

## PRESIDENTIAL PERFORMANCE AT-RISK PAY | RESULTS FOR 2019-2020

Category	Objective	2020 Performance	Applicable Goal	Incentive Result	2015 Performance
Student Affordability	Average debt of undergraduates	\$3,495	\$3,500	8%	\$ 4,326
	Cost of attendance	\$22,882	\$23,000	8%	\$23,002
	Time to degree (undergraduates)	3.98 years	3.98 years	6%	4.18 years
				<b>22%</b>	
Student Success	4 year graduation rate	62.6%	62.0%	8%	51.5%
	6 year graduation rate	83.3%	83.0%	5%	75.4%
	Freshman/Sophomore Retention Rate	93.5%	92.8%	7%	92.8%
	Resilience Focus	Y	Y/N	7%	N/A
20%				<b>27%</b>	
Fundraising	Net production	\$342.1M	\$375M	0%	\$343.4M
	Philanthropic	\$193.4M	\$190M	6%	\$166.1M
	Individual donors	75.9K	85K	0%	76.1K
	Student support	\$ 97.5M	\$90M	6%	\$ 67.7M
30%				<b>12%</b>	
Operations	Research productivity	\$701.7M	\$680M	8%	\$574.6M
	Global student enrollment 6/30/19	31,539	29,500	2%	N/A
	Significant achievement	Y	Y/N	18%	N/A
25%				<b>28%</b>	
				<b>89%</b>	