

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

Enrollment Management	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	SPIII Goals for 2015
Enrollment	2010: 2,359 FTE	2011: 2,350 FTE	2012: 2,331 FTE	2013: 2,343 FTE	2014: 2311 FTE	2015: 2377 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	Class of 2019: 6,031	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%	Class of 2019: 47%	40-42%
Early decision	Class of 2014: 44%	Class of 2015: 42%	Class of 2016: 49%	Class of 2017: 42%	Class of 2018: 43%	Class of 2019: 40%	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%	Class of 2019: 26%	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%	SAT Class of 2019: 1296 SAT average, N/A 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%	2014-2015: 92%	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	Class of 2019: 14% outside Northeast, 12% 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%	Class of 2019: 19%	12% or better
Financial aid: first-year discount rate	Class of 2014: 41% discount rate; 2009-2010 - 57% on need-based aid	Class of 2015: 35% discount rate; 2010-2011 -50% on need-based aid	Class of 2016: 37% - discount rate; 2011-2012 - 53% on need-based aid	Class of 2017: 38% discount rate; 2012-2013 - 55% on need- based aid	Class of 2018: 40% discount rate; 2013-2014 - 55% on need- based aid	Class of 2019: 42% discount rate; 2014-2015 - 53% on need- based aid	3-5% below the peer/national average; % of class on need- based aid 50-52%
Finance	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	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>).	Credit rating of A+ affirmed with outlook revised from stable to positive (<i>part of 2016 bond issuance review in February 2016</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 \$24,381 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.	Net operating surplus of \$5,088,300 after principal payments and budgeted transfers. * draft (unaudited) figure as of 9/7/16	Balanced annual operating budget or better.
Endowment Return	10-year annualized return as of 6/30/11 was 7.0%. 10-year annualized goal of spending plus inflation was 8.5%.	10-year annualized return as of 6/30/12 was 8.1%. 10-year annualized goal of spending plus inflation was 8.4%.	10-year annualized return as of 6/30/13 was 9.4%. 10-year annualized goal of spending plus inflation was 8.1%.	10-year annualized return as of 6/30/14 was 8.9%. 10-year annualized goal of spending plus inflation was 7.9%.	10-year annualized return as of 6/30/15 was 8.4%. 10-year annualized goal of spending plus inflation was 7.6%.	10-year annualized return as of 6/30/16 was 6.7%. * draft (unaudited) figure as of 9/7/16 10-year annualized goal of spending plus inflation was 7.5%.	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 6/30/14 was \$436.0 million.	Total market value as of 6/30/15 was \$444.7 million.	Total market value as of 6/30/16 was \$413.0 million. * draft (unaudited) figure as of 9/7/16	\$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.	Reserves as of 6/30/16 were \$262.8 million. Nine months of operating expenses for FY 16 was \$96.5 million.	No less than nine months of net operating expenses

Facilities	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	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: \$13.1M Kline Fitness: \$14.1M Durden ATC: \$8.8M Biddle bleachers 1.2M Total: \$37.2M	No major projects in FY15		\$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%	DM: \$50,000,000 RV: \$554,600,000 FCI: 9%		FCI (ratio of deferred maint. to facility replacement value) of 10% or less
Sustainability	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	SPIII Goals for 2015
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	5.5% reduction = 1,000 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	Kline Fitness and Squash submitted for LEED Gold New Residence Hall registered and seeking LEED Platinum	All major construction / renovation to LEED Silver or better
Human Resources	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	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%	74.7%/95.6%	81.4%/98.1%	80%/100%
CUPA-HR Administrator Salaries (to have at least 75% of the matched positions above the 25th percentile).	61.1%	63.9%	58.6%	57.80%	54.5%	52.17%	75%
Benefits expense as a percentage of total compensation (actual)	30.35%	33.65%	34.23%	32.91%	30.02%	31.52%	<=32%
Total Healthcare Costs (Per Member Per Month)	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% (Survey is currently administered every four years)	N/A	N/A	N/A	

Advancement	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	SPIII Goals for 2015
Annual fund	\$4.15 million	\$4 million	\$4.54 million	\$3.74 million	\$4.81 million		\$6 million giving level
Aid funded from endowment	\$3.7 million	\$5.0 million	\$5.5 million	\$6.0 million	\$6.6 million	\$6.8 million	aid funded from endowment \$5 million
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.