



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

Enrollment Management	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Enrollment	2011: 2,350 FTE	2012: 2,331 FTE	2013: 2,343 FTE	2014: 2311 FTE	2015: 2377 FTE	2016: 2363 FTE
Applications	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	Class of 2020: 6,172
Admit rate	Class of 2015: 42%	Class of 2016: 40%	Class of 2017: 44%	Class of 2018: 48%	Class of 2019: 47%	Class of 2020: 43%
Early decision	Class of 2015: 42%	Class of 2016: 49%	Class of 2017: 42%	Class of 2018: 43%	Class of 2019: 40%	Class of 2020: 40%
Yield rate	Class of 2015: 26%	Class of 2016: 26%	Class of 2017: 24%	Class of 2018: 23%	Class of 2019: 26%	Class of 2020: 23%
Quality	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%	SAT Class of 2020: 1304 SAT average, 48% in top 10%
Retention (1st to 2nd year)	2010-2011: 90%	2011-2012: 91%	2012-2013: 90%	2013-2014: 90%	2014-2015: 92%	2015-2016: 90%
Geography	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	Class of 2020: 12% outside Northeast, 12% international
Students of color	Class of 2015: 15%	Class of 2016: 13%	Class of 2017: 15%	Class of 2018: 19%	Class of 2019: 19%	Class of 2020: 21%
Financial aid: first-year discount rate	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	Class of 2020: 47% discount rate; 2015-2016 - 59% on need- based aid
Finance	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Credit Rating	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>).	Credit rating of A+ positive reaffirmed (part of 2017 bond issuance review in December 2016).
Operating Budget	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 \$5,087,030 after principal payments and budgeted transfers.	Net operating surplus of 2.8 million after principal payments and budgeted transfers. **draft (unaudited) figure as of 9/6/17

Endowment Return	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%. 10-year annualized goal of spending plus inflation was 7.5%.	10-year annualized return as of 6/30/17 was 6.0%. **draft (unaudited) figure as of 9/6/17 10-year annualized goal of spending plus inflation was 7.3%.
Endowment Market Value	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.	Total market value as of 6/30/17 was \$446.5 million. **draft (unaudited) figure as of 9/6/17
Reserves (defined in SP III as unrestricted net assets, minus PPE net of debt)	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.	Reserves as of 6/30/17 were \$303.8 million. Nine months of operating expenses for FY 17 was \$98.1 million.
Facilities	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Capital Investment	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: \$13.1M Kline Fitness: \$14.1M Durden ATC: \$8.8M <u>Biddle bleachers 1.2M</u> Total: \$37.2M	No major projects in FY15	No major projects in FY16	Began \$19.5M new residence hall construction in spring 2017. On target for opening in fall 2018. 2.5M Phase 1 McKenney Hall <u>renovation</u> Total: \$22M
Facilities Condition Index*	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%	DM: \$44,200,000 RV: \$452,000,000 FCI: 10%	DM: \$36,000,000 RV: \$550,000,000 FCI: 6.5%
Sustainability	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Carbon Reductions	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	1% reduction = 110 metric tonnes
LEED Silver Construction Standard	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	Kline Fitness and Squash submitted for LEED Gold (expect certification by end of calendar year.) New Residence Hall registered and seeking LEED Platinum
Human Resources	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
ERI Local Market Salaries (Support Staff) Hiring Rates/Actual Rates	74.8%/99.0%	77.4%/95.5%	76.5%/96.8%	74.7%/95.6%	81.4%/98.1%	80.8%/97.0%

CUPA-HR Administrator Salaries (<i>to have at least 75% of the matched positions above the 25th percentile</i>).	63.9%	58.6%	57.80%	54.5%	52.17%	54.97%
Benefits as a percentage of salary	33.65%	34.23%	32.91%	30.02%	31.52%	33.22%
Total Healthcare Costs (<i>Per Member Per Month</i>)	28.79% increase from FY11	7.05% increase from FY12	1.97% decrease from FY13	14.92% decrease from FY14	18.44% increase from FY15	4.65% increase from FY16
Dickinson College is a great organization where people want to work (<i>% of respondents who agreed or strongly agreed with statement</i>)	N/A	85% (Survey is currently administered every four years)	N/A	N/A	N/A	N/A
Advancement	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Annual fund	\$4 million	\$4.54 million	\$3.74 million	\$4.81 million	\$4.93 million	\$5.26 million
Aid funded from endowment	\$5.0 million	\$5.5 million	\$6.0 million	\$6.6 million	\$6.8 million	\$7.2 million
Increase membership to the John Dickinson Society	628	653	647	661	727	733

Alumni participation rate in giving	30%	26%	26%	28%	25%	25%
Recent alumni (1-5 years out) participation rate in giving	24%	21%	19%	18%	19%	21%
Parent participation rate in giving	35%	41%	34%	33%	34%	34%
Senior class gift drive participation	39%	40%	48%	49%	53%	28%
Old West Society	350 (20 new)	350 (24 new)	348 (12 new)	376 (31 new)	416 (44 new)	440 (43 new)

*Until FY 2016, annual deferred maintenance values were a qualified estimate based on Facilities Management's project inventory. Starting with FY 2017, the figures are calculated using information from the 2016 Facilities Condition Assessment.