

PRESIDENTIAL PERFORMANCE AT-RISK PAY | RESULTS FOR 2018-2019

| Category | Objective | 2019 Performance | Applicable Goal | Incentive Result | 2014 Performance |
|-----------------------|-----------------------------------|------------------|-----------------|------------------|------------------|
| Student Affordability | Average debt of undergraduates | \$3,559 | \$3,620 | 8 | \$4,555 |
| | Cost of attendance | \$22,882 | \$23,032 | 8 | \$23,242 |
| | Time to degree (undergraduates) | 4.01 years | 4.04 years | 6 | 4.23 years |
| | 20% | | | 22% | |
| Student Success | 4 year graduation rate | 60.6% | 60.5% | 8 | 49.2% |
| | 6 year graduation rate | 82.2% | 81.5% | 5 | 73.8% |
| | Freshman/Sophomore Retention Rate | 91.6% | 90.8% | 3 | 92.6% |
| | Accelerated Graduation Program | Y | Y/N | 7 | n/a |
| 25% | | | 23% | | |
| Fundraising | Net production | \$420.6M | \$412.0M | 12 | \$235.7M |
| | Philanthropic | \$185.3M | \$185.0M | 8 | \$119.4M |
| | Individual donors | 88.4 | 88.0 | 4 | 65.9 |
| | Student support | \$102.1M | \$100.0M | 8 | 54.6 |
| 30% | | | 32% | | |
| Operations | Research productivity | \$684.0M | \$640M | 8 | \$568.2 |
| | Global student enrollment 6/30/19 | 27,887 | 28,000 | 0 | n/a |
| | Significant achievement | 3 | 3 | 18 | n/a |
| 25% | | | 26% | | |
| | | | 103% | | |