



# PRESIDENT'S RE PORT



WHITWORTH  
UNIVERSITY



## SIX YEARS INTO HIS PRESIDENCY AND FIVE YEARS INTO THE WHITWORTH 2021 STRATEGIC PLAN, PRESIDENT BECK A. TAYLOR REVIEWS WHITWORTH'S PROGRESS.

**In what ways has the Whitworth community contributed to accomplishing the strategic plan's goals?**

The entire Whitworth family has embraced the vision and goals within the plan – and faculty, students, staff, alumni, community volunteers and trustees have worked diligently

and creatively to bring us closer to realizing our dreams. None of the achievements made thus far would have been possible if Whitworth's hard-working and talented people hadn't asked how they could contribute to making this place better. But that's the story of Whitworth, isn't it? No matter the era, and no matter the circumstances, Whitworthians come together to sustain and extend the mission. That's what makes this place so special.

### As we've reached the midway point of the plan, what accomplishments make you most proud?

It's hard just to name a few. First, going back to the very beginning of the process, I'm grateful that the Whitworth community agreed to be visionary. Under Bill Robinson's leadership, Whitworth thrived and succeeded in so many ways. It would have been easy to rest on our laurels. But instead, the community asked a courageous question: How can we elevate Whitworth's place within Christian higher education even higher and be known as a premier institution of higher learning? Our academic programs are stronger and more relevant as they meet the needs of students who are grappling with the challenges of the 21st century. The campus is more diverse than it's ever been, and all of us are more equipped to provide leadership in an ever-changing and more complex world. Students are gaining international experiences at places all over the globe, and they are developing intercultural competencies that will enable them to be positive forces for good, no matter where they are called to serve. Whitworth's graduate and continuing studies programs continue to grow and gain reputation. Whitworth's donors have never been more generous, and new program endowments, scholarships and facilities, such as Robinson Science Hall and Cowles Music Center, are providing state-of-the-art learning spaces for our students. And we're being more intentional about what it means to be a Christ-centered institution that engages the world's toughest issues with competence, courage and compassion. These are among the things I'm most grateful for.

### What challenges and opportunities do you foresee as Whitworth works to achieve its remaining goals?

All of the things I've mentioned have been achieved during higher education's most turbulent time in recent memory. We are working harder than ever to keep an exceptional Whitworth experience accessible to any student who chooses to attend. Balancing our aspirations, many of which require more resources, with our commitments to affordability is one of our toughest challenges. But I'm confident that Whitworth will meet that challenge.

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# Goals

At the midpoint of Whitworth's 10-year vision and strategic plan, the university has made great strides in deepening its commitments to academic excellence and to 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. Following are select outcomes from the first five years of the Whitworth 2021 plan. To view the full plan, including goals, objectives and key performance indicators, please visit [www.whitworth.edu/whitworth2021](http://www.whitworth.edu/whitworth2021).

## 01

### CHRISTIAN FAITH AND LEARNING

#### ADVANCE WHITWORTH'S DISTINCTIVE APPROACH TO INTEGRATING CHRISTIAN FAITH AND LEARNING

In 2014 the university expanded its capacity to serve as a valued resource for the church and society by establishing the Whitworth Office of Church Engagement and launching The Ekklesia Project, a comprehensive church-engagement initiative funded by a \$1-million grant from the Lilly Endowment. In 2015 the OCE created the Ekklesia Fellowship Program, which has thus far placed 92 students as summer ministry fellows with domestic and international ministries (funded in part by a \$400,000 grant from the M.J. Murdock Charitable Trust). The OCE also established the Academy of Christian Discipleship and the Preaching and Teaching the Bible Project (funded by a \$153,000 grant from the PCUSA), and developed other outreach programs, including the inaugural on-campus Gospel Conference.

Students across campus are learning to incorporate their faith and calling as an integral part of their professional lives. Every academic department includes faith-learning integration in classes and assesses student-learning outcomes. For example, in the Global Strategic Management class, students examine competition in business from the perspectives of various faith traditions. In the class Becoming an Historian, students write a critical review of a book that investigates whether America was founded to be a Christian nation. And in Gender, Politics and Law, students explore how faith shapes our understanding of who God created us to be and how that influences public policy.

Faculty members with the Core/Worldview Studies Program are working to ensure that students form, develop and apply their own worldview convictions. To assess students' progress, the team leaders for Core 150, 250, 300 and 350 identified a writing assignment that demonstrates students' knowledge of their worldview. The leaders developed a common rubric so that all Core team members will score students' papers in a similar manner. Assessments of the students' papers show growth in their formation and understanding of their worldview; the assessments are also leading team members to find new ways to engage students even more effectively in this important area.

The Small-Group Ministry Program has become a bedrock for building community at Whitworth. Each year, groups of students (57 groups in 2015-16) meet regularly to share their lives and their faith, to pray together, and to grow in Christian discipleship. Each group determines its discussion topics, which have ranged from women in scripture and leaders in the Old Testament to cultural opportunities and challenges in ministry, and career vs. calling. Many groups also participate in service projects in Spokane and on campus. Whitworth's robust small-group program has grown in recent years, establishing groups for varsity athletes.

## 02

### INTELLECTUAL VITALITY

#### STRENGTHEN INTELLECTUAL VITALITY ACROSS ALL CONTEXTS OF TEACHING AND LEARNING

Holmes Elementary School, in Spokane's West Central neighborhood, serves one of the highest percentages of low-achieving students in Spokane. And Whitworth, Gonzaga and Spokane Public Schools are using a Washington State Collaborative Schools for Innovation and Success grant to focus resources and research on advancing student learning at Holmes. Through its support of research-based instruction and a knowledgeable and skillful faculty, the grant team is dedicated to seeing Holmes flourish.

Whitworth now boasts seven endowed faculty positions. Beginning with only two such positions in 2011, the university has increased its number of endowed chairs and professorships by 350 percent in just five years.

The Whitworth School of Business is pursuing specialized accreditation through the Association to Advance Collegiate Schools of Business. The AACSB accepted Whitworth's application and has assigned a mentor to guide the WSB through the process, which can take as long as five to 10 years overall. Once the pieces are in place, the AACSB will conduct a final audit and review. AACSB accreditation, which represents high standards of achievement for business schools worldwide, will significantly raise the profile and reputation of the School of Business.

The George F. Whitworth Honors Program, launched in 2012, offers high-achieving students a cohort-class model, research with faculty, prestigious internships, and creative honors projects. Since 2012, three Whitworth seniors have received competitive U.S. State Department Critical Language Scholarships. This scholarship program seeks to expand the number of Americans studying and mastering critical foreign languages and building relationships with people of other countries. And two Whitworth students were selected as Fulbright Scholarship Program finalists for 2016-17. The university has a long-standing tradition of producing such finalists, with 33 students chosen since 2000. In recent years, Whitworth has twice been named a top producer of Fulbright finalists among master's-level universities nationwide.

The Bucs are tops in athletics and academics. Sporting GPAs of 3.5 and higher, 189 student-athletes from Whitworth's 20 men's and women's NCAA Division III varsity teams were named 2015-2016 Northwest Conference scholar-athletes. Whitworth's total eclipsed the number of scholar-athletes at every competing school in the NWC.

In May 2016, Whitworth Athletics won its ninth consecutive McIlroy-Lewis Trophy as the best program in the Northwest Conference. Pirate teams collected 10 NWC team championships in 2015-16 — an all-time high for the university in one academic year.

## 03

### GLOBAL CITIZENS

#### PREPARE WHITWORTH STUDENTS TO BE GLOBAL CITIZENS

Whitworth surpassed its goal of recruiting and retaining international students, according to Director of the International Student Center Sue Jackson. Whitworth currently enrolls 80 international students from 41 countries, exceeding the 2021 goal of 30 or more countries; the university expects to top the goal of 100 students by 2021.

One of the ways in which Whitworth prepares students for global citizenship is by offering more faculty-led off-campus study experiences. In the past five years, the number of faculty-led programs has increased from 16 to 23, thanks to faculty-training workshops provided by the Forum on Education Abroad, the international standards-development organization for the field of education.

In the past five years Whitworth has launched two new semester-abroad study programs: Whitworth in China and the Tanzania Study Program. These new international study opportunities for students put Whitworth well on its way toward meetings its goal of developing new semester-long programs in three or more international locations. And students have more options than ever to stretch and deepen their awareness and understanding of different cultures, religions, economic systems and worldviews.

Several times each semester, starting in 2015, the office of student diversity, equity & inclusion brings to campus guest speakers who provide multicultural and international perspectives on critical current and historical issues. The topics of Whitworth's History & Heritage Month Lectures have included how Asian Americans are positioned to be effective agents of racial reconciliation, the Christian Black theology of liberation, and the root causes of migration.

# 04

## DIVERSE WORLD

### DEMONSTRATE COURAGEOUS LEADERSHIP IN AN INCREASINGLY DIVERSE WORLD

**Whitworth launched a diversity-action planning process in 2016 to determine how the university can more fully live out its commitments to diversity, equity and inclusion.** The planning process addresses the university's strategic priorities in the areas of professional development and training for faculty and staff; recruiting and retaining students and employees from underrepresented racial/ethnic populations; and advancing student-learning outcomes in intercultural competency. The plan is slated to be implemented campus-wide in fall 2018.

**Whitworth created the office of student diversity, equity & inclusion in 2015 and hired administrators to fill two new positions:** assistant dean and director of student diversity, equity & inclusion.

**In 2012 Whitworth established the Institutional Diversity Committee,** which advises the University Council on all matters related to diversity, equity, inclusion and intercultural relations.

The IDC comprises a representative body of faculty, staff and students that complements and supports strategic diversity initiatives throughout the campus community.

**The Inclusive University Classroom lecture series, begun in 2012, brings experts from across the country to campus** to share strategies for creating a more inclusive educational environment. In addition to presenting public lectures, the speakers often lead workshops with students, training for staff, and symposia with faculty.

**Enrollment of full-time traditional undergraduate students from underrepresented domestic racial and ethnic populations has far exceeded the strategic plan's goal of 462 students:** the total stands at 537 in 2016, up from 507 the previous year; 23.6 percent of Whitworth's current domestic undergraduate students come from a diverse ethnic or racial background.

# 05

## LIBERAL ARTS EDUCATION

### ELEVATE A LIBERAL ARTS EDUCATION AS ESSENTIAL AND RELEVANT TO ALL MAJORS AND CAREERS

**In 2012 the College of Arts & Sciences was created and received much-needed support.** Noelle Wiersma, '90, was hired as dean in May 2012, and John Pell was hired as associate dean in July 2015.

**Whitworth students have twice won statewide monetary prizes for essays on the value of a liberal arts education** and presented these essays to the Washington State Legislature, thanks to the efforts of Dean of Arts & Sciences Noelle Wiersma, '91, who is a founding member and an advisory committee member with the Washington Consortium of the Liberal Arts. In addition, the Amy M. Ryan Endowed Professorship in the Liberal Arts was established, and the athletic training program earned re-accreditation and will transition to a graduate-level program in 2018-19. Approval was also given for the 3+3 Law & Justice Program with Gonzaga University.

**Internship, practicum and research-project opportunities have been expanded for students.** Summer student-faculty research grants, student participation in STEM research, support of two arts and sciences-designated younger scholars, and internship opportunities with *Rock & Sling* journal, professions in English, and the Smithsonian are among these programs.

**Whitworth couldn't succeed without donors who value liberal arts education.** Philanthropists Dana and David Dornsife gave \$1.5 million in support of Whitworth's Dornsife Center for Community Engagement.

**The Hugh W. Johnston Interdisciplinary Research Endowment (\$500,000) was established in 2015** for faculty-student collaborative research across fields of study. Whitworth also received an honors endowment for interdisciplinary teaching focused on academic excellence and 21st-century pedagogies. Inaugural courses included Whitworth TED, How to Make Darn Near Anything (which paired computer science students with other majors in project-based learning), Encountering the Covenantal God (theology), and the team-taught (S)heroes and Legends (communication studies and English/women's & gender studies).

**A comprehensive survey of College of Arts & Sciences departmental requirements was completed** for future job-search strategies and to gather portfolio and work-sample materials from faculty.

**The Core Connections Program was established to familiarize Whitworth faculty hired within the last five years with the Core Worldview Studies Program** and to provide possibilities for revision. Faculty receive a stipend to attend lectures and discussion groups for one of the Core courses (150, 250, 300, 350). At the end of the semester, faculty submitted a paper reflecting on possible connections between their academic disciplines and their theological background with the Core curriculum. They also met with the Core team leader and Dean Noelle Weirsma to provide insights and ideas.

# 06

## GRADUATE AND CONTINUING STUDIES

### ENHANCE WHITWORTH'S STRENGTHS IN GRADUATE AND CONTINUING STUDIES

**Whitworth is carrying out its vision for 21st-century teaching by offering online classes.** The university completed a task-force report on mobile, online and distance learning that resulted in more than 30 faculty members participating in a course on designing and implementing online and hybrid classes (in part online and in part in the classroom). These faculty now offer innovative classes through the School of Continuing Studies and School of Education graduate programs that reach underserved students in the region; several online summer courses are also available for undergraduate students. Over the next five years Whitworth will offer an increasing

number of online and hybrid courses as demand continues to grow.

**Since athletic trainers will soon be required to hold master's degrees in order to be certified,** Whitworth's new Bachelor's + Master's Athletic Training Program enables students to save time and money while they complete the curriculum for both degrees in an intensive, accelerated format. Students can complete the requirements for a bachelor's degree and a master's degree in five years.

# 07

## INVEST IN EMPLOYEES

### INVEST IN WHITWORTH'S EMPLOYEES AND SUPPORT A CULTURE OF CONTINUOUS IMPROVEMENT

**Whitworth's staff performance-management process has been revamped over the past two years.** Human resource services is finishing a roll-out of an electronic process that makes the process more accessible for supervisors and employees alike, and that will capture trends more than achievements across campus. Under the new system, more than 85 percent of employees received a timely performance review.

**A system for monitoring turnover of regular faculty and staff is beginning to help evaluate trends** for how to best retain employees, including those from underrepresented populations. Turnover rates are quite low, but this process has tremendous capacity for evaluating and identifying opportunities.

**Whitworth has participated in the Best Christian Workplaces survey twice in the past five years** and has done well in numerous areas. Based on survey results, faculty and staff identify a high level of trust in leadership and share a consensus that Whitworth continues to recruit and retain highly qualified employees.

**All faculty and staff salaries have met or exceeded targeted benchmarks over the past five years,** due to across-the-board salary increases, as well as to targeted responses to market forces for some harder-to-fill positions.

# 08

## DILIGENT STEWARDSHIP

### EXERCISE DILIGENT STEWARDSHIP IN GROWING WHITWORTH'S FINANCIAL AND CAPITAL RESOURCES

**The university's "Worth It!" giving day in 2015 yielded 1,127 total gifts.** First-time donors totaled 139 people (including 38 students), and Whitworthians' generosity earned a \$25,000 challenge gift.

**Whitworth continues to add facilities and to augment and improve existing structures.** Prominent projects since implementation of the strategic plan include Cowles Music Center, the dining hall, the university recreation center, Robinson Science Hall and Merkel Field.

**Whitworth celebrated its 125th anniversary** and launched the \$100 million Campaign for Whitworth.

**Whitworth's Alumni Discovery Project is an innovative initiative carried out by the office of alumni relations.** In hour-long, face-to-face interviews conducted by student ambassadors, Whitworth alums talk about their life experiences before, during and after their days on campus. In four years of interviews, ambassadors have heard the stories of almost 1,500 alumni. This information will be used to reflect on the university's past, to inform current practices, and to aid in planning for the future.

# 01

## ADVANCE WHITWORTH'S DISTINCTIVE APPROACH TO INTEGRATING CHRISTIAN FAITH AND LEARNING

A literary editing and design class simulates an editorial-board discussion on faith and aesthetics. Social-psychology class members explore their faith assumptions related to human evil. Students studying the history of Chinese art analyze the influence of culture on religious art. In these classes and many others, Whitworth professors are designing and incorporating faith-learning pedagogy that originated in the Vocations of the Christian Professor workshop.

"This unique program holds great promise as a model for other campuses," says Kathy Storm, associate provost for faculty development and a leader of the workshop. "Professors across campus have reshaped numerous courses to incorporate faith-learning integration, offering students rich opportunities to consider how their faith and their academic disciplines inform each other."

Launched in 2005, the annual summer workshop is a key component of Whitworth's faith-learning integration strategies, and it is having a substantial influence on the campus culture. Faculty members in every academic discipline have received training in four areas of faith and

learning: vocation, ethics, philosophical assumptions, and faith and culture. Participants also engage in theological readings and receive practical instruction for producing a pedagogy project that they then incorporate into an upcoming class. An archive of project descriptions serves as a valuable resource for the entire Whitworth faculty.

"The workshop helped me understand my role as a professor and as an advisor in shaping discussions of vocation with my students, and it gave me a framework for our Christian identities," says Assistant Professor of English Thom Caraway. "More than anything it connected me with other faculty members, who continue to provide support and feedback."

Since the beginning of the Whitworth 2021 strategic plan, Whitworth has raised \$325,000 to endow the Vocations of the Christian Professor program. The university recently secured a \$250,000 grant from the Servant's Heart Foundation to grow this important endowment further; the grant will match new gifts to the endowment up to \$250,000.





# 02

## STRENGTHEN INTELLECTUAL VITALITY ACROSS ALL CONTEXTS OF TEACHING AND LEARNING

Whitworth's President's Leadership Forum unites Whitworth with the Spokane community in the pursuit of knowledge, insight and, ultimately, truth.

The forum, established by President Beck A. Taylor in 2012, brings speakers to Spokane who represent a broad range of voices, perspectives and ideas. The events have drawn as many as 2,000 community members to the Spokane Convention Center.

This fall, the PLF welcomed Fared Zakaria, whom *Esquire Magazine* calls "the most influential foreign-policy adviser of his generation." Zakaria is the host of CNN's flagship foreign-affairs show, *Fareed Zakaria GPS*, a *Washington Post* columnist, a contributing editor to *The Atlantic*, and a *New York Times* bestselling author. Zakaria's CNN show features panel discussions and one-on-one interviews that help viewers make sense of the world.

The Whitworth community is confident that Christian worldviews and the ideas of Christian thinkers are sharpened by rigorous and open intellectual inquiry and

by engagement with the broadest spectrum of thought. This confidence motivates the university to lead the way in inviting speakers who engage the community in critical and careful thinking, civil discourse and effective action.

"Whitworth benefits greatly from the support of our Spokane community," Taylor says. "So the President's Leadership Forum is our way of giving back. Twice each year we invite key national leaders to the Inland Northwest to provide wisdom and insight on a variety of modern-day issues."

*Washington Post* political analyst George Will was the inaugural forum speaker. Whitworth has since hosted acclaimed thinkers and speakers including Pulitzer Prize-winning historian and biographer Doris Kearns Goodwin; former U.S. Secretary of State and National Security Advisor Condoleezza Rice; former U.S. Secret Service Director Mark Sullivan; *Just Mercy* author and Executive Director of the Equal Justice Initiative Bryan Stevenson; and *New York Times* columnist and PBS commentator David Brooks.



# 03

## PREPARE WHITWORTH STUDENTS TO BE GLOBAL CITIZENS

For the past five years, Whitworth has ranked in the top 10 of master's-level universities in the U.S. for undergraduate student participation in study-abroad programs, according to the national standards journal *Open Doors*. The publication is issued by the Institute of International Education, an independent not-for-profit organization in partnership with the State Department's Bureau of Educational and Cultural Affairs; it tracks nationwide study-abroad participation, providing analysis of trends and rankings of all categories of universities.

Whitworth's participation rate during past years has ranged from 53 percent to 73 percent, with the increase in numbers due in part to evaluators following a more accurate participation percentage that counts total participation in a given year (since some students study abroad more than once).

Accurate percentage reporting aside, most credit for increased participation must go to staff members at the International Student Center on campus, who inspire students to expand their horizons and who work to make

global opportunities available. Sue Jackson, director of the International Student Center, was thrilled to receive the *Open Doors* ranking as well as the number-one ranking in the Pacific Northwest for undergraduate participation in study abroad.

One example of the lasting influence of study abroad came in an email to Jackson from a student who graduated long ago. He wrote that because of the impact of his own experience, he carefully saved enough disposable income – earmarked for Whitworth's study-abroad scholarships – to make his first contribution.

"It is a joy to be able to witness the positive impact study abroad has on our students," Jackson says.

"They experience growth academically, interculturally, personally and spiritually. Often, they acquire important skills that help them get meaningful jobs once they have graduated from Whitworth. These experiences continue to have an impact upon our students long after they leave Whitworth."

# 04

## DEMONSTRATE COURAGEOUS LEADERSHIP IN AN INCREASINGLY DIVERSE WORLD

After her visit to Whitworth – despite an early predilection for schools in Seattle – Hawaiian Taylor White, '20, had found her college home. “The last thing that really confirmed my decision to attend Whitworth was a class I visited that covered the subject of how to introduce a biblical passage to a small group,” she says. “The material covered exactly what I was struggling to do with my Bible study back home.

“When I came for my tour,” Taylor continues, “I stayed with the most amazing hosts – Meagan Escobar and Cynthia Anker [both '18] – who took me around to see every single dorm and let me sleep in one of their beds while they shared the other. My visit was filled with affirmation.”

Taylor arrived early in Spokane to attend the BUCS (Building Unity and Cultivating Success) Bridge program. This four-day gathering takes place immediately before school begins in the fall and serves first-year students from first-generation and underrepresented racial and

ethnic populations. Students engage in community building, multicultural-identity development, and college navigation. A mentoring program follows the initial BUCS experience.

The program paid off for Taylor. “Whitworth already feels much like home,” she says. “I’ve met some amazing students and some very personable and interesting professors. Everything I need is right here. I’m so excited for the next four years!”

Whitworth’s enrollment growth in first-generation and underrepresented students – from 309 in 2011 to 507 in 2015 – can be attributed to new recruitment and outreach efforts that include the Multicultural Visit Program (MVP), staff training in intercultural communication, and making Spanish print/web materials available to parents of prospective students. Whitworth also expects improved retention for these students due to BUCS Bridge, peer mentoring, and other support programs offered by the office of student diversity, equity & inclusion.







# 05

## ELEVATE A LIBERAL ARTS EDUCATION AS ESSENTIAL AND RELEVANT TO ALL MAJORS AND CAREERS

Part of the excitement of working at a university is seeing new programs begin to flourish. In the last five years, many new interdisciplinary degree programs have been added to the Whitworth course catalog, including minors in Latin American studies, environmental studies, and film & visual narrative studies, and majors in art history, bioinformatics, and human-computer interactions. Participation in cross-discipline minors increased, as did participation in area-of-concentration degrees (interdepartmental "build-your-own" majors).

While many people learn about new interdisciplinary degrees in the pages of the course catalog, students, faculty and administrators across campus have partnered and worked together for months to explore and create new programs.

About five years ago, Professor of Math & Computer Science Peter Tucker, '91, noticed that students were interested in a combination of art, design and technology

– specifically, in how computer science related to user-experience, since larger companies were offering careers for user-experience engineers. The computer science and art departments collaborated to develop a major that fused courses from both departments but that also allowed students to emphasize one side or the other as they saw fit. The human-computer-interaction major was born.

Madeline Cook, '18, was first attracted to the program after learning she could apply her interest in art to a piece of everyday life through interface design and making beautiful, easy-to-use software. "Human-computer interaction is all about making the user want to use your program or application," Cook says. "The combination of art and problem-solving continues to excite me while I'm learning in this major. Getting to combine beauty with fulfilling a need is truly what keeps me going."

# 06

## ENHANCE WHITWORTH'S STRENGTHS IN GRADUATE AND CONTINUING STUDIES

The Whitworth Graduate Studies in Education team has achieved remarkable success in recent years: Enrollment has grown 37 percent, from 149 students in fall 2015 to 204 students in fall 2016.

"The growth in our programs is the result of our staff members being student-focused and intentionally attuned to changes in the field, and through innovative outreach strategies we're using to reach prospective candidates," says Roberta Wilburn, associate dean for graduate studies in education and diversity.

Wilburn also credits GSE's growth to its community-based programs, which provide students with valuable practical experience while also meeting the needs of hundreds of area children and their families. These services include:

**Marriage & Family Therapy Center:** The center has had full cohorts of students (15-18) since it opened in 2014. Graduate students in Whitworth's MFT program use advanced training and feedback technology to provide community members with affordable mental-health counseling. Parents and family members of children

diagnosed with autism can also attend counseling sessions, allowing student-interns to gain experience assisting families with special-needs children.

**Northwest Autism Center:** In 2015 the School of Education partnered with Northwest Autism Center, in Spokane, to open an applied behavior analysis clinic on campus. Candidates in Whitworth's new behavior analysis master's program are employed as paid interns who work one-on-one in intensive therapy sessions with children up to age six with neurodevelopmental disabilities. The center plans to expand service to older children and to provide social-skills training in an after-school program.

**Montessori Program:** In partnership with Montessori Northwest, Whitworth's master's and diploma program in Montessori instruction began in 2015 and is taught by certified Association Montessori International trainers. Each summer, the School of Education sets up a model Montessori classroom in which students practice teaching with Montessori materials. Candidates can also pursue teacher certification through a teacher-preparation program at Whitworth.





# 07

## INVEST IN WHITWORTH'S EMPLOYEES AND SUPPORT A CULTURE OF CONTINUOUS IMPROVEMENT

When one thinks about the goals and values of higher education, the focus is typically and understandably placed on students. Whitworth differs from other institutions in its commitment to be a holistic learning organization, including university employees in its mission and equipping them to pursue excellence in their vocations and personal life.

As a part of Whitworth's efforts to support employees in personal and professional development, human resource services presented a training program involving a strengths-based assessment tool, which helps individuals understand their innate talents. The knowledge of these talents inspires and energizes individuals, helping them see the value of their position on each team and showing them how they contribute to Whitworth's success.

The assessment tool was first introduced to the HR team in 2009 and was shared in 2011 with the rest of campus, according to Training Manager Laura Reber. Since the first sessions, approximately 250 individuals and many teams, ranging from department assistants to cabinet members,

have participated in learning their individual and team strengths.

In 2012, human resources partnered with facilities services to provide its 55 employees with strengths-based assessment and training as part of a university Strategic Initiatives Fund grant.

Facilities Services Groundskeeper August Weil says that taking the strengths-based assessment was an affirming process for him, and it has become a foundation for him to continue to build on his core talents. "As I have worked on my top five strengths, I have become a better employee, husband and student," Weil says. "It has affected my work through my relationships with my co-workers. Having an understanding of others' core talents gives me insight into how unique and important they are."

Strengths-based training is provided online and has been well-received as providing necessary information in a self-paced format. Human resource services is currently exploring the delivery of a wide range of online training to employees across campus in the future.

# 08

## EXERCISE DILIGENT STEWARDSHIP IN GROWING WHITWORTH'S FINANCIAL AND CAPITAL RESOURCES

The Daniel H. Burtness Memorial Leadership Award was established in memory of a beloved Whitworth student and Young Life leader who died after an auto accident in 2008. The award is given to a student who is active as a strong spiritual leader on campus or in Young Life. The 2015-16 recipient of the scholarship is theology major Benjamin Olson, '17.

"This scholarship means more than I know how to articulate," Benjamin says. "There's a similar scholarship in my father's name at his alma mater, Pacific Lutheran University, and I've had the privilege of meeting many of the students who received his scholarship. So I know how special it can be to see a loved one's memory live on through the encouragement of new learning and growth. And, knowing and loving Daniel's brother, Ben Burtness [Whitworth, '17], I am tremendously honored."

Benjamin, who hopes to work "through a nonprofit such as Compassion International to play a part in ending

the poverty cycle," is grateful to those who funded the Burtness Scholarship for making that possible. "Thanks for investing in me," he says, "and for allowing the tragedy of Daniel's loss to motivate you to invest in others."

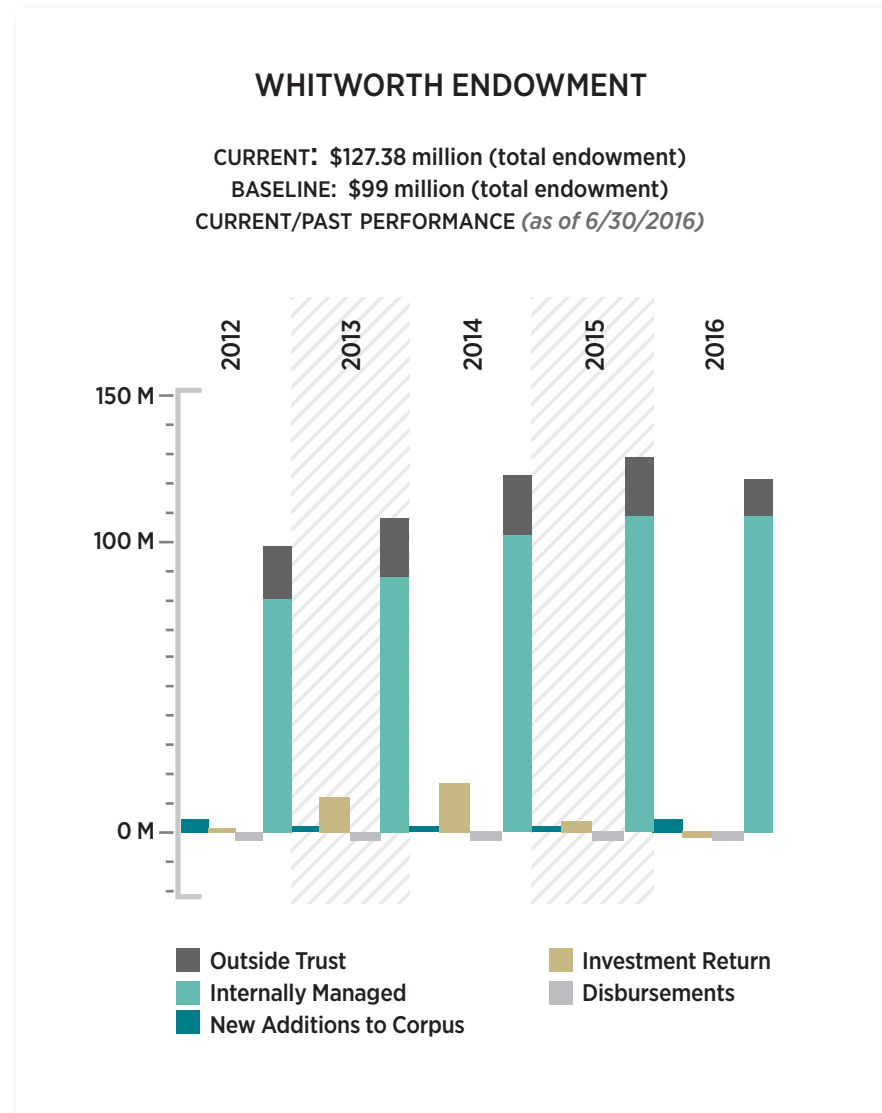
Pines to Promise is an initiative of The Campaign for Whitworth that supports endowed scholarships like the one Benjamin received. This initiative, a focus of the campaign, supports the establishment of these scholarships, with Whitworth providing \$1 million in matching funds. The initiative exists to help undergrad students earn their degrees among the pines and then to fulfill their promise in a hurting world.

The Pines to Promise goal was to create 40 new endowed scholarships. The number of new scholarships established, with more than a year left in the campaign, now stands at 43.

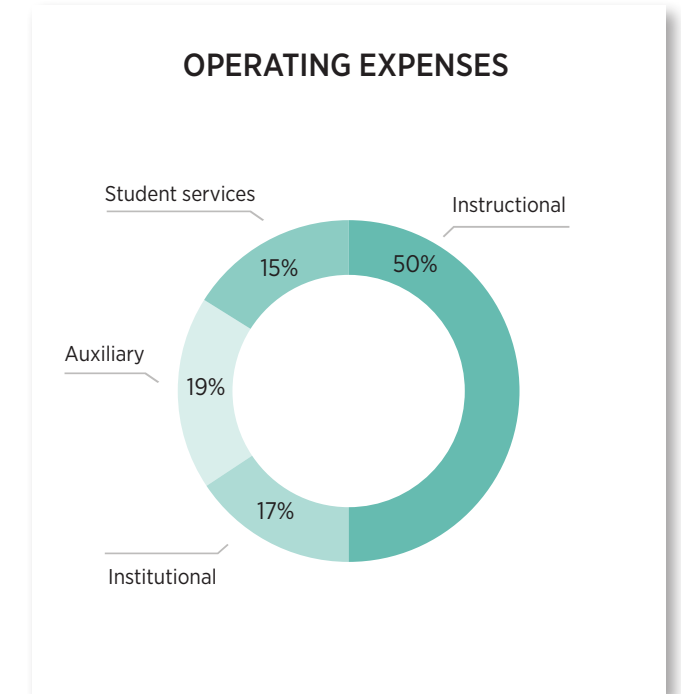
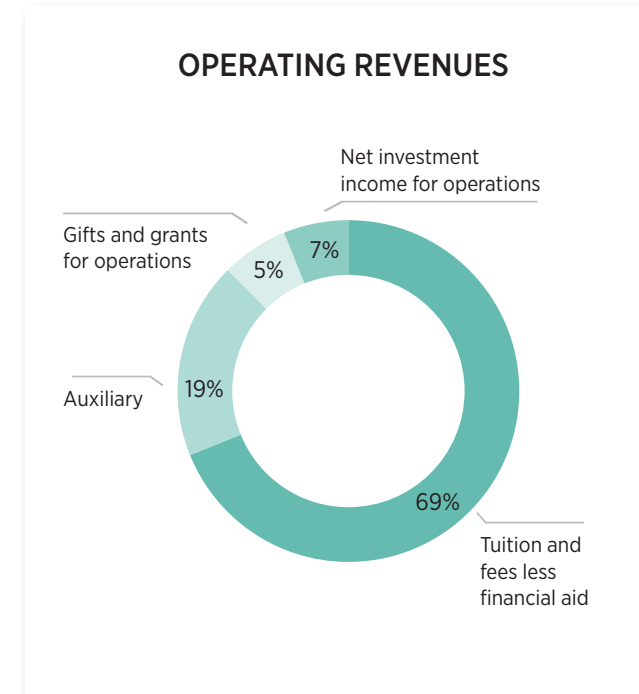


# The Numbers

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



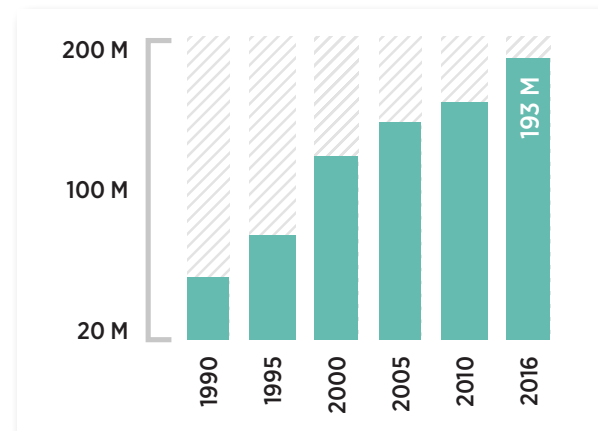
# Statement of Activities



Tuition and fees less financial aid \$52,152,794  
 Auxiliary \$14,514,113  
 Gifts and grants for operations \$3,753,731  
 Net investment income for operations \$5,488,411  
**Total operating revenue \$75,909,049**

Instructional \$39,254,322  
 Auxiliary \$11,689,410  
 Institutional \$14,604,370  
 Student services \$13,353,703  
**Total operating expense \$78,901,806**  
 Net assets from operating activities (\$2,992,757)

NET ASSETS		2015	2016
<b>ASSETS</b>	Cash and cash equivalents	\$5,058,401	\$2,181,608
	Receivable	\$13,742,388	\$11,833,511
	Investments	\$176,746,522	\$175,089,719
	Plant assets held for sale	--	\$2,726,548
	Net plant	\$104,134,379	\$105,384,939
	<b>Total assets</b>	<b>\$299,681,690</b>	<b>\$297,216,323</b>
<b>LIABILITIES</b>	Accruals, other liabilities	\$17,359,640	\$18,957,439
	Annuities	\$10,462,461	\$9,900,906
	Long-term debt	\$77,819,015	\$75,807,286
	Total liabilities	\$105,641,116	\$104,665,631
	<b>Total net assets</b>	<b>\$194,040,574</b>	<b>\$192,550,692</b>
	<b>Total net assets &amp; liabilities</b>	<b>\$299,681,690</b>	<b>\$297,216,323</b>



### NON-OPERATING REVENUES

Net long-term investment income/gains (losses)	(\$5,790,955)
Contributions for endowment and capital projects	\$6,933,740
Actuarial adjustment to retiree health benefits	\$360,095
<b>Net assets from non-operating activities</b>	<b>\$1,502,879</b>
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Change in net assets	(\$1,489,879)
Net assets, beginning of year	\$194,040,571
<b>Net assets, end of year</b>	<b>\$192,550,692</b>

# The Campaign for Whitworth

Underway since July 1, 2010, President Beck A. Taylor's first day in office, The Campaign for Whitworth has secured gifts and pledges of \$85 million in the ensuing six years. Key capital projects have included Robinson Science Hall and Cowles Music Center, which was completed this fall. In addition, the university has added five new endowed faculty positions, bringing Whitworth to a total of seven on the way to a goal of 10 before 2021. Most exciting this past year was the Pines to Promise project, which provided matching funds for 43 new endowed scholarships for students.

In addition, three new facility projects entered the architectural design stage, with the support of significant lead gifts. The chapel will receive an addition and remodel, allowing campus

ministry, the department of theology, and the Office of Church Engagement to be located under one roof. An athletics administration facility will do the same thing for athletics, uniting coaches (who are now housed in four locations) in a single building. This facility will also feature a football operations center that will include new locker rooms and team meeting spaces. And the Pine Bowl project will provide an artificial turf for the football field, amenities including concessions, restrooms and first-class space on an upper level, and a new entrance to the facility.

Details on these and all other campaign initiatives can be found at [www.whitworth.edu/125](http://www.whitworth.edu/125).

## FIVE-YEAR GIVING SUMMARY

	TOTAL*	THE WHITWORTH FUND	OTHER UNRESTRICTED	UNRESTRICTED TOTAL	RESTRICTED TOTAL
2011-12	\$9,827,769	\$1,318,351	\$972,541	\$2,290,892	\$7,536,877
2012-13	\$8,658,577	\$1,288,923	\$997,114	\$2,286,038	\$6,372,539
2013-14	\$8,586,508	\$1,425,650	\$1,118,913	\$2,544,563	\$6,041,945
2014-15	\$10,910,065	\$1,185,473	\$1,169,881	\$2,355,354	\$8,554,711
2015-16	\$13,101,529	\$1,145,363	\$852,258	\$1,997,621	\$11,103,908

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

# The Whitworth Foundation: Define Your Legacy

The Whitworth Foundation upholds Whitworth University's vital mission of educating the minds and hearts of students. Since 1972, the foundation has helped alumni and friends define their legacy at Whitworth through establishing deferred gifts that benefit the donor today and the university for years to come. The foundation staff, along with an experienced and knowledgeable volunteer board of directors, works with donors

to develop gift plans based on their financial objectives, tax considerations, and a deep desire to support Whitworth.

We at The Whitworth Foundation are grateful to all of you who have included Whitworth University in your estate plans. Because of your gift, your legacy lives on, both at Whitworth and through Whitworth, as students become equipped to serve, lead and give to a world in need.

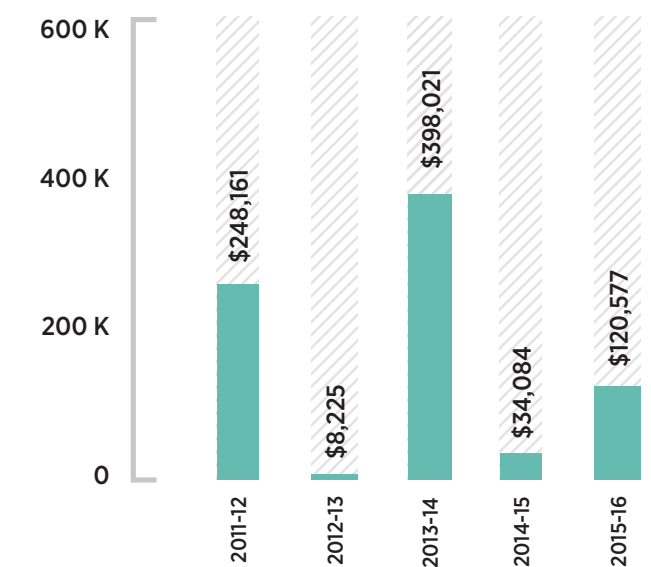
## TOTAL DEFERRED GIFTS UNDER MANAGEMENT

As of June 30, 2016

Trusts	\$12,320,474.52	Life insurance cash value	\$3,184,178.75	<b>Total assets</b> <b>\$18,309,814.71</b>
Charitable gift annuities	\$1,920,370.44	Other	\$703,523.39	
Pooled funds	\$181,267.62			

2015-16 maturities transferred to Whitworth University **\$323,019**

## NEW GIFTS TO THE WHITWORTH FOUNDATION





## **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.