

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

| Enrollment Management                   | FY 2011  | FY 2012   | FY 2013  | FY 2014   | FY 2015   | SPIII Goals for 2015   |
|---|--|---|--|---|---|--|
| Enrollment                              | 2010: 2,359 FTE  | 2011: 2,350 FTE   | 2012: 2,331 FTE  | 2013: 2,343 FTE   | 2014: 2311 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  | Class of 2018: 5,703  | 5,750-6,000  |
| Admit rate                              | Class of 2014: 48%   | Class of 2015: 42%  | Class of 2016: 40%   | Class of 2017: 44%  | Class of 2018: 48%  | 40-42%   |
| Early decision                          | Class of 2014: 44%   | Class of 2015: 42%  | Class of 2016: 49%   | Class of 2017: 42%  | Class of 2018: 43%  | 48-50% of incoming class   |
| Yield rate                              | Class of 2014: 27%   | Class of 2015: 26%  | Class of 2016: 26%   | Class of 2017: 24%  | Class of 2018: 23%  | 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%   | SAT Class of 2018: 1297 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%  | 2013-2014: 90%  | 93%  |
| Geography                               | Class of 2014: 16% outside Northeast, 8% international   | Class of 2015: 18% outside Northeast, 6% international  | Class of 2016: 15% outside Northeast, 8% international   | Class of 2017: 14% outside Northeast, 8% international  | Class of 2018: 16% outside Northeast, 10% 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%  | Class of 2018: 19%  | 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 | Class of 2018: 40% discount rate; 2013-2014 - 55% on need- based aid; \$4.4 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   | FY 2015   | SPIII Goals for 2015   |
| Credit Rating                           | College was upgraded to "A+ with a stable outlook"   | Credit rating of "A+ with stable outlook" reaffirmed ( <i>annual update, June 2012</i> ).                   | Credit rating of "A+ with stable outlook" reaffirmed ( <i>September 2012 bond issue rating</i> ).              | Credit rating of "A+ with stable outlook" reaffirmed ( <i>annual update, October 2013</i> ).                | Credit rating of "A+ with stable outlook" reaffirmed ( <i>annual update, January 2015</i> ).                  | Sustain or improve the college's S&P "A" rating.   |
| Operating Budget                        | Net operating surplus of \$2,340,792 after principal payments and budgeted transfers.                        | Net operating surplus of \$684,269 after principal payments and budgeted transfers.                         | Net operating surplus of <b>\$24,381</b> after principal payments and budgeted transfers.                      | Net operating surplus of \$2,852,857 after principal payments and budgeted transfers.                       | Net operating surplus of \$4,909,840 after principal payments and budgeted transfers.                         | Balanced annual operating budget or better.  |
| Endowment Return                        | 10-year annualized return as of 6/30/11 was 7.0%. 10-year  | 10-year annualized return as of 6/30/12 was 8.1%. 10-year annualized  | 10-year annualized return as of 6/30/13 was 9.4%. 10-year annualized benchmark                                 | 10-year annualized return as of 6/30/14 was 8.9%. 10-year annualized  | 10-year annualized return as of 6/30/15 was 8.4%. 10-year annualized  | Spending rate (5% of 12-quarter avg) + inflation (CPI) + 1%.   |

|  |  |  |   |   |  |  |
|--|--|--|---|---|--|--|
|  | annualized benchmark was 8.5%.   | benchmark was 8.4%.  | was 8.1%.   | benchmark was 7.8%.   | benchmark was 6.9%.  |  |
| 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 6/30/14 was \$436.0 million.   | Total market value as of 6/30/15 was \$444.7 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.    | Reserves as of 6/30/14 were \$253.9 million. Nine months of operating expenses for FY 14 was \$92.1 million.            | Reserves as of 6/30/15 were \$272.6 million. Nine months of operating expenses for FY 15 was \$92.5 million. | 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</b>  | <b>FY 2015</b>   | <b>SPIII Goals for 2015</b>  |
| Capital Investment   | Admissions: \$3.4M<br>Althouse: \$5.8M<br><u>Trellis: \$1.2M</u><br>Total: \$10.4M                           | Rubendall: \$1.2M<br><u>Kaufman (CSE): \$2.9M</u><br>Total: \$4.1M   | Greenhouse: \$3.0M<br><u>Soccer Stadium: \$1.5M</u><br>Total: \$4.5M  | Rector North: \$13.1M<br>Kline Fitness: \$14.1M<br>Durden ATC: \$8.8M<br><u>Biddle bleachers 1.2M</u><br>Total: \$37.2M | No major projects in FY15  | \$35M Investment in major facilities projects  |
| Facilities Condition Index*  | DM: \$45,000,000<br>RV: \$516,500,000<br>FCI: 9%   | DM: \$45,000,000<br>RV: \$517,000,000<br>FCI: 9%   | DM: \$45,000,000<br>RV: \$519,000,000<br>FCI: 9%  | DM: \$45,000,000<br>RV: \$530,000,000<br>FCI: 7%  | DM: \$50,000,000<br>RV: \$554,600,000<br>FCI: 9%   | 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</b>  | <b>FY 2015</b>   | <b>SPIII Goals for 2015</b>  |
| Carbon Reductions  | 5.35% increase = 890 metric tonnes   | 3.29% reduction = 577 metric tonnes  | 8.81% increase = 1494 metric tonnes   | 8.12% increase = 1499 metric tonnes   | 4% reduction = 724 metric tonnes   | 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   | LEED Gold for Durden Athletic Training Center  | 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</b>  | <b>FY 2015</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%   | 74.7%/95.6%  | 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%   | 57.80%  | 54.5%  | 75%  |

|   |                          |                           |  |                          |                           |   |
|---|--------------------------|---------------------------|--|--------------------------|---------------------------|---|
| Benefits expense as a percentage of total compensation ( <i>budgeted</i> )  | 30.3%                    | 33.7%                     | 34.2%  | 32.69%                   | 34.55%                    | <=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                                       | 1.97% decrease from FY13 | 14.92% decrease from FY14 | <= 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%<br><br>(Survey is currently administered every four years) | N/A                      | N/A                       |   |
| <b>Advancement</b>  | <b>FY 2011</b>           | <b>FY 2012</b>            | <b>FY 2013</b>   | <b>FY 2014</b>           | <b>FY 2015</b>            | <b>SPIII Goals for 2015</b>                           |
| Annual fund   | \$4.15 million           | \$4 million               | \$4.54 million   | \$3.74 million           | \$4.81 million            | \$6 million giving level                              |
| Increase membership to the John Dickinson Society   | 626                      | 628                       | 653  | 647                      | 661                       | Inc. \$2,500 and above gifts by 30% (n=850)           |
| Alumni participation rate in giving   | 32%                      | 30%                       | 26%  | 26%                      | 28%                       | 38%   |
| Recent alumni (1-5 years out) participation rate in giving  | 26%                      | 24%                       | 21%  | 19%                      | 18%                       | 35%   |
| Parent participation rate in giving   | 34%                      | 35%                       | 41%  | 34%                      | 33%                       | 40%   |
| Senior class gift drive participation   | 55%                      | 39%                       | 40%  | 48%                      | 49%                       | 90%   |
| Old West Society  | 341 (20)                 | 350 (20)                  | 350 (24)   | 348 (12)                 | 376 (31)                  | Increase membership to 500 members (# of new members) |

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