Dickinson

Strategic Plan III
Key Performance Indicators

Office of Institutional Research

January, 2014

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Enrollment Management (1 of 2)

	FY 2011	FY 2012	FY 2013	FY 2014	SPIII Goals for 2015
Enrollment (FTE)	2,359	2,350	2,331	2,343	2,200-2,300
Applications	5,033	6,067	5,844	5,827	5,750-6,000
Admit rate	48%	42%	40%	44%	40-42%
Early decision	44%	42%	49%	42%	48-50% of incoming class
Yield rate	27%	26%	26%	24%	30-35%
Quality	1289 SAT average, 54% in top 10%	1288 SAT average, 52% in top 10%	1293 SAT average, 48% in top 10%	1288 SAT average, 46% in top 10%	1300-1330 SAT; over 50% in the top 10% of high school class

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Enrollment Management (2 of 2)

	FY 2011	FY 2012	FY 2013	FY 2014	SPIII Goals for 2015
Retention (1st to 2nd year)	90%	90%	91%	90%	93%
Geography (Proportion outside NE)	22%	24%	22%	22%	30% (VA- ME corridor)
Geography (Proportion International)	8%	6%	8%	8%	8% or more
Students of color	15%	15%	13%	15%	12% or more
Financial aid: Discount Rate	42% discount rate	35% discount rate	36% - discount rate	38% discount rate	3-5% below the peer/national average
Financial Aid: Proportion receiving Need-Based Aid	52% on need-based aid	57% on need-based aid	50% on need-based aid	53% on need- based aid	% of class on need-based aid 50-52%
Financial Aid: Amount Funded by Endowment	$3.4 million aid funded from endowment	$3.5 million aid funded from endowment	$3.6 million aid funded from endowment	$4 million aid funded from endowment	aid funded from endowment $5 million

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Finances

	FY 2011	FY 2012	FY 2013	FY 2014	SPIII Goals for 2015
Credit Rating	College was upgraded to "A+ with a stable outlook"	Credit rating of "A+ with stable outlook" reaffirmed (annual update, June 2012).	Credit rating of "A+ with stable outlook" reaffirmed (September 2012 bond issue rating).	Credit rating of "A+ with stable outlook" reaffirmed (annual update, October 2013).	Sustain or improve the college's S&P "A" rating.
Operating Budget	Net operating surplus of $2,340,792 after principal payments and strategic reinvestments.	Net operating surplus of $684,269 after principal payments and strategic reinvestments.	Net operating surplus of $24,381 after principal payments and strategic reinvestments.	Currently projecting year-end net operating surplus of $1.5 million.	Balanced annual operating budget or better.
Endowment Return	10-year annualized return as of 6/30/11 was 7.0%. 10-year annualized benchmark was 8.5%.	10-year annualized return as of 6/30/12 was 8.1%. 10-year annualized benchmark was 8.4%.	10-year annualized return as of 6/30/13 was 9.4%. 10-year annualized benchmark was 8.1%.	10-year annualized return as of 11/30/13 was 9.2%. 10-year annualized benchmark was 8.0%.	Spending rate (5% of 12-quarter avg) + inflation (CPI) + 1%.
Endowment Market Value	Total market value as of 6/30/11 was $360.5 million.	Total market value as of 6/30/12 was $354.9 million.	Total market value as of 6/30/13 was $391.1 million.	Total market value as of 11/30/13 was $412.0 million.	$400 million
Reserves (defined in SP III as unrestricted net assets, minus PPE net of debt)	Reserves as of 6/30/11 were $209.1 million. Nine months of operating expenses for FY 11 was $81.2 million.	Reserves as of 6/30/12 were $207.5 million. Nine months of operating expenses for FY 12 was $87.0 million.	Reserves as of 6/30/13 were $231.0 million. Nine months of operating expenses for FY 13 was $90.7 million.	Data will be available with FY 14 annual financial audit.	No less than nine months of net operating expenses

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Facilities

	FY 2011	FY 2012	FY 2013	FY 2014	SPIII Goals for 2015
Capital Investment	Admissions: $3.4M Althouse: $5.8M Trellis: $1.2M **Total: $10.4M**	Rubendall: $1.2M Kaufman (CSE): $2.9M **Total: $4.1M**	Greenhouse: $3.0M Soccer Stadium: $1.5M **Total: $4.5M**	Rector North: $13.0M Kline Fitness: $13.9M Durden ATC: $9.9M **Total: $36.8M**	$35M Investment in major facilities projects
Facilities Condition Index*	DM: $45,000,000 RV: $516,500,000 **FCI: 9%**	DM: $45,000,000 RV: $517,000,000 **FCI: 9%**	DM: $45,000,000 RV: $519,000,000 **FCI: 9%**	DM: $45,000,000 RV: $530,000,000 **FCI: 7%**	FCI *(ratio of deferred maint. to facility replacement value)* of 10% or less

*Annual deferred maintenance values are a qualified estimate based on Facilities Management's project inventory.

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Sustainability

	FY 2011	FY 2012	FY 2013	FY 2014	SPIII Goals for 2015
Carbon Reductions	3% reduction = 540 metric tonnes	7% reduction = 1,209 metric tonnes	Data analysis in progress	Data not available	Reduce carbon emission by 2% or more annually
LEED Silver Construction Standard	LEED Gold for New Construction for Admissions Addition	No qualifying projects	Rector North addition completed and will be certified as part of LEED for existing buildings for entire complex	Durden Athletic Training Center and Kline Fitness both targeted for LEED Gold	All major construction / renovation to LEED Silver or better

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Human Resources

	FY 2011	FY 2012	FY 2013	FY 2014	SPIII Goals for 2015
ERI Local Market Salaries (Support Staff) Hiring Rates/Actual Rates	77.7%/96.0%	74.8%/99.0%	77.4%/95.5%	76.5%/96.8%	80%/100%
CUPA-HR Administrator Salaries *(to have at least 75% of the matched positions above the 25th percentile).*	61.10%	63.90%	58.60%	66.30%	75%
Benefits expense as a percentage of total compensation *(budgeted)*	30.30%	33.70%	34.20%	32.90%	≤ 32%
Total Healthcare Costs *(Per Member Per Month)*	2.54% increase from FY10	28.79% increase from FY11	7.05% increase from FY12	1.35% increase from FY13 (through 12/31/13)	≤ 8% increase per year
Dickinson College is a great organization where people want to work *(% of respondents who agreed or strongly agreed with statement)*	N/A	N/A	85% (Survey is currently administered every four years)		

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Advancement

	FY 2011	FY 2012	FY 2013	FY 2014	SPIII Goals for 2015
Annual fund	$4.15 million	$4 million	$4.54 million	$2.3 million	$6 million giving level
Increase membership to the John Dickinson Society	626	628	653	372	Inc. $2,500 and above gifts by 30% (n=850)
Alumni participation rate in giving	32%	30%	26%	16%	38%
Recent alumni (1-5 years out) participation rate in giving	26%	24%	21%	9%	35%
Parent participation rate in giving	34%	35%	41%	24%	40%
Senior class gift drive participation	55%	39%	40%	19%	90%
Old West Society	341 (20)	350 (20)	350 (24)	346 (8)	Increase membership to 500 members (# of new members)