

BOARD APPROVED

December 6, 2019

**Janice Indrutz
Corporate Secretary**

President's At Risk Pay
Metrics
2019-2020

<u>Category</u>	<u>Objective</u>	<u>Weights</u>	<u>Goals</u>		
			Threshold	Target	Stretch
Student Affordability (20%)	Average debt of undergraduates	8%	\$ 3,750	\$ 3,500	\$ 3,250
	Cost of attendance	8%	\$24,500	\$23,000	\$22,000
	Time to degree (undergraduates)	4%	4.04 yrs	4.01 yrs	3.98 yrs
Student Success (25%)	4 year graduation rate	8%	60.0%	62.0%	65.0%
	6 year graduation rate	5%	81.0%	83.0%	85.0%
	Freshman/Sophomore retention rate	5%	90.8%	91.6%	92.8%
	Resilience focus	7%		Y/N	
Fundraising (30%)	Increase net production	12%	\$375M	\$400M	\$422M
	Increase philanthropic cash	6%	\$175M	\$190M	\$200M
	Increase number of donors	6%	85K	90K	95K
	Increase student support	6%	\$80M	\$90M	\$100M
Operations (25%)	Research productivity	8%	\$650M	\$680M	\$705M
	Global student enrollment 6.30.20	5%	29,500	32,000	34,500
	Significant achievement	12%		Y/N	