

Board Data Dashboard

Spring 2015

This document provides a brief summary of some of the key performance indicators that we track as an institution. These numbers help us to make strategic decisions and understand our financial health.

Enrollment Data

Enrollment

| | Fall 2010 | Fall 2011 | Fall 2012 | Fall 2013 | Fall 2014 |
|--------------------------------------|-----------|-----------|-----------|-----------|-----------|
| Bachelors Degree (full time student) | 2,339 | 2,308 | 2,350 | 2,483 | 2,493 |
| Bachelors Degree (part time student) | 78 | 68 | 65 | 73 | 75 |
| Graduate Degree (full time student) | 232 | 215 | 155 | 186 | 193 |
| Graduate Degree (part time student) | 911 | 820 | 702 | 617 | 613 |

Note that as the result of specific recruiting efforts to expand our undergraduate population, PLNU has seen an increase in the number of undergraduates enrolled in the last few years.

Academic Quality

Profile of Incoming Freshmen:

| | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 |
|---------------------------------|---------|---------|---------|---------|---------|
| 75 th Percentile SAT | 1240 | 1250 | 1260 | 1260 | 1220 |
| 25 th Percentile SAT | 1030 | 1030 | 1050 | 1040 | 1010 |
| Average weighted GPA | 3.70 | 3.71 | 3.78 | 3.78 | 3.76 |

It is interesting to note that as PLNU's undergraduate enrollment has increased in the last few years, the quality of the students has remained high.

Freshmen Retention:

| | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 |
|--------------------|---------|---------|---------|---------|---------|
| Freshmen Retention | 84% | 81% | 83% | 89% | 84.5% |

Our retention numbers (students who enter as first-time freshmen and return as sophomores) are considered excellent. The fall 2013 retention had a significant increase. We do not yet know if this is a one-time anomaly, but the 2014-15 data suggests that 2013-14 may have been an unusual year.

Undergraduate Graduation Rates:

| Cohort Year (year entered PLNU) | 2004 | 2005 | 2006 | 2007 | 2008 |
|---------------------------------|------|------|------|-------|-------|
| 6 year graduation rate | 73% | 73% | 75% | 72.3% | 73.4% |

Note that PLNU has continued to have strong graduation rates during the economic downturn.

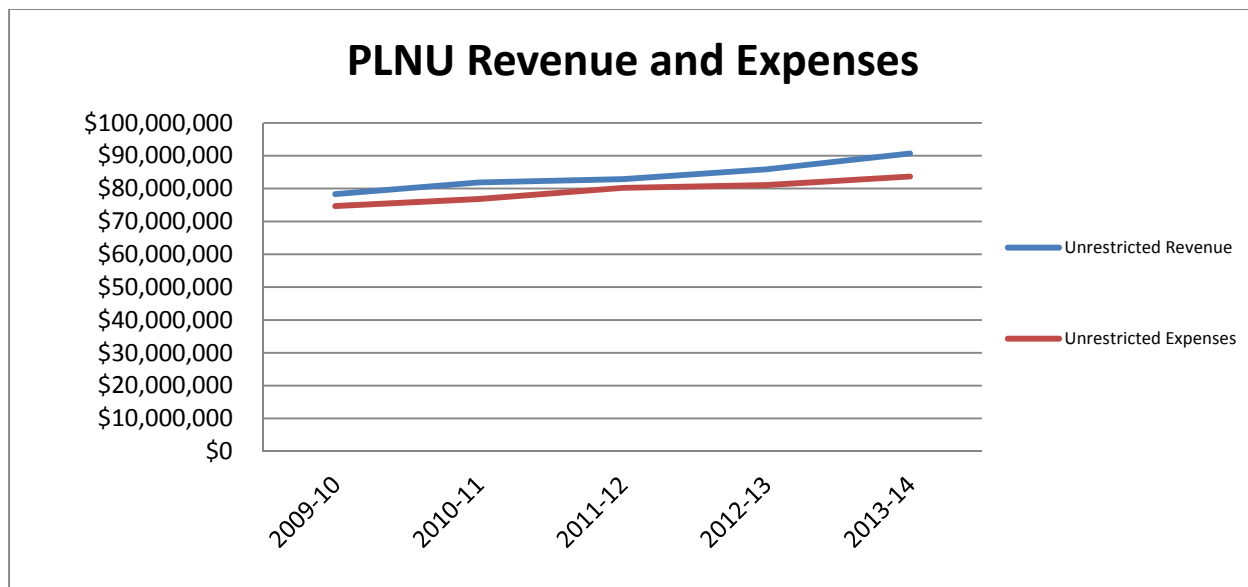
Financial Health

Operating Budget:

| | 2009-10 | 2010-11 | 2011-12 | 2012-13 | 2013-14 |
|-----------------------------|--------------|--------------|--------------|--------------|--------------|
| Unrestricted Revenue (Net)* | \$78,290,915 | \$81,849,361 | \$82,847,439 | \$85,849,964 | \$90,706,114 |
| Unrestricted Expenses | \$74,640,141 | \$76,823,556 | \$80,228,440 | \$81,042,127 | \$83,681,032 |
| Unrestricted Net Income | \$3,650,774 | \$5,025,805 | \$2,618,999 | \$ 4,807,837 | \$ 7,025,082 |

*The revenue that is displayed in this chart is the revenue less the value of the student discount (institutional scholarships). In 2013-14, PLNU provided more than \$18.1M in student discounts/institutional scholarships.

These figures are from PLNU's audited financial statements and include all unrestricted revenues and operating expenses, not just the annual operating budget. The significant increase in Unrestricted Net Income in 2013-14 was the result of increased undergraduate enrollment, made possible by the use of the Liberty Station Conference Center.



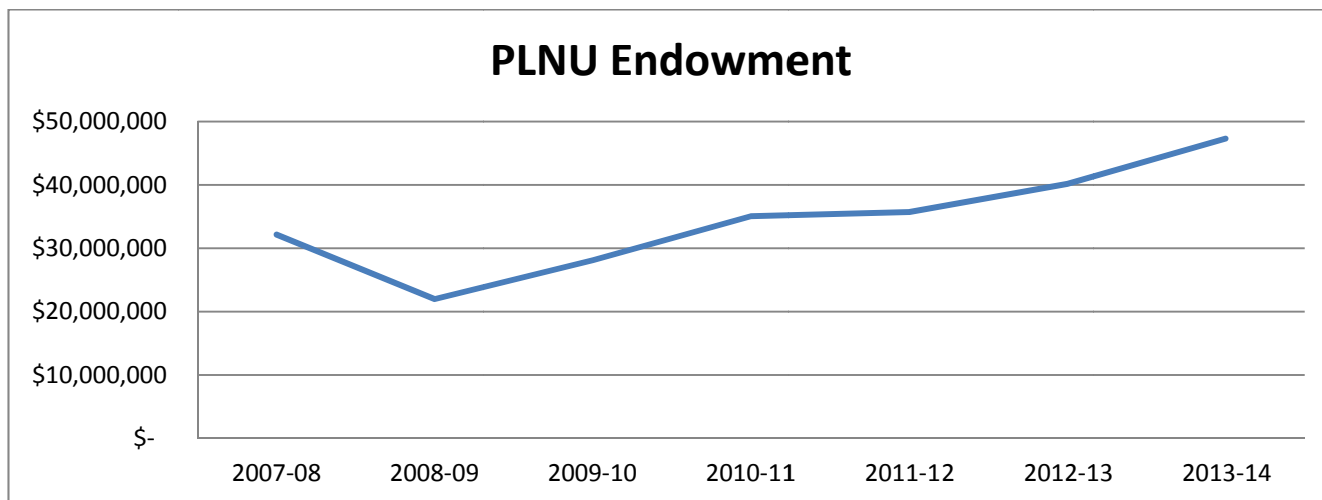
The Funding Gap

Although PLNU successfully weathered the national economic recession of 2008-09, one of the lingering results of that recession has been a “re-set” in the rate of annual tuition increases among higher education institutions. Increases that were consistently in the 5%-6% range prior to 2008 now average 3%-4%, and this is not expected to change in the near future. Recognizing this *new normal*, in 2012 the university moved to using six-year financial projections for institutional planning. In addition to incorporating lower assumptions for annual tuition increases, those projections were based on a *fully funded budget*, one that included a number of critical factors such as: increasing the student discount rate (scholarships) to help address affordability concerns, budgeting appropriately for current and long term renewal and replacement of facilities and equipment, and budgeting for the rapidly increasing cost of faculty and staff health insurance. Those projections concluded that if PLNU made no changes in its business model, within six years the university would have an annual operating deficit of nearly \$11 million. To address this looming funding gap, the university took a 3-pronged approach. First, as a result of the availability of the Liberty Station Conference Center, the university undertook to increase its undergraduate enrollment by 200 FTE students, thereby increasing net income by approximately \$3.4 million. Second, in 2012-13, the university initiated a campus-wide prioritization study to identify \$3 million or more in cost reductions in university programs and services. Finally, the university initiated, also in 2012-13, a strategic enrollment planning process to identify new sources of revenue totaling at least \$4.5 million. Both the campus-wide prioritization study and the strategic enrollment planning process were concluded in the spring of 2014. The prioritization study resulted in identified cost savings of approximately \$3.2 million, to be realized over 3-4 years beginning in the 2014-15 fiscal year. Similarly, the strategic enrollment planning process identified new academic programs that could generate net income in excess of \$5 million annually within the next 4-5 years. Taken together, these steps will help PLNU maintain financial stability through the remainder of this decade.

Endowment:

| | 2009-10 | 2010-11 | 2011-12 | 2012-13 | 2013-14 |
|------------------------------|--------------|--------------|--------------|---------------|--------------|
| End of Year Endowment Value* | \$28,121,117 | \$35,078,209 | \$35,729,579 | \$ 40,164,509 | \$47,308,783 |

*As of fiscal year end (June 30).

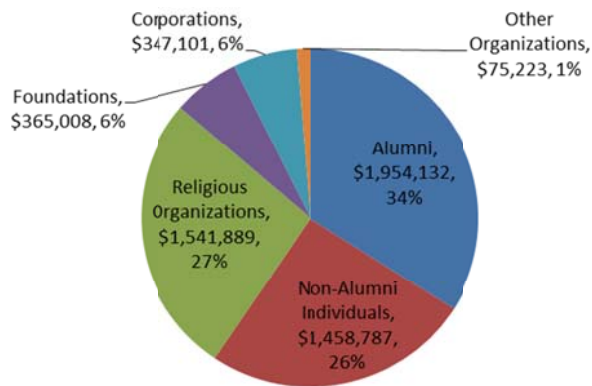


The growth in the endowment has resulted from a combination of investment returns, new gifts from donors for the scholarship endowment, and additions to the quasi-endowment by the university to establish and grow reserves.

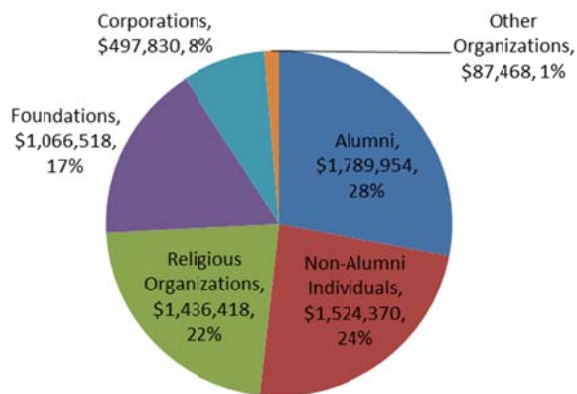
Fundraising

The charts below provide a side by side comparison of the source of donations for the previous two years.

2012-13 Sources of Giving



2013-14 Sources of Giving



The charts show that foundations and corporations are providing an increasing proportion of PLNU's gifts. Gifts from non-alumni individuals are increasing, while gifts from alumni and religious organizations are decreasing.

Fundraising Trends - Gifts

| | 2009-10 | 2010-11 | 2011-12 | 2012-13 | 2013-14 |
|--------------------------------|-------------|-------------|-------------|-------------|-------------|
| Gifts (excludes capital gifts) | \$2,262,824 | \$2,167,044 | \$2,557,718 | \$3,052,728 | \$3,001,663 |
| Capital Gifts | \$494,962 | \$50,309 | \$211,713 | \$1,151,640 | \$3,400,895 |
| Total Gifts | \$2,757,786 | \$2,217,353 | \$2,769,431 | \$4,204,368 | \$6,402,558 |

The increase in capital gifts in 2012-13 and 2013-14 is the direct result of the campaign to fund the Science Building.

Fundraising Trends - Donors

| | 2009-10 | 2010-11 | 2011-12 | 2012-13 | 2013-14 |
|---|---------|---------|---------|---------|---------|
| Number of Donors (excludes capital gift donors) | 3,002 | 2,950 | 2,584 | 2,444 | 2,353 |
| Number of Donors (capital gifts) | 82 | 19 | 36 | 82 | 225 |
| Total Donors | 3,084 | 2,969 | 2,620 | 2,526 | 2,578 |

University Fund Trends

| | 2009-10 Full Year | 2010-11 Full Year | 2011-12 Full Year | 2012-13 Full Year | 2013-14 Full Year |
|-----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| University Fund Donors | 1,849 | 1,508 | 1,568 | 1,648 | 1,374 |
| University Fund Total Gifts | \$526,362 | \$421,629 | \$529,127 | \$593,440 | \$513,029 |

Based on recent experience with the university's annual fund, we are designing new strategies for annual fundraising that are being implemented in the 2014-15 year.

Alumni Participation

| | 2009-10 | 2010-11 | 2011-12 | 2012-13 | 2013-14 |
|--|---------|---------|---------|---------|---------|
| Number of Undergraduate Alumni of Record | 14,878 | 13,712 | 14,487 | 15,381 | 16,354 |
| Number of Undergraduate Alumni Solicited | 14,087 | 12,927 | 12,548 | 12,740 | 14,057 |
| Number of Undergraduate Alumni Donors | 1,681 | 1,483 | 1,370 | 1,376 | 1,272 |
| Alumni Giving Rate | 11.9% | 11.5% | 10.9% | 10.8% | 9.0% |

Note that the alumni of record, as defined by *US News and World Report*, are former full- or part-time students with an undergraduate degree from PLNU and for whom we have a current address. Alumni Giving Rate is calculated for this report by dividing the number of Undergraduate Alumni Donors by the number of Undergraduate Alumni Solicited. This data is consistent with national trends which show that the alumni giving rate in 2014 was 8.3%.

Alumni Giving

| | 2009-10 | 2010-11 | 2011-12 | 2012-13 | 2013-14 |
|-----------------------------------|-------------|-----------|-------------|-------------|-------------|
| Alumni Giving Reported to the CAE | \$1,019,510 | \$872,209 | \$1,453,797 | \$2,004,304 | \$1,789,954 |

This data reflects that same trend which can be seen in the pie charts above; we are receiving fewer donations from alumni. However, we are seeing a marked increase in gifts from foundations and corporations.

Year-to-Date PLNU Fundraising Trends

| | 2010-11 YTD Dec 31 | 2011-12 YTD Dec 31 | 2012-13 YTD Dec 31 | 2013-14 YTD Dec 31 | 2014-15 YTD Dec 31 |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| University Fund Gifts Raised Year to Date | \$251,619 | \$306,668 | \$354,591 | \$299,460* | \$324,515** |
| Restricted Project Funds Raised Year to Date | \$1,091,857 | \$1,360,131 | \$1,387,757 | \$1,060,663 | \$976,161 |
| Total Gifts Raised Year to Date | \$1,373,885 | \$1,768,413 | \$1,882,862 | \$2,671,359* | \$2,522,922** |

The numbers in the table above are all year-to-date (as of December 31) and provide a year-over-year comparison of giving trends.

*Includes President's Gathering 2013 gifts in the amount of \$55,750, which were designated to University Fund FY14.

**Includes President's Gathering 2013 gifts in the amount of \$69,500.01 which were designated to University Fund FY15.

Undergraduate Applicant Pool and Demographic Trends

First Time Freshman Application Data:

| | Spring 2011 | Spring 2012 | Spring 2013 | Spring 2014 | Spring 2015 |
|---|-------------|-------------|-------------|-------------|-------------|
| First Time Freshman Applicants | 3,629 | 3,446 | 3,005 | 2,843 | 2,692 |
| First Time Freshman Acceptance | 1,419 | 1,603 | 1,629 | 1,603 | 1,587 |
| First Time Freshman Deposits | 89 | 110 | 80 | 118 | 138 |
| First Time Freshman Yield (enrolled following fall) | 532 | 601 | 647 | 588 | TBD |

Transfer Application Data:

| | Spring 2011 | Spring 2012 | Spring 2013 | Spring 2014 | Spring 2015 |
|--|-------------|-------------|-------------|-------------|-------------|
| Transfer Applications | 642 | 585 | 451 | 530 | 425 |
| Transfer Yield (enrolled following fall) | 151 | 134 | 144 | 198 | TBD |

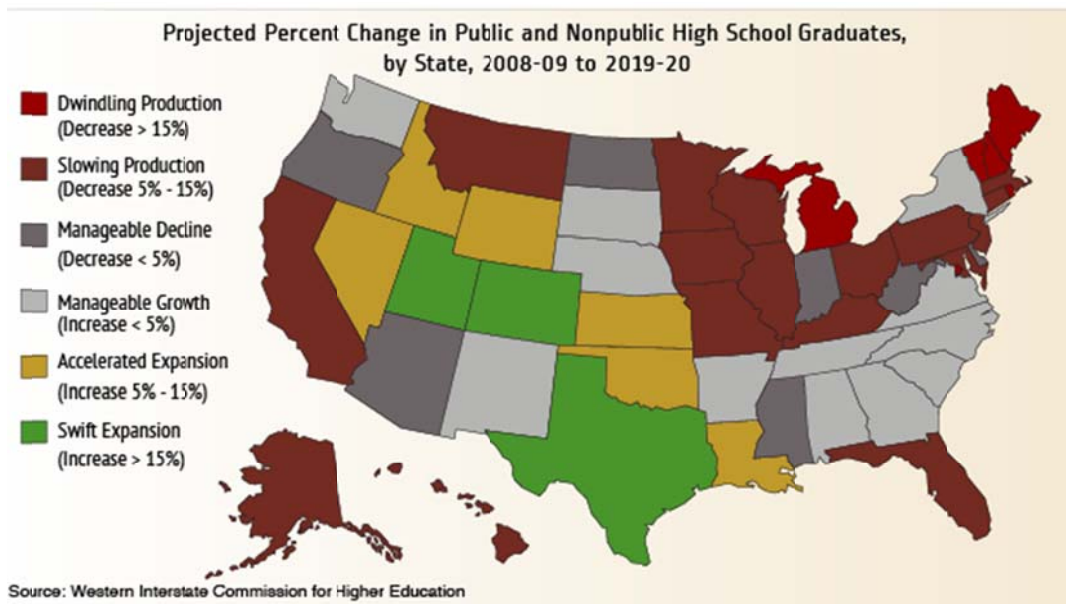
Note that all of the admissions data above is a “snapshot” of the information at the same point in the annual admissions cycle. In 2015 that date was February 26, 2015.

Percentage of Undergraduate Admissions in Ethnic Minority Groups (students entering by year)*:

| | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 |
|------------------------------|---------|---------|---------|---------|---------|
| All minority groups combined | 31% | 35% | 38% | 35% | 39% |
| Hispanic | 17% | 19% | 20% | 19% | 24% |
| Asian/Pacific Islander | 7% | 10% | 6% | 6% | 6% |
| Black | 2% | 4% | 2% | 1% | 2% |

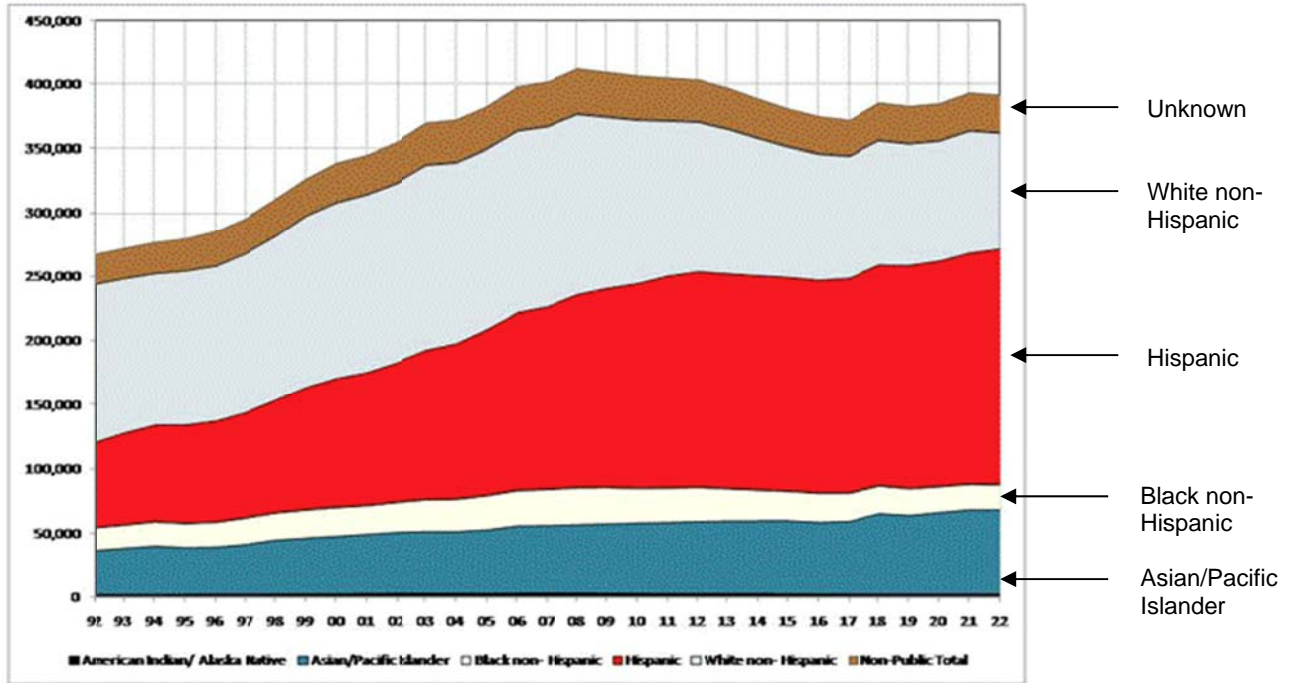
*The ethnicity numbers are for first time freshmen.

PLNU’s enrollment planning is informed by a wide variety of data points. Approximately 75% of our undergraduate students come from the State of California. One critical issue that the University is tracking is the changing number of high school graduates in the State of California. As can be seen in the map below, California is expected to see a 5-15% decrease in the number of high school graduates in the coming years. The largest part of the decrease is expected to occur in the window 2010-11 through 2013-14 where the state will experience a 9% decrease in high school graduates. However nearby states: Washington, Nevada, Utah, Colorado, New Mexico and Texas are all expected to see growth. PLNU has already begun new strategies to recruit students from other states.



Below is some graphical demographic data from the College Board. It is important to note that currently about one quarter of high school graduates in California are white non-Hispanic, and in the next ten years, that percentage will continue to drop. Over the next ten years, approximately one half of the pool of high school graduates in the State of California will be Hispanic.

**Number of High School Graduates,
1992-2022: California**



Source: WICHE

Financial Aid

Average Financial Aid Package:

| | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 |
|------------------------|----------|----------|----------|----------|----------|
| Undergraduate Students | \$22,633 | \$23,456 | \$25,493 | \$25,658 | \$26,896 |
| Graduate Students | \$17,574 | \$17,011 | \$16,799 | \$17,500 | \$18,776 |

The average financial aid package for undergraduate students has increased 18.8% since 2010-11, which is more than the 15% increase in tuition and fees during this same period. The even better news is that this increased aid has been almost entirely in the form of scholarships and grants. The average annual amount borrowed by students during the past four years has been flat or slightly down. The lack of growth in student borrowing is at least partly the result of PLNU's push for "responsible borrowing" rather than "eligible borrowing" (students borrowing only what they need instead of the maximum amount for which they are eligible).

Number of Undergraduate Students Receiving Financial Aid:

| | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 |
|---------------------------------|---------|---------|---------|---------|---------|
| Undergraduate | 2,169 | 2,149 | 2,227 | 2,325 | 2,361 |
| Undergraduates with Pell Grants | 676 | 680 | 682 | 714 | 716 |
| Undergraduates with Cal Grants | 468 | 445 | 487 | 522 | 554 |

In the last few years we have seen an increase in the number of Pell Grant- and Cal Grant-eligible students (both grants are need-based) due to the recession and its financial impact on families. Unfortunately, future funding levels for both programs remain uncertain. In 2013-14 there was a small reduction in the Cal Grant (\$139 per student) and that reduced amount was maintained in 2014-15. There is a possibility that the Cal Grant will drop by \$1000 per student in 2015-16. Lobbying efforts are underway to try to stop this change which would be a huge cut for our most needy students.

Number of Graduate Students Receiving Financial Aid:

| | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 |
|-------------------|---------|---------|---------|---------|---------|
| Graduate Students | 946 | 928 | 724 | 668 | 611 |

We have seen a decrease in the number of graduate students and a corresponding decrease in the number of graduate students receiving financial aid.

Tuition and General Fee Data

| School | 2014-15 Tuition | 2014-15 Increase | 2015-16 Tuition* | 2015-16 Increase |
|--------------------------|-----------------|------------------|--------------------|--------------------|
| PLNU | \$31,400.00 | 3.46% | \$32,400.00 | 3.18% |
| Azusa Pacific University | \$33,096.00 | 2.45% | Available in March | Available in March |
| Biola | \$33,322.00 | 3.67% | \$34,498.00 | 3.53% |
| Cal Baptist | \$29,422.00 | 4.66% | \$30,384.00 | 3.27% |
| California Lutheran | \$37,140.00 | 3.98% | Available in March | Available in March |
| Concordia | \$29,990.00 | 1.21% | Available in March | Available in March |
| Fresno Pacific | \$26,638.00 | 3.59% | \$27,854.00 | 4.56% |
| Master's College | \$29,860.00 | 3.68% | \$30,920.00 | 3.55% |
| Vanguard University | \$29,980.00 | 2.50% | \$29,980.00 | 0.00% |
| Pepperdine | \$46,440.00 | 3.43% | Available in March | Available in March |
| University of San Diego | \$42,822.00 | 3.45% | Available in March | Available in March |
| Westmont College | \$39,990.00 | 3.84% | Available in March | Available in March |

*Tuition data is for tuition and general fees.

Preparing Students for a Global World

| | 2009-10 | 2010-11 | 2011-12 | 2012-13 | 2013-14 |
|--|---------|---------|---------|---------|---------|
| Percentage of Students Participating in Study Abroad programs (international and domestic) each year | 8.3% | 6.7% | 8.0% | 7.0% | 8.6% |
| Percentage of undergraduate students participating in LoveWorks and Mexico Ministry Trips | 7.1% | 15.2% | 17.2% | 15.4% | 21.8% |

We have had significant success in our study abroad program, and we continue to see broad student participation in academic year and summer programs. In 2010-11 the Mexico Ministry program was reconfigured to offer a great number of international ministry opportunities for students and to allow for broader participation from faculty and staff. This redesigned program includes the Spring Break Build. An additional benefit of the reshaping of the Mexico Ministry is that it provides a greater number of opportunities for staff and faculty to join students in international ministry.

The Center for International Development and the Center for Justice and Reconciliation have a wealth of programs and events that help to expand the global understanding of our students.

There are a significant number of classes in the Department of Sociology and Social Work, the School of Business, and the Department of Literature, Journalism and Modern Languages that help students to enlarge their understanding of other cultures and peoples.

Keeping Curriculum Current and Rigorous

PLNU employs a number of quality assurance processes for our curricular offerings. These include:

- The six-year cycle of department program reviews
- The process for making curricular changes through the Academic Policies Committee (undergraduate curriculum) and the Graduate Studies Committee (graduate curriculum)
- WASC accreditation and professional accreditation for some programs (e.g. nursing, education, business)

All of these processes involve comparison with national standards for excellence and the use of assessment for making adjustments in programs and curriculum.



As part of our ongoing work to provide the best possible education for our students, all curricular and co-curricular areas of the university engage in an annual assessment of their work. The new national standard is that basic assessment information be posted on our website where it can be easily viewed by the public. The assessment reports are built around the diagram shown to the left. This allows for a clear and easily navigable way to understand PLNU's assessment system. It has been received positively by academic leaders at PLNU because it greatly simplifies the annual assessment reporting process. To see the curricular assessment data go to: <http://assessment.pointloma.edu/academic-assessment/>. In addition, PLNU was recently identified as an exemplar institution by the National Institute for Learning Outcomes Assessment (NILOA) for our work in assessment.

Recent Approvals and Actions:

- WASC approved PLNU's first fully online program, the MA Strategic Organizational Leadership. The new program was launched in January 2015 with 18 students. This is the first degree program housed in Extended Learning.
- WASC approved the new MS Kinesiology. The program will start in fall 2015 at Liberty Station.
- State Authorization is required from each state before online students are recruited or admitted from that state. PLNU has approval in 42 states to offer online programs.
- Corona Teach Out plan will be sent to WASC in March 2015 for review and approval
- WASC Steering Committee begins for the accreditation reaffirmation filing in fall 2016
- PLNU was invited to attend the national launch of the Degree Qualification Profile, a national framework for defining the quality standards for the associate, bachelors, and master degree. PLNU participated in the pilots for the Council of Independent Colleges and WASC.
- PLNU hosted the new WASC President, Dr. Mary Ellen Petrisko, as well as consortium accreditation officers and provosts from faith-based schools.

Preparing for PLNU's Reaffirmation of Accreditation with WASC in 2016-18

PLNU received reaffirmation for ten-years in February 2008. In fall 2016, PLNU will begin filing their documents for the next reaffirmation cycle. Since the last filing, WASC has significantly redesigned the reaffirmation process in order to reduce the burden on institutions. The new process will be a one-half year to two year process and will begin with PLNU's report filing in fall 2016, followed by an off-sight review in spring 2017 and a campus visit in fall 2017.

The President has formed a WASC Steering Committee that will lead the institution through the reaffirmation process. The first meeting of the Steering Committee is scheduled for March 18th. The WASC Steering Committee is organized around the eight components of the university's self-study. The components of the report include, but are not limited to:

- Institutional context
- Compliance checklist
- Meaning, Quality, and Integrity of the Degree
- Educational quality
- Student success: graduation and retention
- Quality assurance and improvement
- Sustainability, financial viability, and changing environment
- Reflections and plans for improvement