announced during Whitworth's 125th Anniversary Celebration Weekend, more than \$56 million in gifts and pledges had been secured toward the \$100-million goal.

The campaign encompasses several completed projects, including the construction of Robinson Science Hall and an upgrade to the baseball complex. The highest priority capital project in the campaign's public phase is an addition to and remodel of the music building, to be named the Cowles Music Center. Additional high-profile needs include student scholarships and support for the Core Worldview Program, the George Whitworth Honors Program, and study-abroad opportunities. More details can be found at [www.whitworth.edu/125](http://www.whitworth.edu/125).



## FIVE-YEAR GIVING SUMMARY

Year	The Whitworth Fund	Other Unrestricted	Unrestricted Total	Restricted Total	Grand Total*
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
<b>2013-14</b>	<b>\$1,425,650</b>	<b>\$1,118,913</b>	<b>\$2,544,563</b>	<b>\$6,041,945</b>	<b>\$8,586,508</b>

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



## THE Whitworth Foundation

Established in 1972, The Whitworth Foundation has been privileged to support Whitworth's mission of educating the minds and hearts of students by encouraging gifts to the endowment fund through deferred gifts such as charitable remainder trusts, gift annuities and bequests.

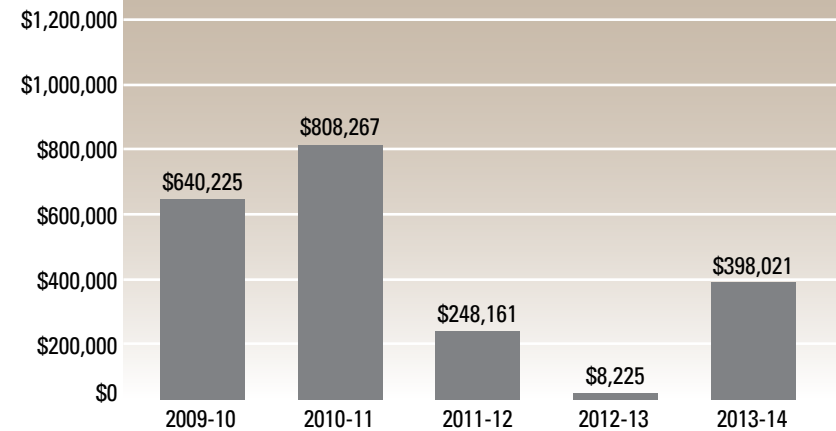
Through these deferred gift arrangements, alumni and friends can benefit from a charitable deduction and possible tax savings while receiving income for life. Perhaps more important to the donor is the fulfillment of philanthropic goals and the desire to benefit Whitworth University.

The Whitworth Foundation thanks all who have helped support the mission of the university through deferred gifts and bequests. Your gifts truly do make a difference in the future of Whitworth University.

### TOTAL DEFERRED GIFTS UNDER MANAGEMENT As of June 30, 2014

Trusts	\$13,984,459
Charitable gift annuities	2,382,058
Pooled funds	299,959
Life insurance cash value	3,205,422
Other	715,181
<b>Total assets</b>	<b>\$20,587,079</b>
2013-14 maturities transferred to Whitworth University	\$2,032,604

### NEW GIFTS TO THE WHITWORTH FOUNDATION



# WHITWORTH UNIVERSITY Board of Trustees

Rev. Dr. Peter B. Barnes  
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*First Presbyterian Church*  
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*Franklin Court Partners, LLC*  
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*Offshore Consulting*  
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*William C. Fix Investments*  
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*CRISTA Ministries*  
Bonney Lake, Wash.

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

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*President & CEO (Retired)*  
*AIB International*  
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*General Dynamics Corp.*  
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*Advanced Fertility Associates*  
*Medical Group*  
Santa Rosa, Calif.

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*President*  
*Six Robblees', Inc.*  
Seattle, Wash.

John David Robblee, '62  
*CEO (Deceased)*  
*Six Robblees', Inc.*  
Seattle, Wash.

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*Chief Investment Strategist*  
*Palouse Capital 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.

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*First Presbyterian Church*  
Spokane, Wash.

Stuart Stiles  
*CEO*  
*IP Street*  
Spokane, Wash.

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*Community Volunteer*  
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*Founder*  
*Symons Frozen Foods, Inc.*  
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*President*  
*Whitworth University*  
Spokane, Wash.

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Terri R. Wilson, '78  
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*Spokane Teachers Credit Union (Retired)*  
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## WHITWORTH FOUNDATION Board of Directors

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*Tomlinson Black North, Inc.*

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*William C. Fix Investments*

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*Estate Planning & Corporate Taxation*

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*President*  
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Beck A. Taylor  
*President*  
*Whitworth University*

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

*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](http://www.whitworth.edu/whitworth2021) • [www.whitworth.edu/125](http://www.whitworth.edu/125)