

Strategic Plan III  
How Do We Measure Our Success?  
Key Performance Indicators

Enrollment Management	FY 2011	FY 2012	FY 2013	FY 2014 (as of 1/24/14)	SPIII Goals for 2015
Enrollment	2010: 2,359 FTE	2011: 2,350 FTE	2012: 2,331 FTE	2013: 2,343 FTE	2,200-2,300
Applications	Class of 2014: 5,033	Class of 2015: 6,067	Class of 2016: 5,844	Class of 2017: 5,827	5,750-6,000
Admit rate	Class of 2014: 48%	Class of 2015: 42%	Class of 2016: 40%	Class of 2017: 44%	40-42%
Early decision	Class of 2014: 44%	Class of 2015: 42%	Class of 2016: 49%	Class of 2017: 42%	48-50% of incoming class
Yield rate	Class of 2014: 27%	Class of 2015: 26%	Class of 2016: 26%	Class of 2017: 24%	30-35%
Quality	Class of 2014: 1289 SAT average, 54% in top 10%	Class of 2015: 1288 SAT average, 52% in top 10%	SAT Class of 2016: 1293 SAT average, 48% in top 10%	SAT Class of 2017: 1288 SAT average, 46% in top 10%	1300-1330 SAT; over 50% in the top 10% of high school class
Retention (1st to 2nd year)	2009-2010: 90%	2010-2011: 90%	2011-2012: 91%	2012-2013: 90%	93%
Geography	Class of 2014: 22% outside Northeast, 8% international	Class of 2015: 24% outside Northeast, 6% international	Class of 2016: 22% outside Northeast, 8% international	Class of 2017: 22% outside Northeast, 8% international	30% for areas outside the Northeast (VA- ME); 8% international or better
Students of color	Class of 2014: 15%	Class of 2015: 15%	Class of 2016: 13%	Class of 2017: 15%	12% or better
Financial aid: first-year discount rate	Class of 2014: 42% discount rate; 2009-2010 - 52% on need-based aid; \$3.4 million aid funded from endowment	Class of 2015: 35% discount rate; 2010-2011 - 57% on need-based aid; \$3.5 million aid funded from endowment	Class of 2016: 36% - discount rate; 2011-2012 - 50% on need-based aid; \$3.6 million aid funded from endowment	Class of 2017: 38% discount rate; 2012-2013 - 53% on need-based aid; \$4 million aid funded from endowment	3-5% below the peer/national average; % of class on need-based aid 50-52%; aid funded from endowment \$5 million
Finance	FY 2011	FY 2012	FY 2013	FY 2014 (as of 1/24/14)	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

Appendix A

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
<b>Facilities</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014 (as of 1/24/14)</b>	<b>SPIII Goals for 2015</b>
Capital Investment	Admissions: \$3.4M Althouse: \$5.8M <u>Trellis: \$1.2M</u> Total: \$10.4M	Rubendall: \$1.2M <u>Kaufman (CSE): \$2.9M</u> Total: \$4.1M	Greenhouse: \$3.0M <u>Soccer Stadium: \$1.5M</u> Total: \$4.5M	Rector North: \$13.0M Kline Fitness: \$13.9M <u>Durden ATC: \$9.9M</u> 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 ( <i>ratio of deferred maint. to facility replacement value</i> ) of 10% or less
<b>Sustainability</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014 (as of 1/24/14)</b>	<b>SPIII Goals for 2015</b>
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
<b>Human Resources</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014 (as of 1/24/14)</b>	<b>SPIII Goals for 2015</b>
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 ( <i>to have at least 75% of the matched positions above the 25th percentile</i> ).	61.1%	63.9%	58.6%	66.3%	75%
Benefits expense as a percentage of total compensation ( <i>budgeted</i> )	30.3%	33.7%	34.2%	32.9%	<=32%
Total Healthcare Costs ( <i>Per Member Per Month</i> )	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 ( <i>% of respondents who agreed or strongly agreed with statement</i> )	N/A	N/A	85%  (Survey is currently administered every four years)		

## Appendix A

Advancement	FY 2011	FY 2012	FY 2013	FY 2014	SPIII Goals for 2015
Annual fund	\$4.15 million	\$4 million	\$4.54 million	\$3.74 million	\$6 million giving level
Increase membership to the John Dickinson Society	626	628	653	647	Inc. \$2,500 and above gifts by 30% (n=850)
Alumni participation rate in giving	32%	30%	26%	26%	38%
Recent alumni (1-5 years out) participation rate in giving	26%	24%	21%	19%	35%
Parent participation rate in giving	34%	35%	41%	34%	40%
Senior class gift drive participation	55%	39%	40%	48%	90%
Old West Society	341 (20)	350 (20)	350 (24)	348 (12)	Increase membership to 500 members (# of new members)

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