

Board Data Dashboard

Spring 2016

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 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015
Bachelors Degree (full time student)	2,308	2,350	2,483	2,493	2,586
Bachelors Degree (part time student)	68	65	73	75	78
Adult Degree Completion Students (all part time)					103
Graduate Degree (full time student)	215	155	186	193	290
Graduate Degree (part time student)	820	702	617	613	606

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. We have begun our adult degree completion programs and are seeing steady growth each semester.

Academic Quality

Profile of Incoming Freshmen:

	2011-12	2012-13	2013-14	2014-15	2015-16
75 th Percentile SAT	1250	1260	1260	1220	1250
25 th Percentile SAT	1030	1050	1040	1010	1020
Average weighted GPA	3.71	3.78	3.78	3.76	3.79

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:

	2011-12	2012-13	2013-14	2014-15	2015-16
Freshmen Retention	81%	83%	89%	84.5%	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.

Traditional Undergraduate Graduation Rates:

Cohort Year (year entered PLNU)	2005	2006	2007	2008	2009
6 year graduation rate	73%	75%	72.3%	73.6%	75.0%

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

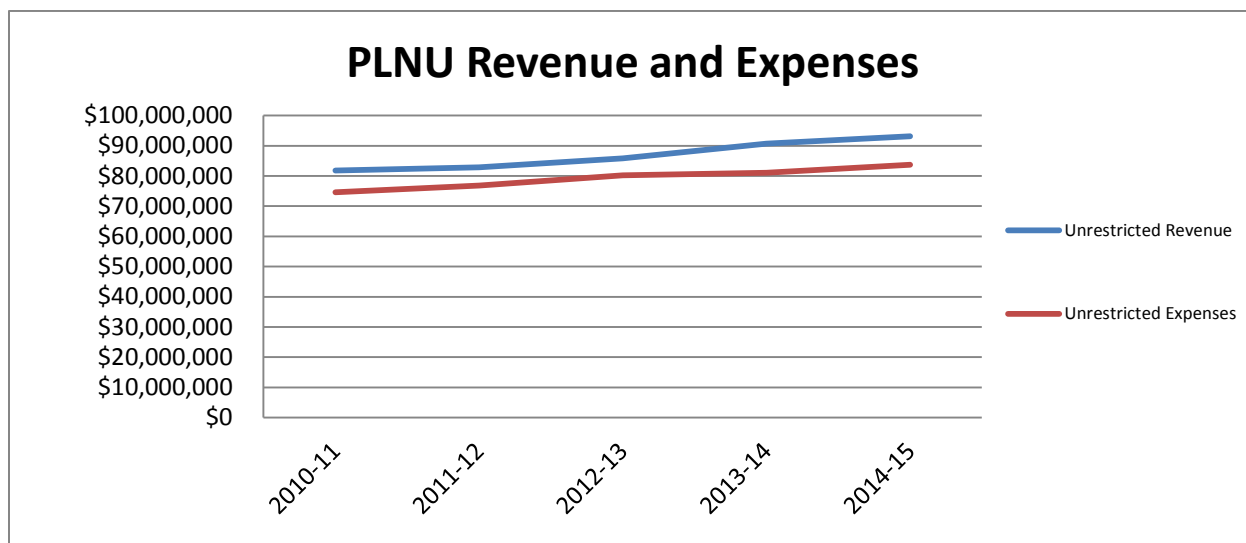
Financial Health

Operating Budget:

	2010-11	2011-12	2012-13	2013-14	2014-15
Unrestricted Revenue (Net)*	\$81,849,361	\$82,847,439	\$85,849,964	\$90,706,114	\$93,157,572
Unrestricted Expenses	\$76,823,556	\$80,228,440	\$81,042,127	\$83,681,032	\$85,828,820
Unrestricted Net Income	\$5,025,805	\$2,618,999	\$ 4,807,837	\$ 7,025,082	\$ 7,328,752

*The revenue that is displayed in this chart is the revenue less the value of the student discount (institutional scholarships). In 2014-15, PLNU provided more than \$20.4M 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 2014-15 was the result of increased undergraduate enrollment, made possible by the use of the Liberty Station Conference Center as well as our new adult degree completion programs.



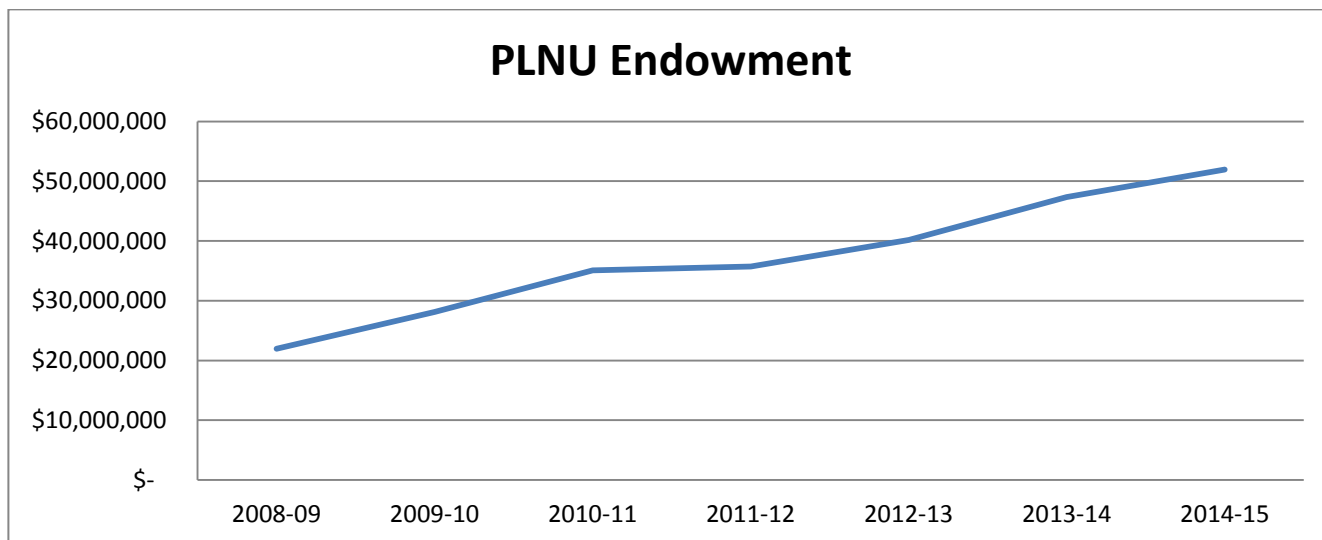
The Funding Gap

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:

	2010-11	2011-12	2012-13	2013-14	2014-15
End of Year Endowment Value*	\$35,078,209	\$35,729,579	\$ 40,164,509	\$47,361,554	\$51,961,162

*As of fiscal year end (June 30).

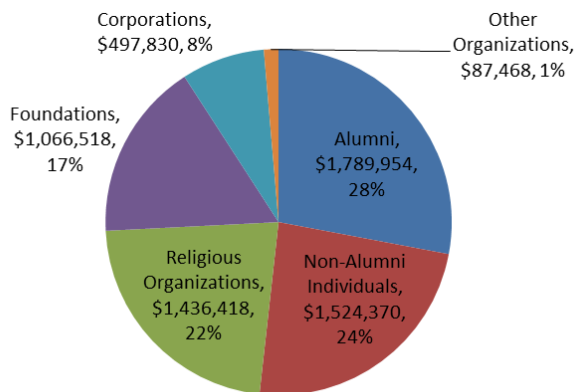


The growth in the endowment has resulted from a combination of investment returns, new gifts from donors for the scholarship endowment, and additions to the quasi-endowment by the university to establish and grow reserves.

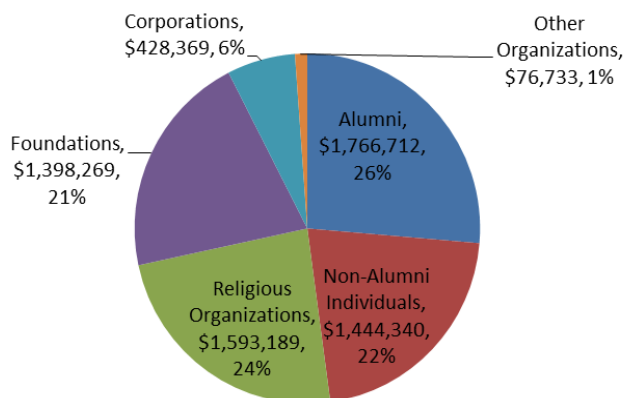
Fundraising

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

2013-14 Sources of Giving



2014-15 Sources of Giving



The charts show that foundations, corporations and non-alumni individuals are providing an increasing proportion of PLNU's gifts.

Fundraising Trends - Gifts

	2010-11	2011-12	2012-13	2013-14	2014-15
Gifts (excludes capital gifts)	\$2,167,044	\$2,557,718	\$3,052,728	\$3,001,663	\$3,135,324
Capital Gifts	\$50,309	\$211,713	\$1,151,640	\$3,400,895	\$3,572,288
Total Gifts	\$2,217,353	\$2,769,431	\$4,204,368	\$6,402,558	\$6,707,612

Fundraising Trends - Donors

	2010-11	2011-12	2012-13	2013-14	2014-15
Number of Donors (excludes capital gift donors)	2,950	2,584	2,444	2,353	2,547
Number of Donors (capital gifts)	19	36	82	225	297
Total Donors	2,969	2,620	2,526	2,578	2,844

University Fund Trends

	2010-11 Full Year	2011-12 Full Year	2012-13 Full Year	2013-14 Full Year	2014-15 Full Year
University Fund Donors	1,508	1,568	1,648	1,374	1,197
University Fund Total Gifts	\$421,629	\$529,127	\$593,440	\$513,029*	\$486,459**

* 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

Alumni Participation

	2010-11	2011-12	2012-13	2013-14	2014-15
Number of Undergraduate Alumni of Record	13,712	14,487	15,381	16,354	16,681
Number of Undergraduate Alumni Solicited	12,927	12,548	12,740	14,057	16,038
Number of Undergraduate Alumni Donors	1,483	1,370	1,376	1,272	1,510
Alumni Giving Rate	11.5%	10.9%	10.8%	9.0%	9.4%

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 believe we have a valid address or other ways to make contact. Alumni Giving Rate is calculated for this report by dividing the number of Undergraduate Alumni Donors by the number of Undergraduate Alumni Solicited.

Alumni Giving

	2010-11	2011-12	2012-13	2013-14	2014-15
Alumni Giving Reported to the CAE	\$872,209	\$1,453,797	\$2,004,304	\$1,789,954	\$1,766,712

Year-to-Date PLNU Fundraising Trends

	2011-12 YTD Dec 31	2012-13 YTD Dec 31	2013-14 YTD Dec 31	2014-15 YTD Dec 31	2015-16 YTD Dec 31
University Fund Gifts Raised Year to Date	\$306,668	\$354,591	\$299,460*	\$324,515**	\$307,397
Restricted Project Funds Raised Year to Date	\$1,360,131	\$1,387,757	\$1,060,663	\$976,161	\$1,115,027
Total Gifts Raised Year to Date	\$1,768,413	\$1,882,862	\$2,671,359*	\$2,522,922**	\$2,167,703

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 2012	Spring 2013	Spring 2014	Spring 2015	Spring 2016
First Time Freshman Applicants	3,446	3,005	2,843	2,692	3,309
First Time Freshman Acceptance	1,603	1,629	1,603	1,587	1,710
First Time Freshman Deposits	110	80	118	138	130
First Time Freshman Yield (enrolled following fall)	601	647	588	599	TBD

Traditional Student Transfer Application Data:

	Spring 2012	Spring 2013	Spring 2014	Spring 2015	Spring 2016
Transfer Applications	585	451	530	425	410
Transfer Yield (enrolled following fall)	134	144	198	245	TBD

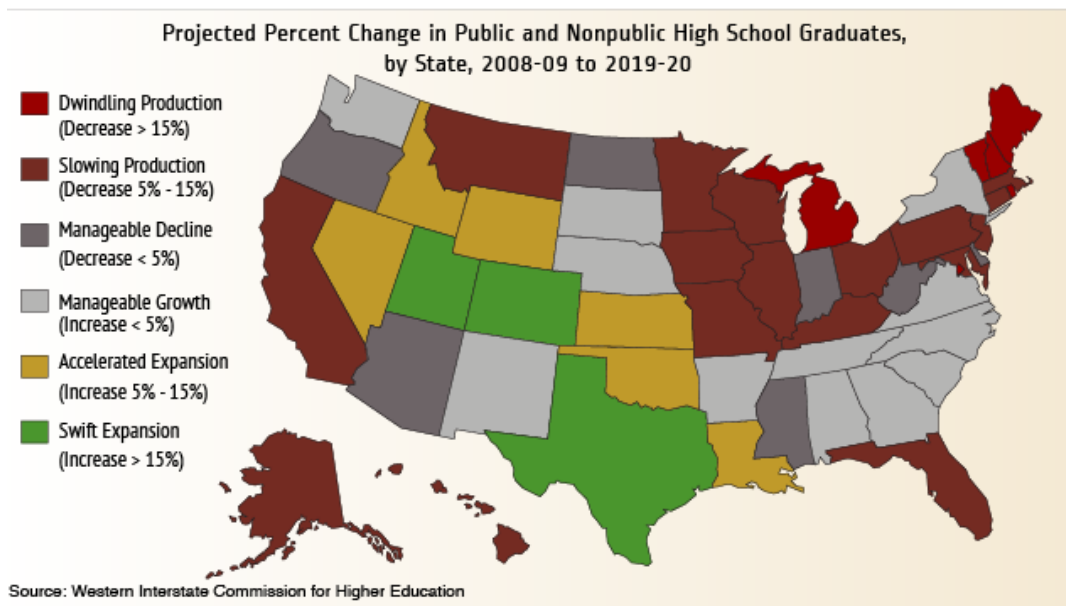
Note that all of the admissions data above is a “snapshot” of the information at the same point in the annual admissions cycle. In 2015 that date was February 26, 2015.

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

	2011-12	2012-13	2013-14	2014-15	2015-16
All minority groups combined	35%	38%	35%	39%	44%
Hispanic	19%	20%	19%	24%	25%
Asian/Pacific Islander	10%	6%	6%	6%	9%
Black	4%	2%	1%	2%	2%

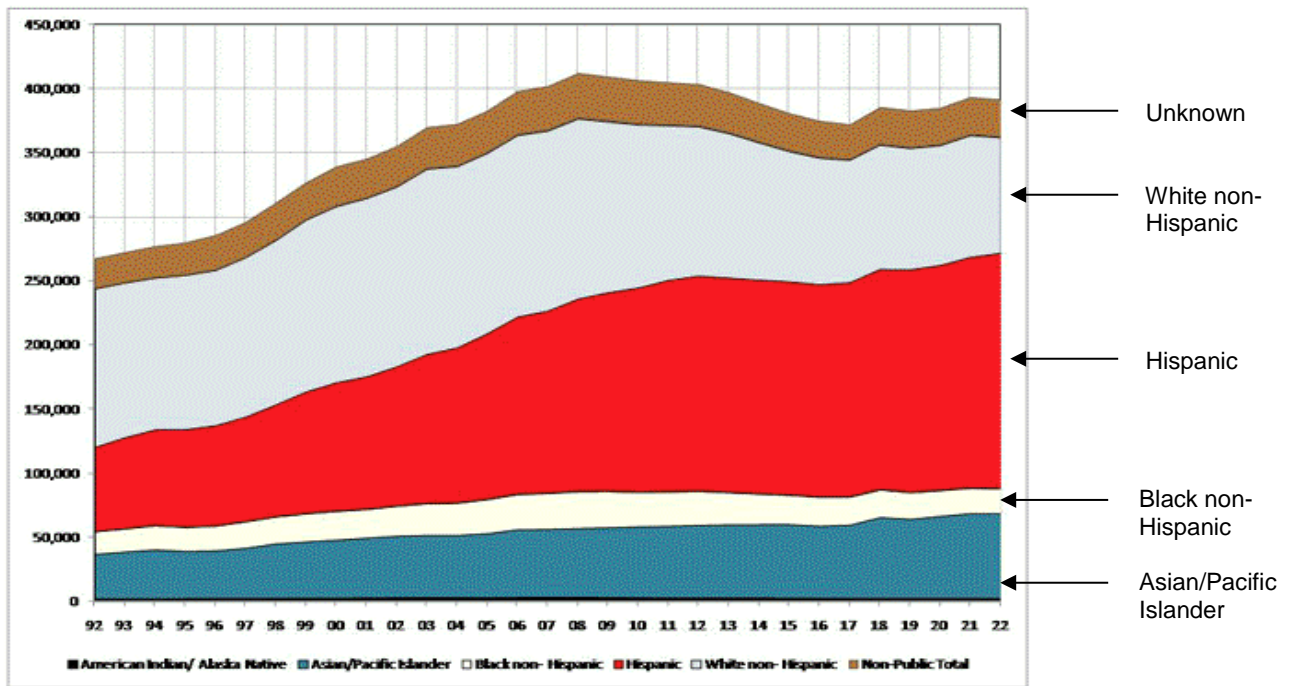
*The ethnicity numbers are for first time freshmen.

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:

	2011-12 Final	2012-13 Final	2013-14 Final	2014-15 Final	2015-16 Preliminary
Traditional Undergraduate Students	\$23,456	\$25,493	\$25,658	\$26,576	\$26,922
Adult Degree Completion Students				\$6,046	\$13,717
Graduate Students	\$17,011	\$16,799	\$17,500	\$16,534	\$20,310

Preliminary award amounts for 2015-16 for Graduate and Adult Degree Completion students include students who have been awarded for Fall 2015, Spring 2016, and Summer 2016 sessions but who may still “step out” for the summer session. If the student “steps out” for the summer, their summer aid awarded will be removed for non-enrollment and the total will be reduced. An example of this is that the 2014-15 preliminary amount for graduate students was \$18,776 while the final amount (as seen above) is \$16,534. This \$2,000 reduction is due to the number of students who stepped out for a term. The preliminary figures also do not reflect any student who enrolls for the Summer 2016 session but not Fall 2015 or Spring 2016.

The Adult Degree Completion program began in the Summer semester of the 2014-15 Academic Year and totals, therefore, would reflect only one semester of enrollment and financial aid, Summer 2015. The 2015-16 Academic Year reflects enrollment for Fall 2015, Spring 2016, and Summer 2016 but as preliminary figures would not reflect any student who enrolls for the Summer 2016 session but not Fall 2015 or Spring 2016.

Number of Undergraduate Students Receiving Financial Aid:

	2011-12 Final	2012-13 Final	2013-14 Final	2014-15 Final	2015-16 Preliminary
Traditional Undergraduates with Aid	2,149	2,227	2,325	2,352	2,450
Traditional Undergraduates with Pell Grants	680	682	714	717	733
Traditional Undergraduates with Cal Grants	445	487	522	556	534
Adult Degree Completion Undergraduates				21	146
Adult Degree Completion with Pell Grants				10	78
Adult Degree Completion with Cal Grants				0	9

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.

Number of Graduate Students Receiving Financial Aid:

	2011-12 Final	2012-13 Final	2013-14 Final	2014-15 Final	2015-16 Preliminary
Graduate Students	972	770	719	730	701

The preliminary student numbers for 2015-16 do not reflect any student who enrolls for the Summer 2016 session but not Fall 2015 or Spring 2016. In 2014-15, the preliminary figure was 611, whereas the final number was 730.

Tuition and General Fee Data – need 16-17 PLNU numbers

School	2015-16 Tuition	2015-16 Increase	2016-17 Tuition*	2016-17 Increase
PLNU	\$32,400	3.18%	\$32,400.00	3.18%
Azusa Pacific University	\$34,754	5.01%	Available in March	Available in March
Biola	\$34,498	3.53%	\$36,696	6.37%
Cal Baptist	\$30,384	3.27%	\$31,372	3.25%
California Lutheran	\$38,900	4.74%	\$39,780	2.26%
Concordia	\$31,690	5.67%	\$32,780	3.44%
Fresno Pacific	\$27,854	4.56%	\$29,120	4.55%
Master’s College	\$30,920	3.55%	\$31,910	3.20%
Vanguard University	\$29,980	0.00%	\$31,430	4.84%
Pepperdine	\$48,342	4.10%	Available in March	Available in March
University of San Diego	\$44,586	4.12%	Available in March	Available in March
Westmont College	\$40,640	1.63%	Available in March	Available in March

*Tuition data is for tuition and general fees.

Preparing Students for a Global World Need LW and ministry data

	2010-11	2011-12	2012-13	2013-14	2014-15
Percentage of Students Participating in Study Abroad programs (international and domestic) each year	6.7%	8.0%	7.0%	8.6%	8.7%
Percentage of undergraduate students participating in LoveWorks and Mexico Ministry Trips	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.

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 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

The Steering Committee is hard at work preparing the first draft of the WASC report.