



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

Enrollment Management	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Enrollment	2012: 2,331 FTE	2013: 2,343 FTE	2014: 2311 FTE	2015: 2377 FTE	2016: 2363 FTE	2017:2331 FTE
Applications	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	Class of 2021: 5,941
Admit rate	Class of 2016: 40%	Class of 2017: 44%	Class of 2018: 48%	Class of 2019: 47%	Class of 2020: 43%	Class of 2021: 49%
Early decision	Class of 2016: 49%	Class of 2017: 42%	Class of 2018: 43%	Class of 2019: 40%	Class of 2020: 40%	Class of 2021:39%
Yield rate	Class of 2016: 26%	Class of 2017: 24%	Class of 2018: 23%	Class of 2019: 26%	Class of 2020: 23%	Class of 2021:21%
Quality	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%	SAT Class of 2021: 1340 SAT average, 48% in top 10%
Retention (1st to 2nd year)	2011-2012: 91%	2012-2013: 90%	2013-2014: 90%	2014-2015: 92%	2015-2016: 90%	2016-17: 90%
Geography	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	Class of 2021: 15% outside Northeast, 16% international
Students of color	Class of 2016: 13%	Class of 2017: 15%	Class of 2018: 19%	Class of 2019: 19%	Class of 2020: 21%	Class of 2021: 24%
Financial aid: first-year discount rate	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	Class of 2021: 46% discount rate; 2016-2017 - 59% on need- based aid
Finance	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
redit Rating	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 (<i>part of 2017 bond issuance review in December 2016</i>).	Credit rating of A+ reaffirmed in December 2017 with a stable outlook.

Operating Budget	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.	Net operating surplus of 2.0 million after principal payments and budgeted transfers.
Endowment Return	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%. 10-year annualized goal of spending plus inflation was 7.3%.	10-year average annualized pooled endowment returns as of 6/30/18 were 6.6% compared to our strategic goal of spending plus inflation at 7.3% over the same time period.
Endowment Market Value	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.	Total market value of the endowment as of 6/30/18 was \$472.4 million.
Reserves (defined in SP III as unrestricted net assets, minus PPE net of debt)	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 FY16 was \$96.5 million.	Reserves as of 6/30/17 were \$303.8 million. Nine months of operating expenses for FY17 was \$98.1 million.	Reserves as of 6/30/18 were \$303.6 million. Nine months of operating expenses for FY18 was \$102.1 million.
Facilities	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Capital Investment	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 renovation Total: \$22M	\$19.5M: On-going construction for the new residence hall throughout FY18. On target to open fall 2018. \$1.5M Phase 2 renovation in McKenney Hall – new lobby, kitchen, roof, entrances and balcony. \$1.0M Atwater Hall bathroom renovation. Total: \$22M (note that \$19.5M was included in last year's figures.)
Facilities Condition Index*	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%	DM: \$85,000,000 RV: \$550,000,000 FCI: 0.15
Sustainability	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Carbon Reductions	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	0% reduction = 16,400 metric tonnes

LEED Silver Construction Standard	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	New residence hall is complete and LEED certification is in progress. We are still expecting LEED Platinum certification, which should be complete by the end of FY19. The Kline Center Fitness and Squash project is in the final stages of review by the USGBC. LEED Gold certification is expected by the end of the 2018 calendar year.
Human Resources	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
ERI Local Market Salaries (Support Staff) Hiring Rates/Actual Rates	77.4%/95.5%	76.5%/96.8%	74.7%/95.6%	81.4%/98.1%	80.8%/97.0%	79.3%/ 95.5%
CUPA-HR Administrator Salaries (<i>to have at least 75% of the matched positions above the 25th percentile</i>).	58.6%	57.80%	54.5%	52.17%	54.97%	49.71%
Benefits as a percentage of salary	34.23%	32.91%	30.02%	31.52%	33.22%	35.09%
Total Healthcare Costs (<i>Per Member Per Month</i>)	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	increased 4.53% from FY17
Dickinson College is a great organization where people want to work (<i>% of respondents who agreed or strongly agreed with statement</i>)	85% (Survey is currently administered every four years)	N/A	N/A	N/A	N/A	N/A

Advancement	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Annual fund	\$4.54 million	\$3.74 million	\$4.81 million	\$4.93 million	\$5.26 million	\$4.48 million
Aid funded from endowment	\$5.5 million	\$6.0 million	\$6.6 million	\$6.8 million	\$7.2 million	\$7.2 million
Increase membership to the John Dickinson Society	653	647	661	727	733	954
Alumni participation rate in giving	26%	26%	28%	25%	25%	25%
Recent alumni (1-5 years out) participation rate in giving	21%	19%	18%	19%	21%	19%
Parent participation rate in giving	41%	34%	33%	34%	34%	35%
Senior class gift drive participation	40%	48%	49%	53%	28%	18%
Old West Society	350 (24 new)	348 (12 new)	376 (31 new)	416 (44 new)	440 (43 new)	453 (34 new)

*Includes all priority level items from the 2016 Facilities Conditions Assessment report.