

50   
FORWARD

---

PITZER COLLEGE  
50<sup>th</sup> Anniversary

**Institutional Dashboard**

**October 2013**

**CONFIDENTIAL**

October 14, 2013

Compiled by the Office of Institutional Research & Assessment with the assistance of the following offices: Admissions, Registrar, Financial Aid, Advancement, Treasurer, Academic Affairs, Student Affairs, and Duplicating.

The Office of Institutional Research & Assessment at Pitzer College functions to provide reliable information and analyses in support of planning, decision-making, and policy information, to assist in the development of student learning outcomes (SLOs), and to coordinate mandatory and voluntary reporting of institutional data to internal and external constituencies.

The first Pitzer Fact Book was produced in 1974 and was a collection of data spanning from the start of college in 1964 to the 1974 academic year. The final Pitzer Fact Book was produced in 2004 to give way to the first Institutional Dashboard in 2005 at the request of President Laura Skandera-Trombley to offer data but with context to help with planning and decision-making. The 2013 Institutional Dashboard is the 9<sup>th</sup> edition that now includes comparative data with a cohort group defined by the Trustees, a system for quickly identifying areas of success and concern, and succinct analysis of the various data points. In 50 years, Pitzer has moved from producing a document that simply describes what has happened in the past to having a document that helps to plan for the future.

*Provida Futuri.*

**Office of Institutional Research & Assessment**

Avery 105  
909-607-7283  
[ir@pitzer.edu](mailto:ir@pitzer.edu)

**Director of Institutional Research & Assessment**

Jason Rivera  
[jrivera@pitzer.edu](mailto:jrivera@pitzer.edu)

**Data Analyst**

Bret Levine



## Table of Contents

### US News & World Report Ranking

Page 1.....Pitzer's Ranking Compared to Cohort Institutions

Page 2.....Pitzer's Longitudinal Ranking

### Financial Data

Page 3.....Revenue & Expenses

Page 4.....Net Assets Growth

Page 5.....Total Return & Spending Rate Comparison

Page 6.....Endowment per Fall 2011 FTE Student & Peer Comparison

Page 7.....Endowment Spending as a Percentage of Total Operations

Page 8.....Pitzer Tuition & Fees, Grant Aid, & Discount Rate

Page 9.....Academic Program Expense per FTE Student

### Fundraising Data

Page 10.....Fundraising Results by Area – Cash

Page 11.....Published Alumni Participation: US News

Page 12.....Alumni Participation by Decade

Page 13.....Annual & Trustee Giving

### Student Data

Page 14.....Average Net Price for Students Receiving Aid

Page 15.....Graduate Indebtedness

Page 16.....Percentage of Student Body Receiving Aid

Page 17.....Sources of Aid

Page 18.....Acceptance Rate

Page 19.....Yield Rate

Page 20.....SAT Data

Page 21.....Student Demographics

### Academic Data

Page 22.....Freshman Retention

Page 23.....Graduation Rates

Page 24.....Student Faculty Ratio

Page 25.....Students Studying Abroad

### Staff/Faculty Data

Page 26.....Staff Diversity

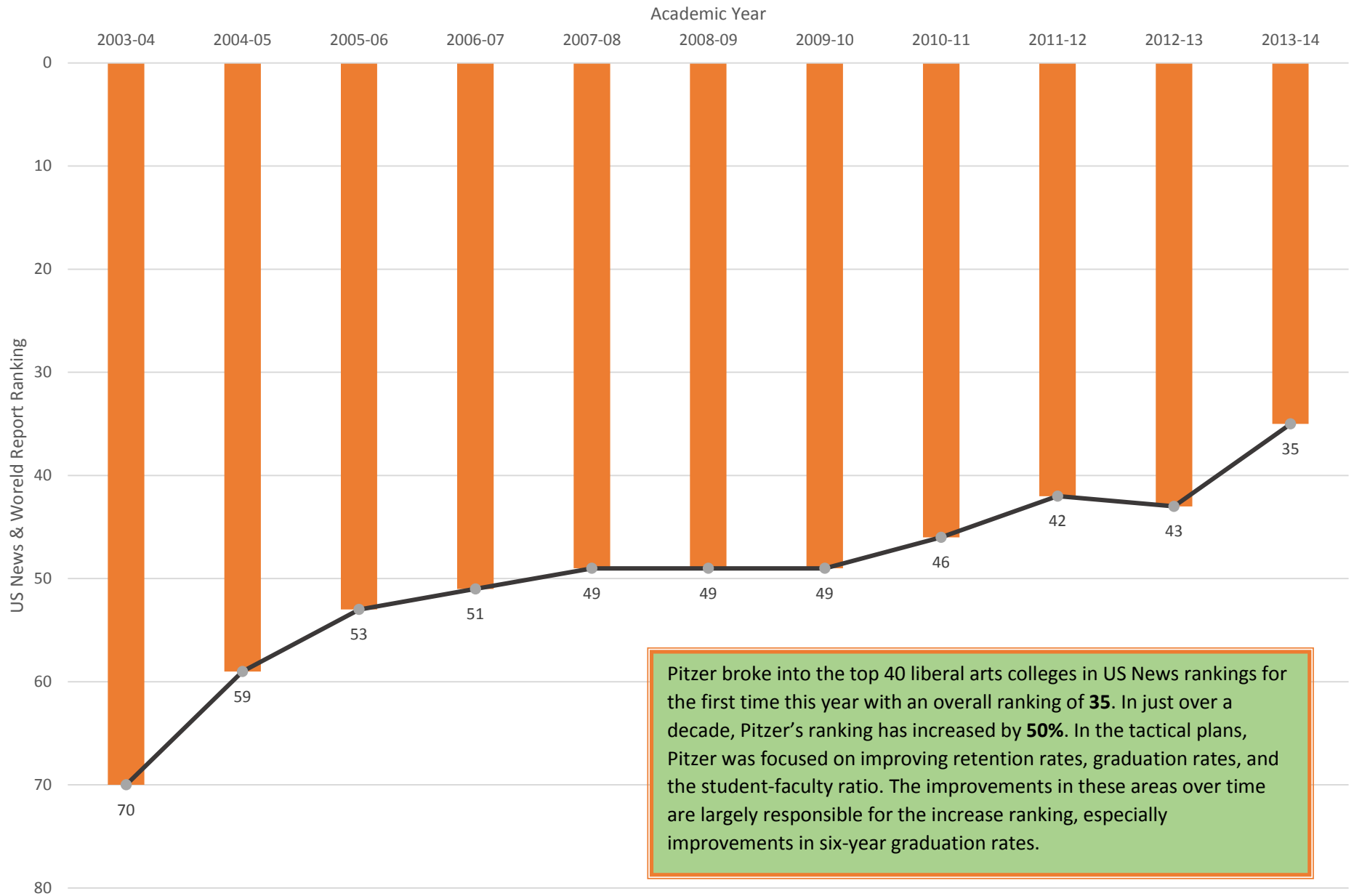
Page 27.....2013-14 Tenure/Tenure-Track Faculty Diversity

## 2014 US News & World Report Rankings

	Overall US News Rank	Peer Assessment Score	HS Counselor Assessment Score	Graduation/Retention Rank	Graduation Rate Performance	Faculty Resources Rank	Student Selectivity Rank	Financial Resources Rank	Alumni Giving Rank
<b>Pitzer</b>	<b>35 (43)</b>	<b>3.5</b>	<b>4.4</b>	<b>53 (63)</b>	<b>+11%</b>	<b>38</b>	<b>50</b>	<b>31</b>	<b>80</b>
<b>Pomona</b>	4 (4)	4.3	4.5	1 (1)	+1%	18	2	6	21
<b>Claremont McKenna</b>	9 (10)	4.1	4.6	12 (11)	-3%	5	15	17	14
<i>Haverford</i>	9 (9)	4.0	4.2	7 (6)	-3%	4	5	15	14
<i>Vassar</i>	13 (10)	4.1	4.5	10 (6)	+1%	18	15	14	50
<i>Hamilton</i>	14 (16)	3.9	4.3	21 (21)	+4%	6	11	23	12
<b>Harvey Mudd</b>	16 (12)	4.2	4.6	21 (21)	-9%	50	1	17	54
<i>Bates</i>	22 (22)	4.0	4.4	21 (14)	0%	50	34	33	7
<b>Scripps</b>	25 (24)	3.6	4.4	32 (35)	-1%	34	20	21	18
<i>Kenyon</i>	32 (32)	3.7	4.1	28 (28)	+4%	40	34	37	39
<i>Trinity</i>	36 (38)	3.6	4.2	37 (35)	0%	84	42	29	17
<i>Occidental</i>	41 (39)	3.7	4.2	37 (35)	0%	58	34	61	66
<i>Whitman</i>	41 (43)	3.4	3.9	28 (25)	+2%	50	31	68	32
<i>Dickinson</i>	45 (46)	3.4	4.1	48 (47)	+2%	34	45	56	57
<i>Franklin &amp; Marshall</i>	45 (46)	3.5	4.0	37 (43)	-2%	63	31	43	70

- Lower scores are preferred for all "Rank" values (e.g., Overall US News Rank). Numbers in parentheses are from last year's (2013) rankings.
- Colleges in **bold** are 5C schools; colleges in *italics* are cohort group schools

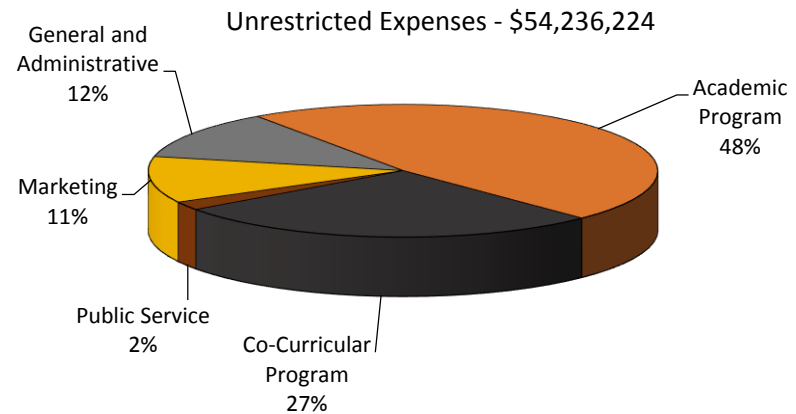
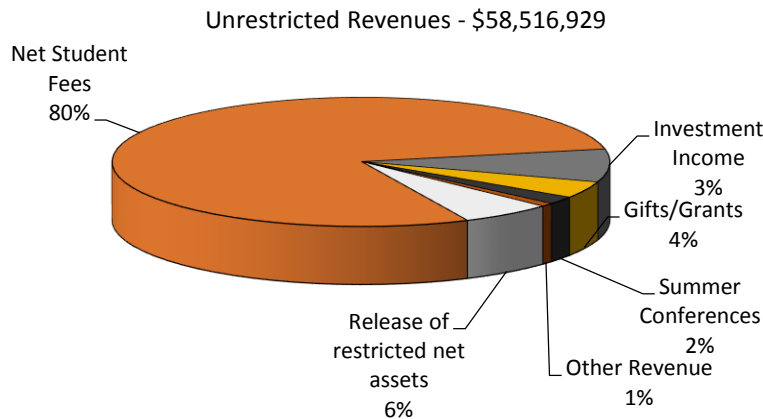
## Pitzer US News & World Report Ranking



## Revenue & Expenses

Revenue (unaudited)	2012-13
Net Student Fees	\$46,107,838
Investment Income	\$4,826,394
Gifts/Grants	\$2,446,822
Summer Conferences	\$1,125,602
Other Revenue	\$497,245
Release of restricted net assets	\$3,513,028
	<b>\$58,516,929</b>

Expenses (unaudited)	2012-13
Academic Program	\$25,699,030
Co-Curricular Program	\$14,864,179
Public Service	\$1,126,998
Marketing	\$6,110,204
General and Administrative	\$6,435,813
	<b>\$54,236,224</b>



### REVENUES:

**Net Student Fees:** Tuition, Fees, Room and Board, Net of Grant Aid for the Regular Academic Program and PACE

**Gift Revenue:** Unrestricted Gifts, Designated Gifts, and Release of Restricted Net Assets (Prior Year Gifts and Grants)

**Grant Revenue:** Federal Revenues for Jumpstart, Work Study, and SEOF Grant Aid Program

**Investment Income:** Short-Term Investment Income, Pooled Investment Permissible Spending, Investment Income from CUC, Debt Service Investment Income, Other Investment Income

**Summer Conferences:** Summer Session, Facility Rentals and Dining Operations

**Other Revenue:** Student Transcript Fees, Parking Fines, Off Campus Work-Study, and Miscellaneous Income

### EXPENSES:

**Academic Program:** Faculty Compensation, Instructional Supplies and Program Costs, Faculty Research & Travel, External Studies, Dean of Faculty, Library, Registrar, Joint Instruction Programs

**Co-Curricular Program:** Dean of Students, Residential Life Programs, Career Services, Joint Programs and CUC Student Service Programs, Campus Employment (Work-Study) Dorm and Dining Maintenance and Utilities, Dining Program, Gold Center Administration and Maintenance

**Public Service:** Conference Programs

**Marketing:** Admission, Financial Aid, Advancement, Public Relations

**General and Administrative:** President's Office, Treasurer's Office, Human Resources, Financial Services, CUC Administration, Information Technology

Source: Pitzer College Preliminary Financial Report (unaudited)

Net Student Fees already take into account the amount of money spent on institutional aid given to students to help cover tuition costs. The amount of institutional aid given in 2012-13 was:

**\$14,263,843** (This is an increase of almost **\$1.5 million** from last year)

## Net Assets Growth

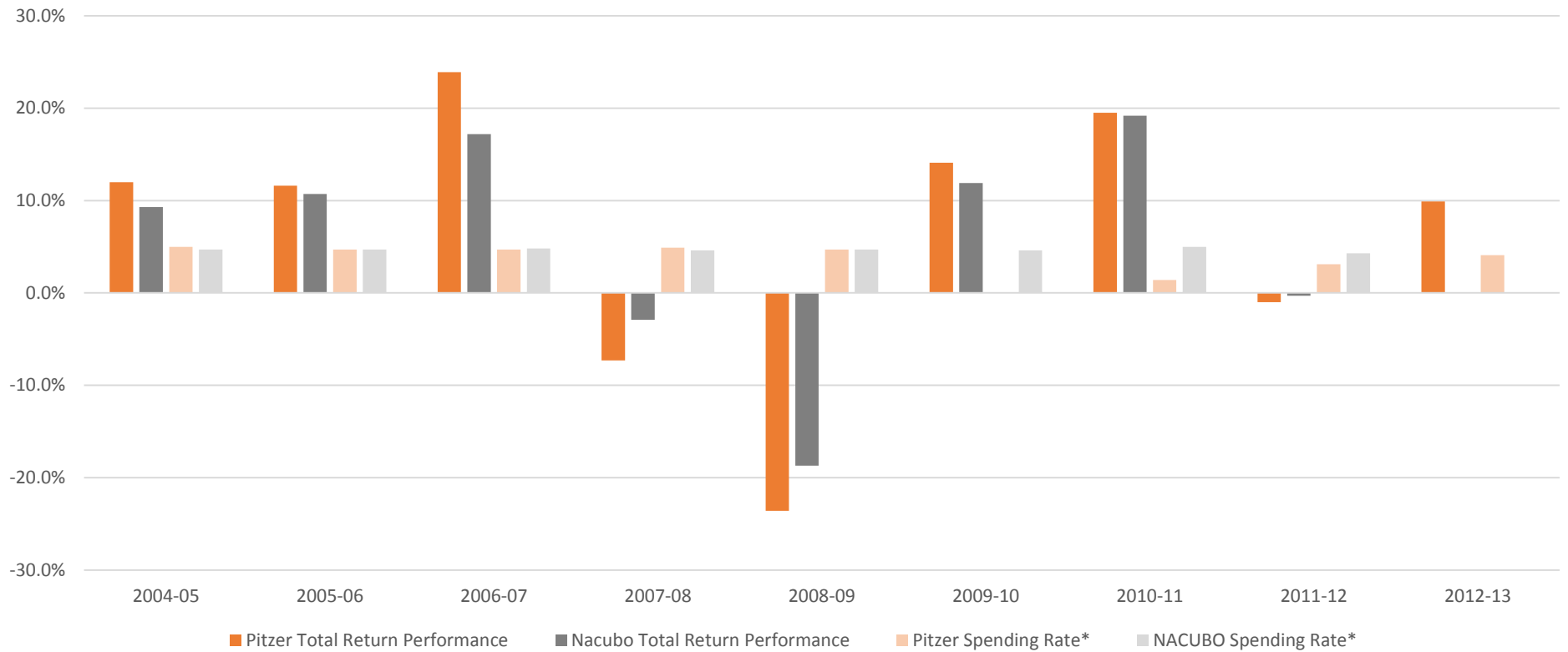
Net Asset growth exceeds the rate of inflation.										5-Year Avg Annual Compound Growth Rate	
	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	Nominal	Real
Total Unrestricted Net Assets	\$53,409,000	\$80,373,000	\$105,277,000	\$99,046,000	\$71,373,413	\$80,125,373	\$91,911,585	\$90,893,358	\$98,224,667		
Total Permanently Restricted Net Assets	\$24,493,000	\$26,780,000	\$27,308,000	\$27,517,000	\$28,312,337	\$28,972,403	\$30,347,535	\$30,031,763	\$33,263,797		
Total Temporarily Restricted Net Assets	\$9,714,000	\$8,159,000	\$5,431,000	\$8,203,000	\$14,287,787	\$13,333,983	\$21,569,474	\$21,649,676	\$29,358,539		
<b>Total Net Assets</b>	<b>\$87,616,000</b>	<b>\$115,312,000</b>	<b>\$138,016,000</b>	<b>\$134,767,000</b>	<b>\$113,973,537</b>	<b>\$122,431,759</b>	<b>\$143,828,594</b>	<b>\$142,574,797</b>	<b>\$160,847,003</b>	3.6%	1.7%
CPI	2.5%	4.3%	2.7%	5.0%	-1.4%	1.1%	3.6%	1.6%	1.8%		
CPI Index (1982-84 = 100)	194.5	202.9	208.4	218.8	215.69	217.97	225.77	229.48	233.50	1.9%	

Source: Pitzer College Annual Financial Reports, Statement of Financial Position, Bureau of Labor Statistics, CPI for all Urban Customers ([www.bls.gov](http://www.bls.gov))



## Total Return & Spending Rate Comparison

Fiscal Year	Pitzer Total Return Performance	NACUBO Total Return Performance	Pitzer Spending Rate*	NACUBO Spending Rate*
2004-05	12.0%	9.3%	5.0%	4.7%
2005-06	11.6%	10.7%	4.7%	4.7%
2006-07	23.9%	17.2%	4.7%	4.8%
2007-08	-7.3%	-2.9%	4.9%	4.6%
2008-09	-23.6%	-18.7%	4.7%	4.7%
2009-10	14.1%	11.9%	0.0%	4.6%
2010-11	19.5%	19.2%	1.4%	5.0%
2011-12	-1.0%	-0.3%	3.1%	4.3%
2012-13	9.9%	N/A	4.1%	N/A



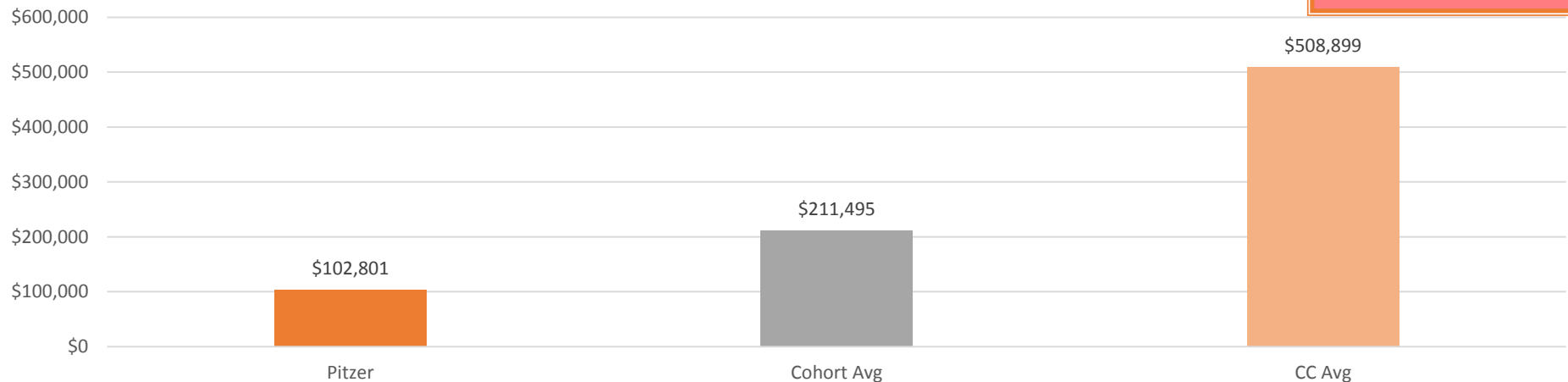
\*The NACUBO methodology of calculating endowment spending measures dollars spent per investment pool unit divided by the beginning unit market value for the fiscal year.

Source: 2012 NACUBO Endowment Study

## Endowment per Fall 2011 FTE Student & Peer Comparisons

College	Endowment (End of 2011-12 Fiscal Year)	Endowment per FTE Student
<b>Pitzer</b>	<b>\$110,202,637</b>	<b>\$102,801</b>
<i>Cohort Group (Cohort)</i>	<i>\$399,364,140</i>	<i>\$211,495</i>
Bates	\$216,156,213	\$122,191
Dickinson	\$325,683,702	\$138,589
Franklin & Marshall	\$285,108,000	\$121,893
Hamilton	\$635,234,676	\$348,074
Haverford	\$387,563,630	\$317,155
Kenyon	\$184,782,162	\$112,125
Occidental	\$330,719,880	\$155,633
Trinity	\$422,512,892	\$196,518
Vassar	\$804,912,006	\$341,209
Whitman	\$400,968,238	\$261,558
<i>Claremont Colleges (CC)</i>	<i>\$670,682,198</i>	<i>\$508,899</i>
Claremont McKenna	\$520,583,000	\$397,695
Harvey Mudd	\$225,508,933	\$290,230
Pomona	\$1,679,640,000	\$1,072,567
Scripps	\$256,996,859	\$274,863

Comparing Pitzer to both the Cohort Group and Claremont Colleges shows the large discrepancy between Pitzer's endowment and that of other schools. Pitzer strategically stopped endowment spending during the financial crisis, which helped maintain the core of the endowment while other colleges spent their endowment to cover rising costs. Growing the endowment is a major priority for Pitzer. Current Endowment: **\$118,376,000** (unaudited)



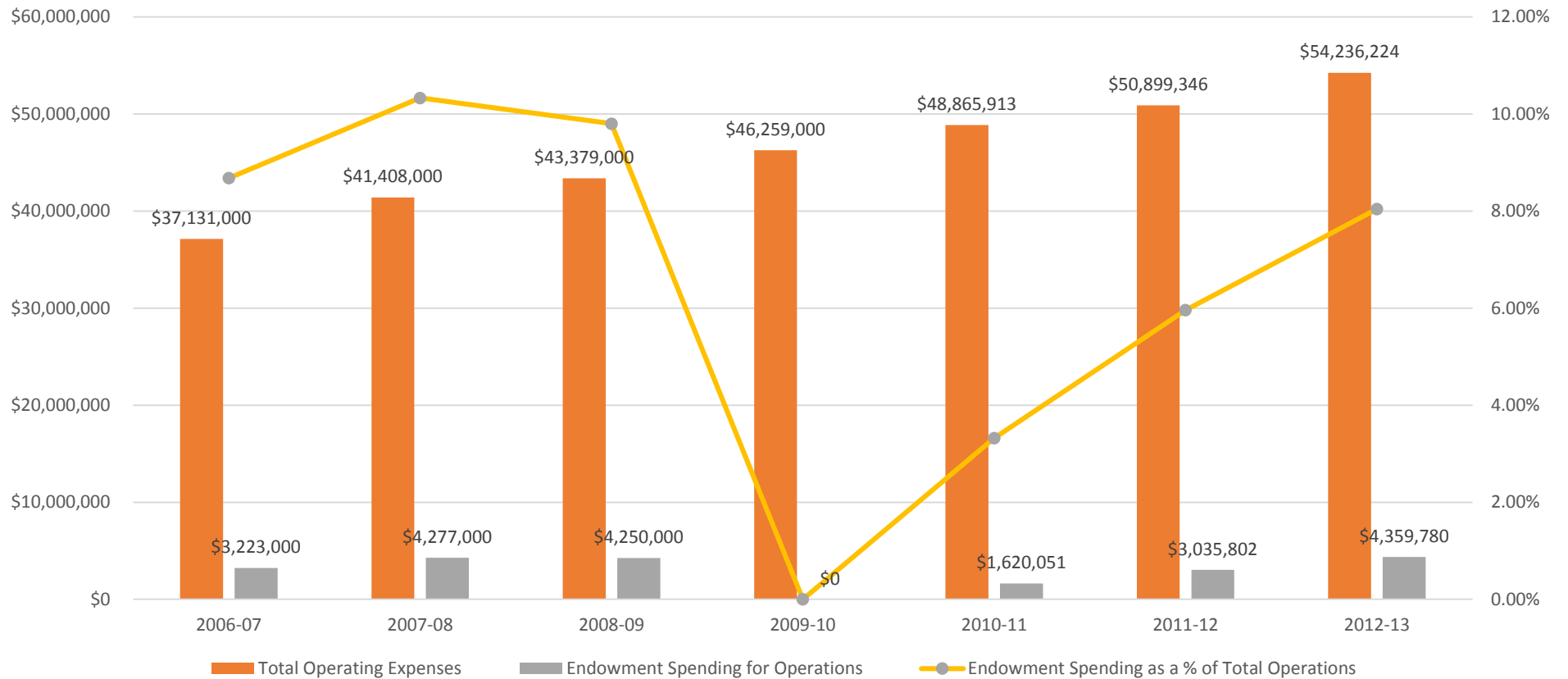
Source: 2012 NACUBO Endowment Study, Private Institutions 2012 Market Value of Endowment Assets per FTE Student



## Endowment Spending as a Percentage of Total Operations

Pitzer Fiscal Year	Total Operating Expenses	Endowment Spending for Operations	Endowment Spending as a % of Total Operations
2006-07	\$37,131,000	\$3,223,000	8.68%
2007-08	\$41,408,000	\$4,277,000	10.33%
2008-09	\$43,379,000	\$4,250,000	9.80%
2009-10	\$46,259,000	\$0	0.00%
2010-11	\$48,865,913	\$1,620,051	3.32%
2011-12	\$50,899,346	\$3,035,802	5.96%
2012-13	\$54,236,224	\$4,359,780	8.04%

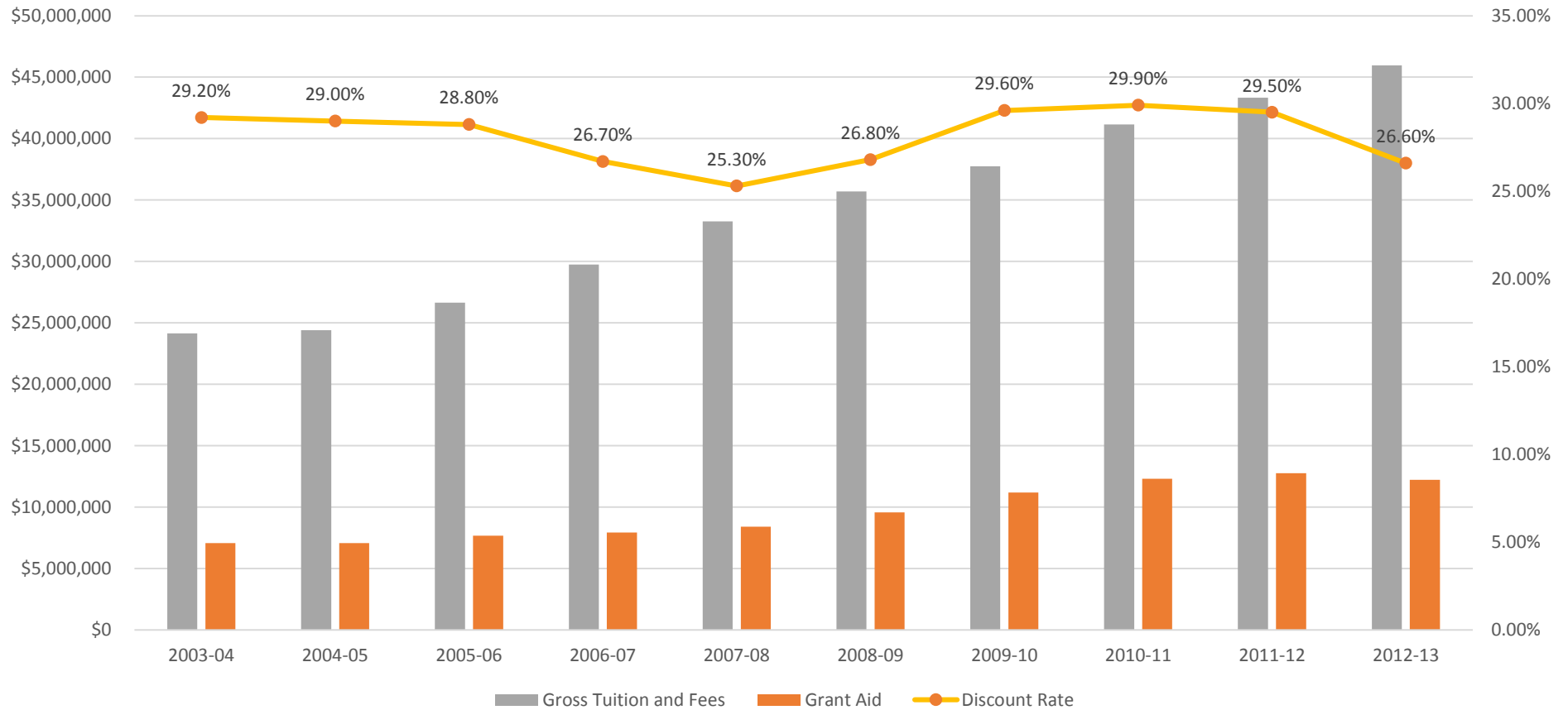
This ratio illustrates how much of the College's operating expenses are supported by the endowment. It is a positive trend to see the percentage increase because it means Pitzer has more funding resources for financial aid, academic programs, and residential life programs. Pitzer's endowment spending has returned to pre-financial crisis levels after stopping all endowment spending to protect the core of the endowment.



Source: Pitzer College, Annual Financial Report 2012-13 (Unaudited)

### Pitzer Tuition & Fees, Grant Aid, & Discount Rate

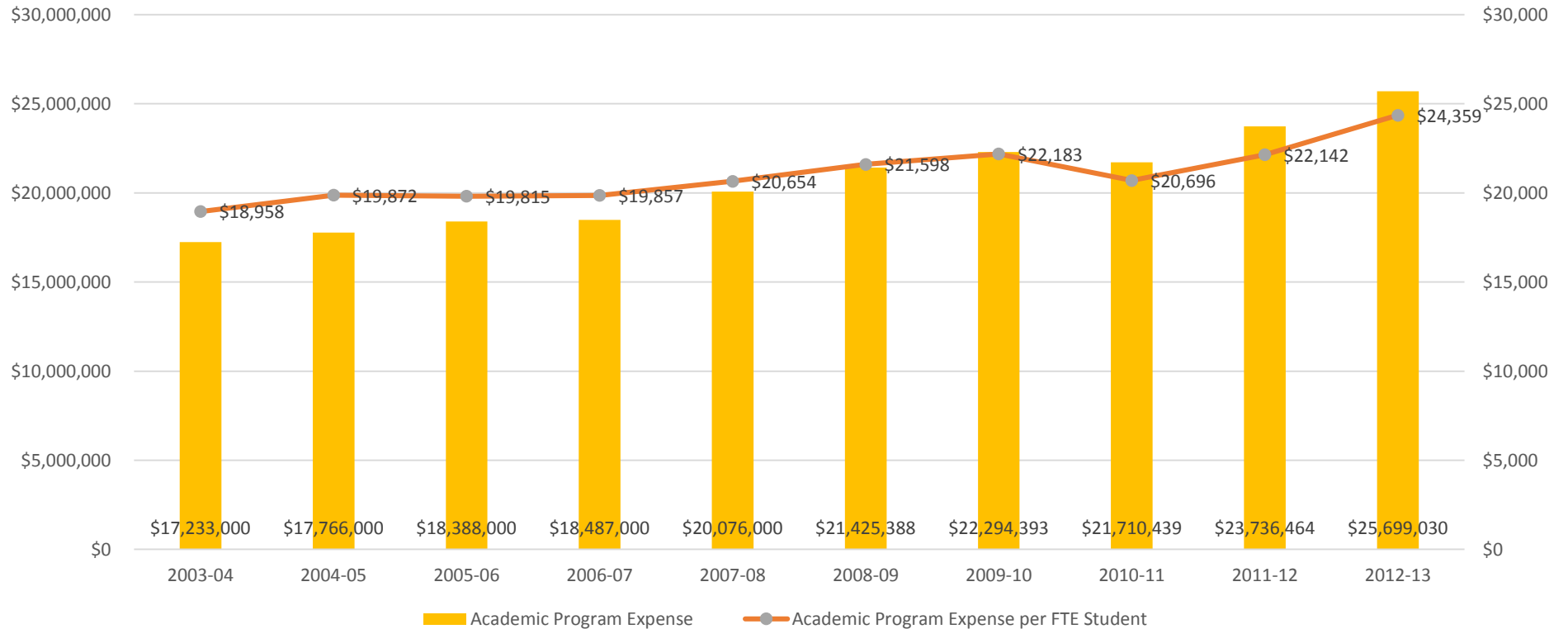
Fiscal Year	Gross Tuition and Fees	Grant Aid	Discount Rate
2003-04	\$24,148,000	\$7,063,000	29.2%
2004-05	\$24,394,555	\$7,063,000	29.0%
2005-06	\$26,645,000	\$7,671,000	28.8%
2006-07	\$29,736,960	\$7,941,051	26.7%
2007-08	\$33,264,620	\$8,400,885	25.3%
2008-09	\$35,701,074	\$9,570,992	26.8%
2009-10	\$37,745,822	\$11,177,160	29.6%
2010-11	\$41,146,858	\$12,308,590	29.9%
2011-12	\$43,319,863	\$12,770,515	29.5%
2012-13	\$45,967,580	\$12,213,243	26.6%



Source: Pitzer College Annual Financial Report. Net Student Revenues footnote: excludes non-Pitzer Study Abroad Fees where no aid is provided. 2012-13 amounts unaudited.

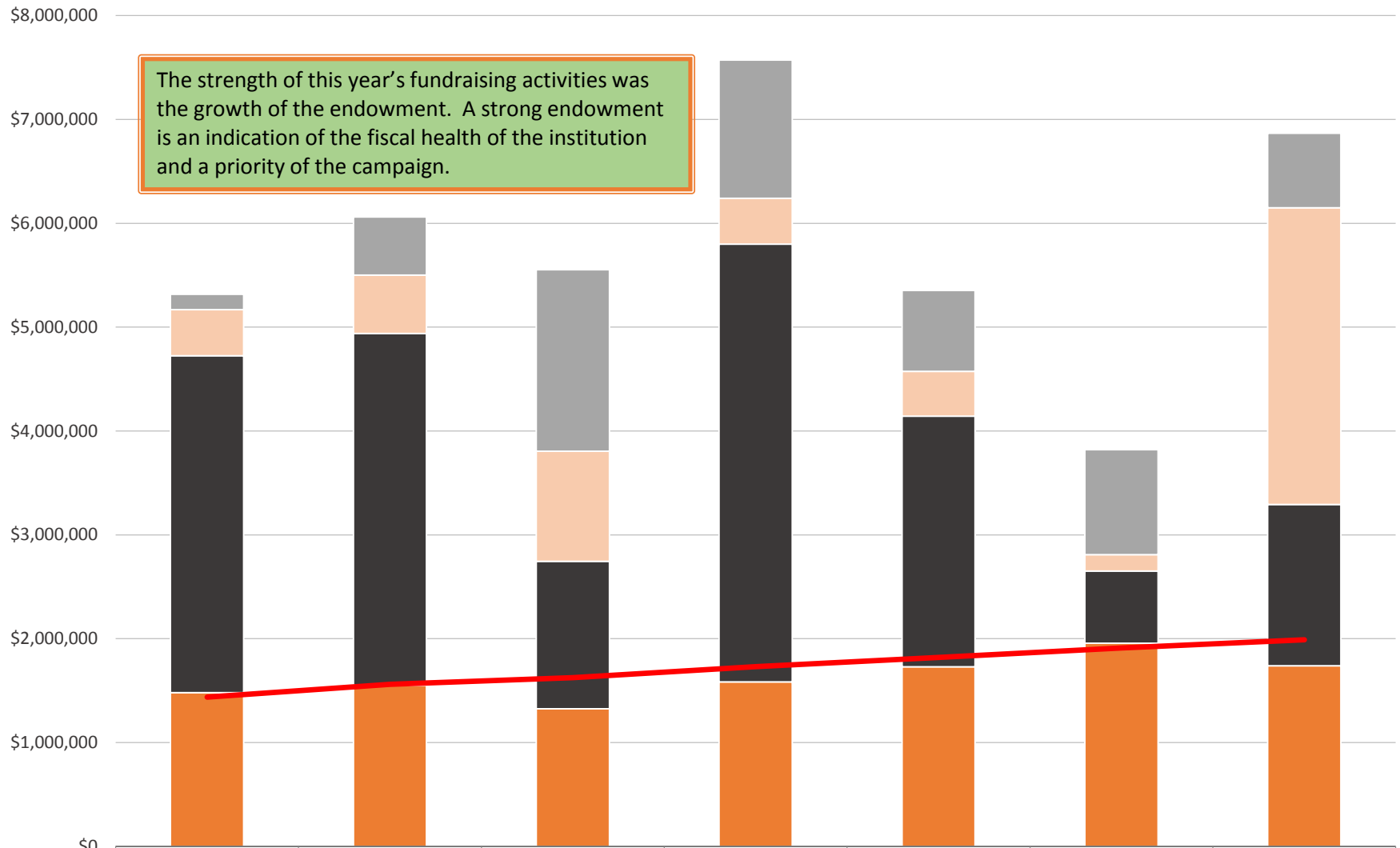
### Academic Program Expense per FTE Student

Fiscal Year	Academic Program Expense	Enrollment Fall FTE Students	Academic Program Expense per FTE Student
2003-04	\$17,233,000	909	\$18,958
2004-05	\$17,766,000	894	\$19,872
2005-06	\$18,388,000	928	\$19,815
2006-07	\$18,487,000	931	\$19,857
2007-08	\$20,076,000	972	\$20,654
2008-09	\$21,425,388	992	\$21,598
2009-10	\$22,294,393	1005	\$22,183
2010-11	\$21,710,439	1049	\$20,696
2011-12	\$23,736,464	1072	\$22,142
2012-13	\$25,699,030	1055	\$24,359



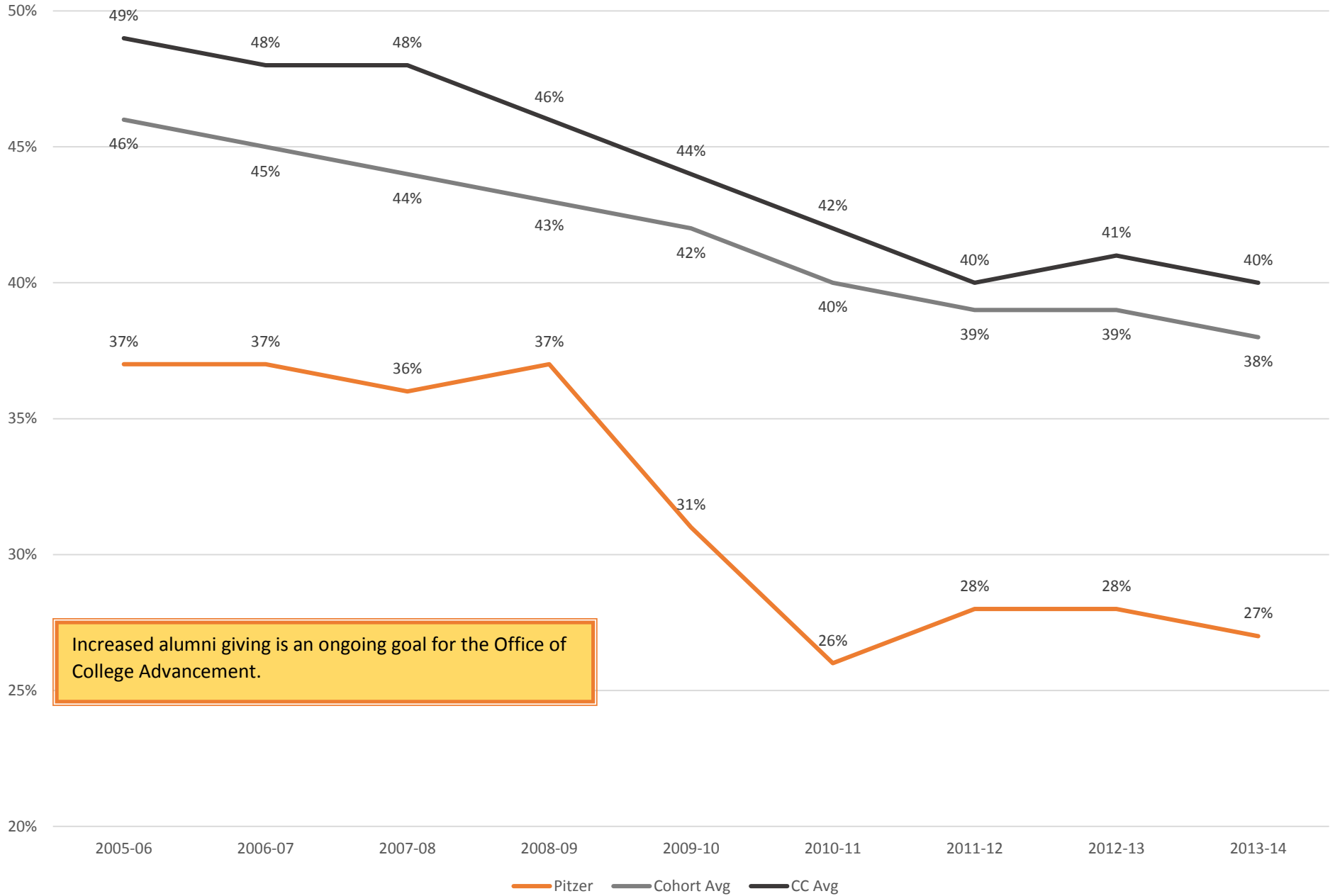
Source: Pitzer College Annual Fund Financial Report, Statement of Activities, 2012-13 IPEDS Fall Enrollment Survey

## Fundraising Results by Area – Cash

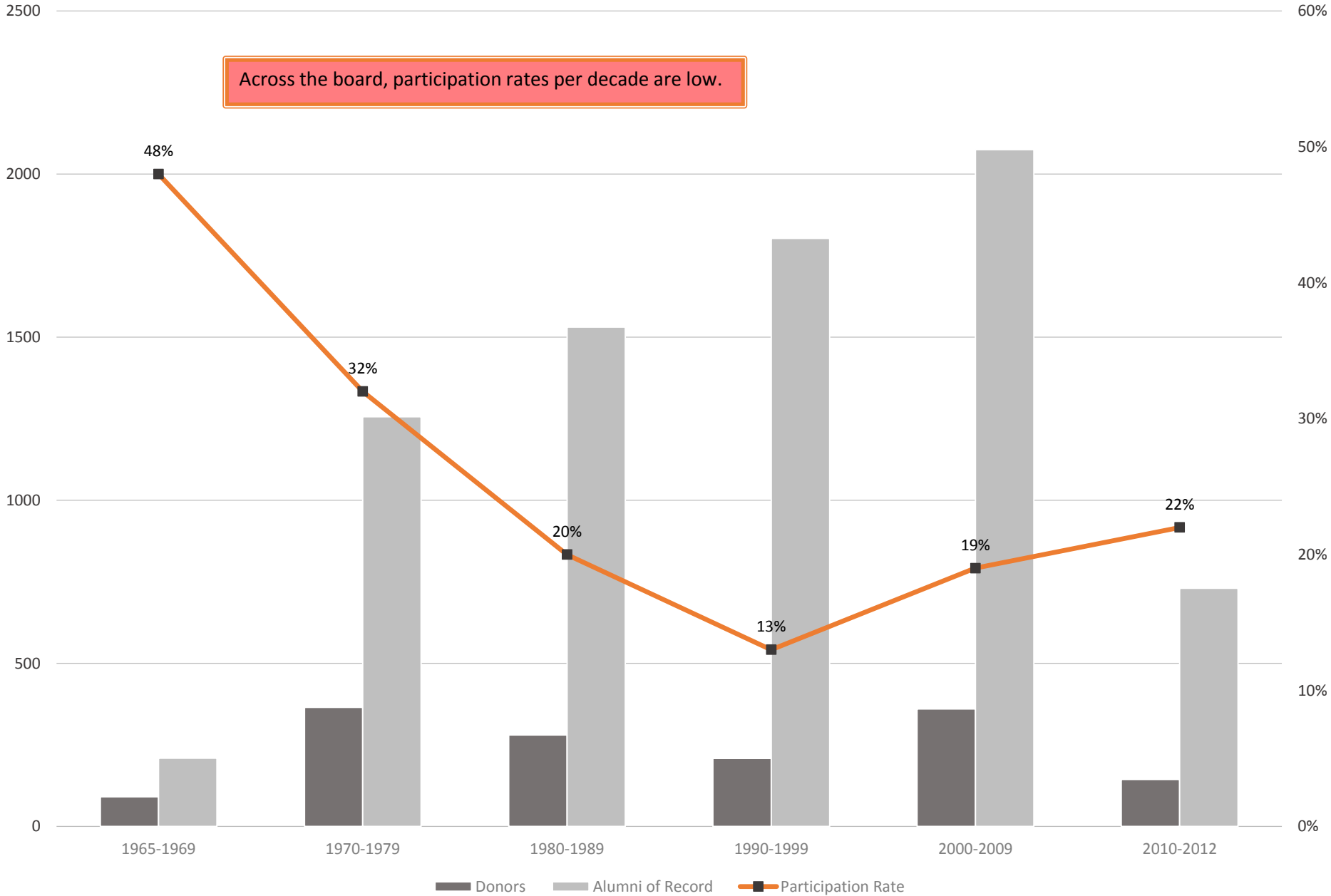


	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
Restricted	\$148,551	\$558,521	\$1,747,217	\$1,331,500	\$779,620	\$1,010,281	\$717,611
Endowment	\$443,593	\$562,789	\$1,059,505	\$440,969	\$430,398	\$156,626	\$2,855,389
Building	\$3,243,125	\$3,387,198	\$1,420,198	\$4,216,063	\$2,414,042	\$694,841	\$1,553,754
Annual Fund	\$1,481,507	\$1,551,690	\$1,325,588	\$1,584,127	\$1,729,566	\$1,957,574	\$1,739,387
Annual Fund Goal	\$1,437,000	\$1,560,000	\$1,625,000	\$1,730,000	\$1,820,000	\$1,910,000	\$1,990,000

## Published Alumni Participation: US News

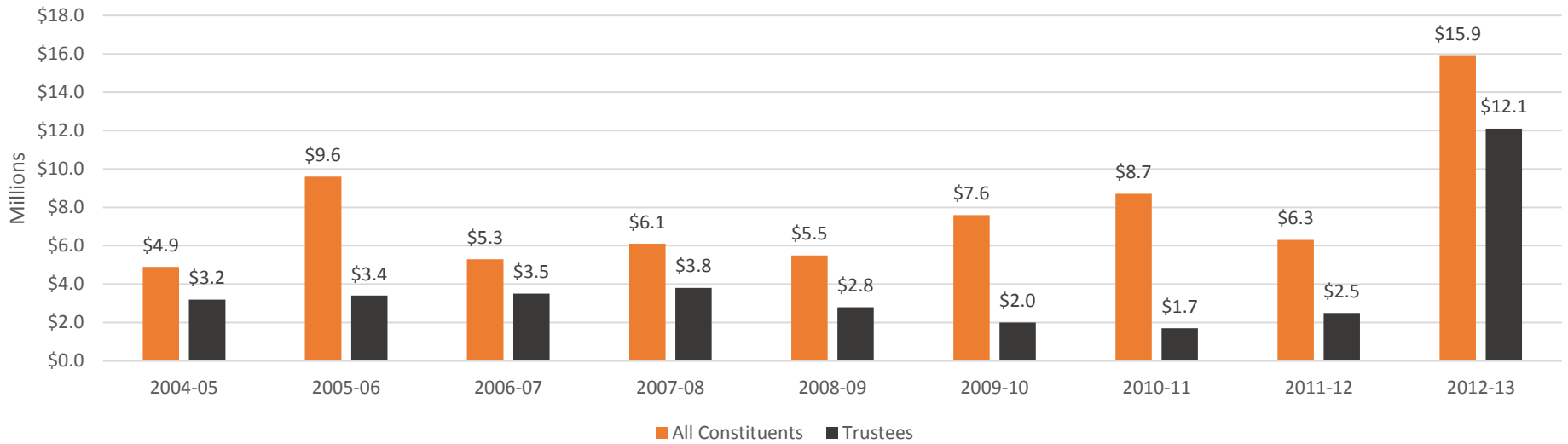


# Alumni Participation by Decade

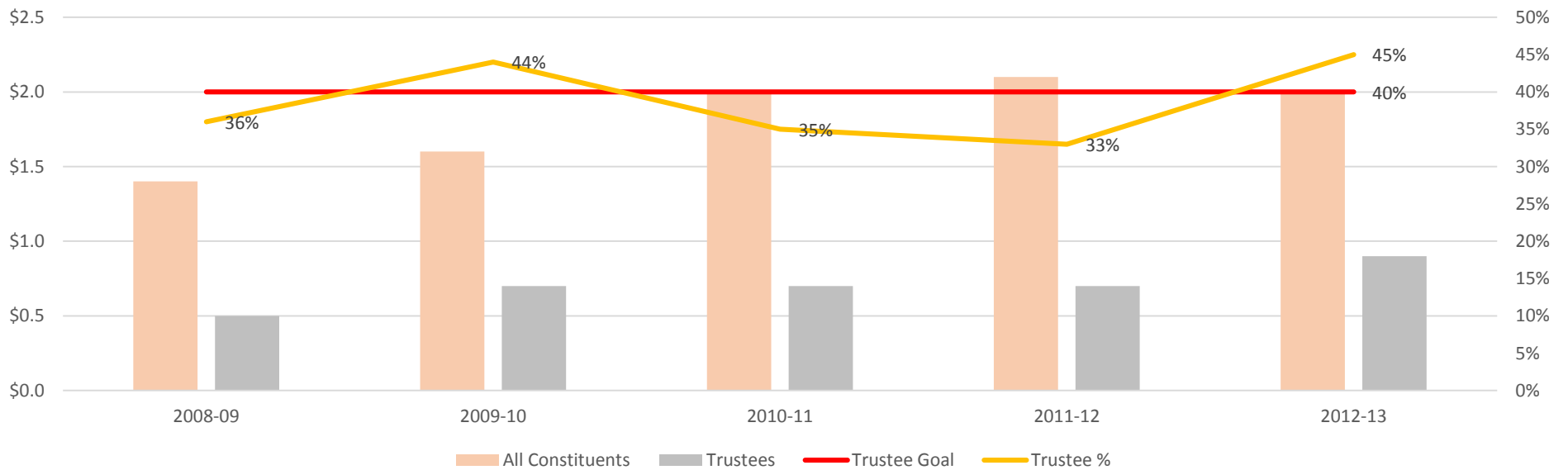


## Annual & Trustee Giving

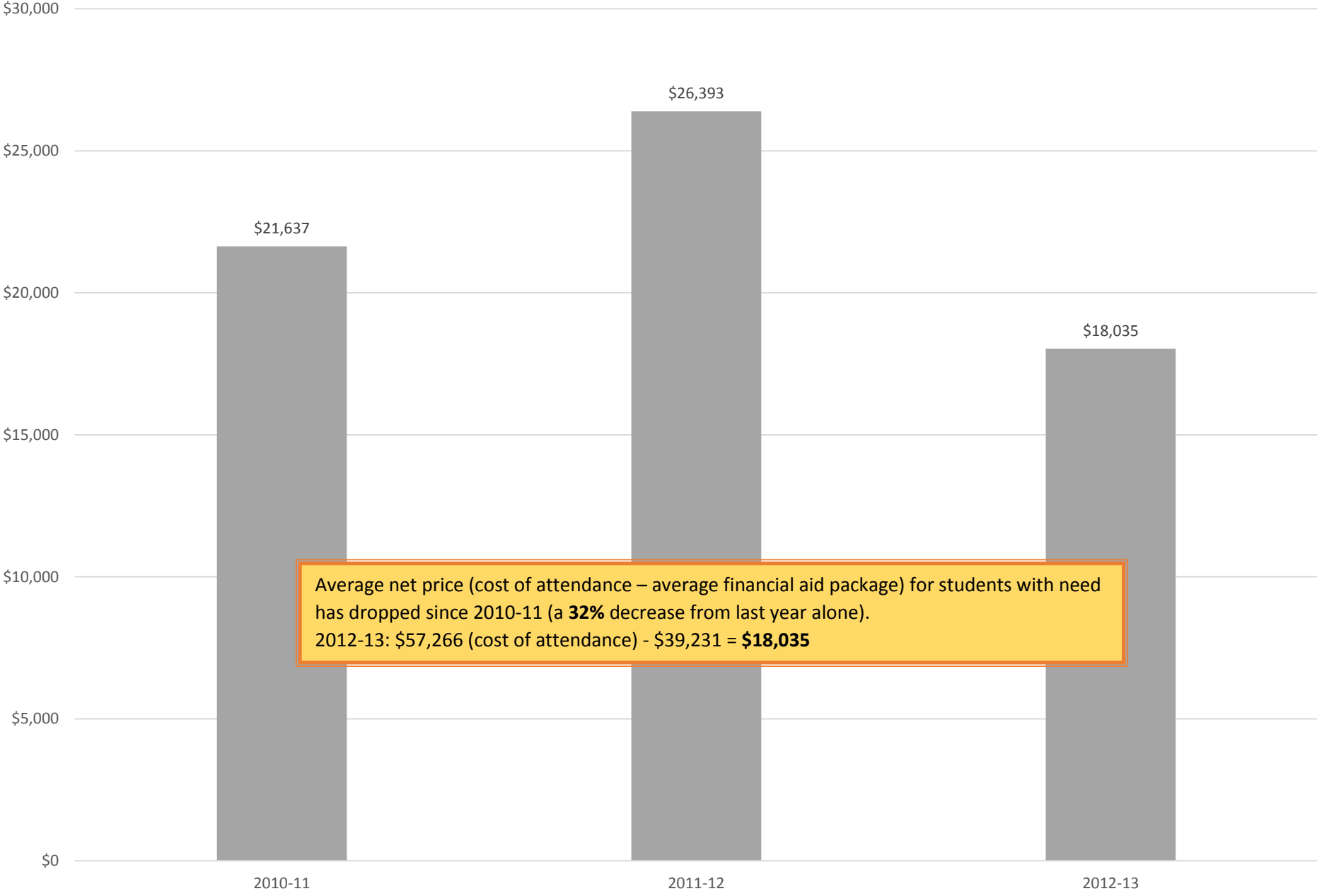
### Total Giving



### Annual Fund Giving



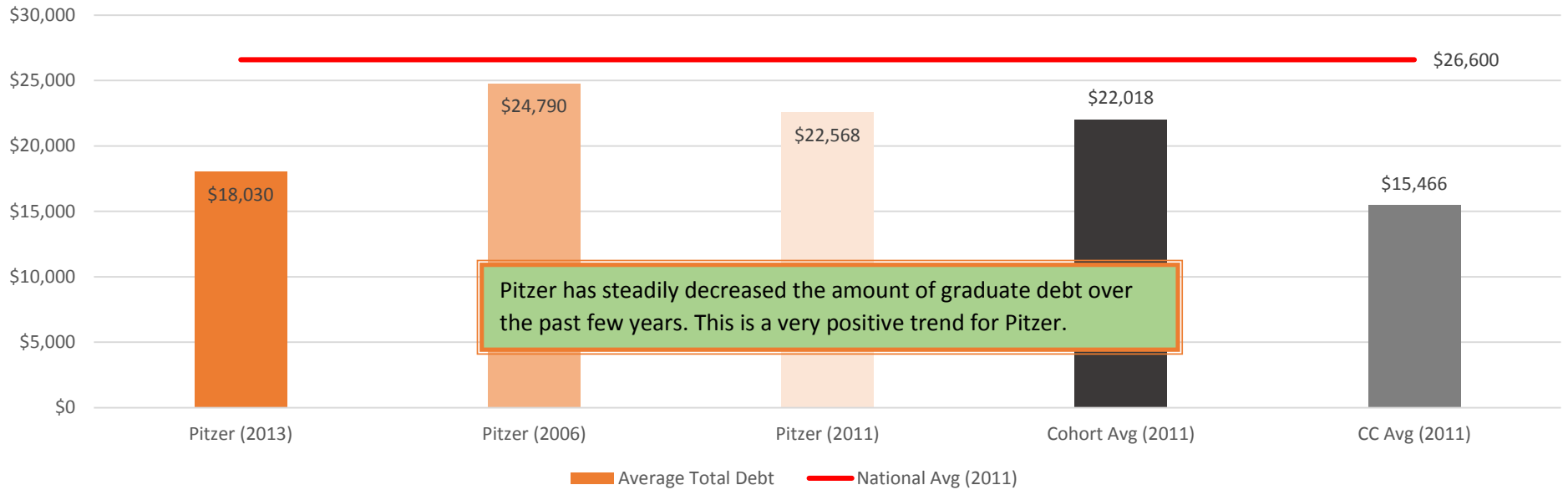
### Average Net Price for Students Receiving Aid



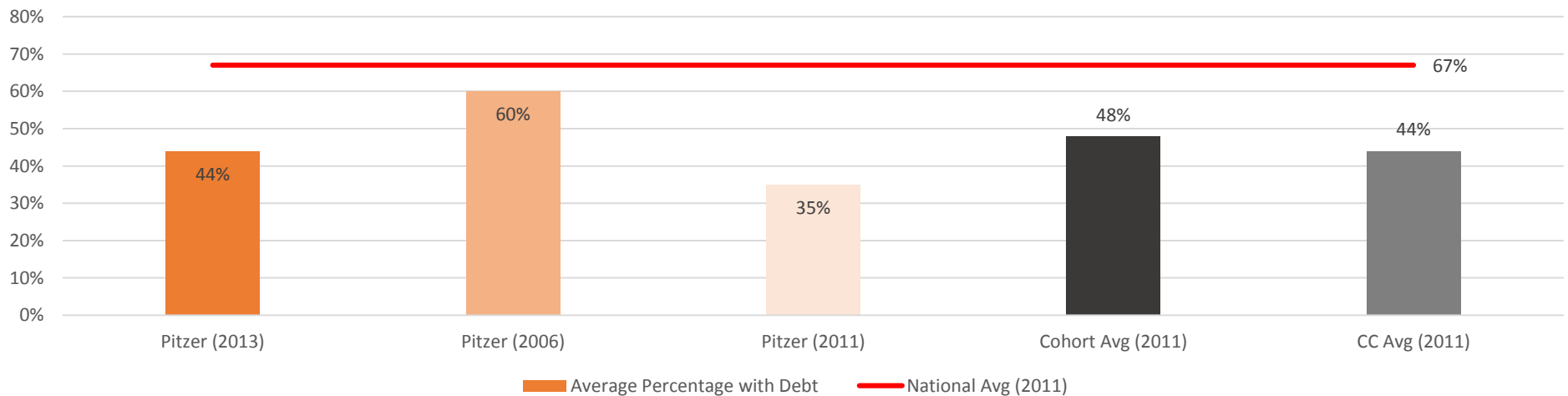


## Graduate Indebtedness

### Average Indebtedness (All Loan Sources)



### Percentage with Debt (All Loan Sources)



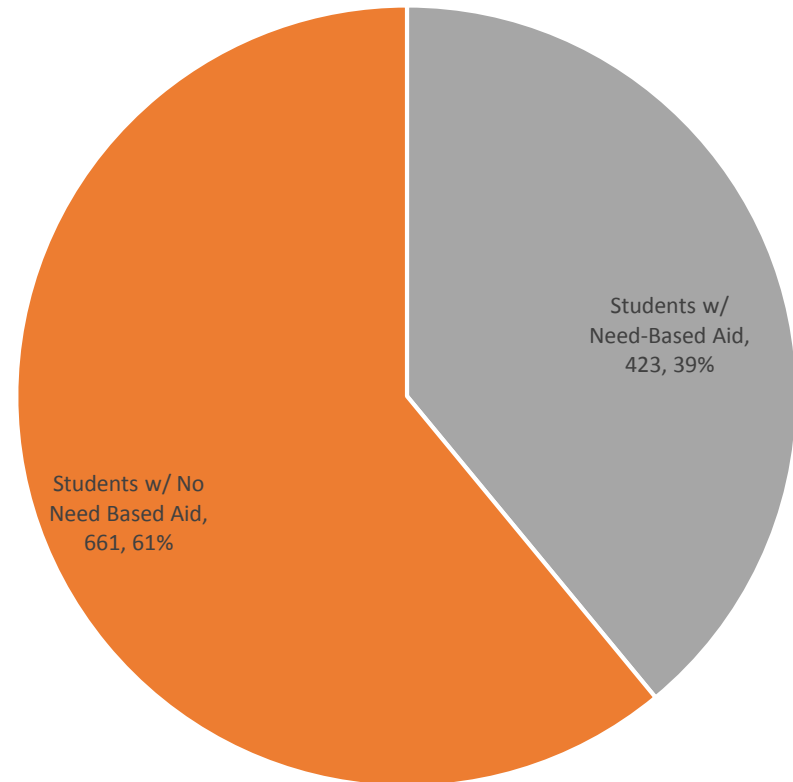
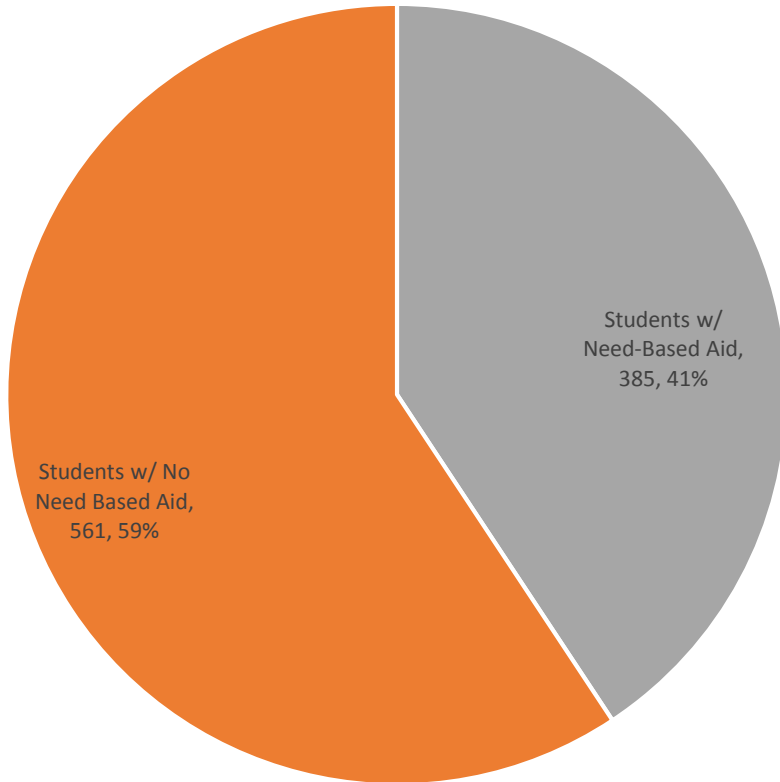
Source: 2012-2013 Pitzer College Common Data Set. Comparative data based on 2012 Project on Student Debt, which only had 2011 data available

## Percentage of Student Body Receiving Aid

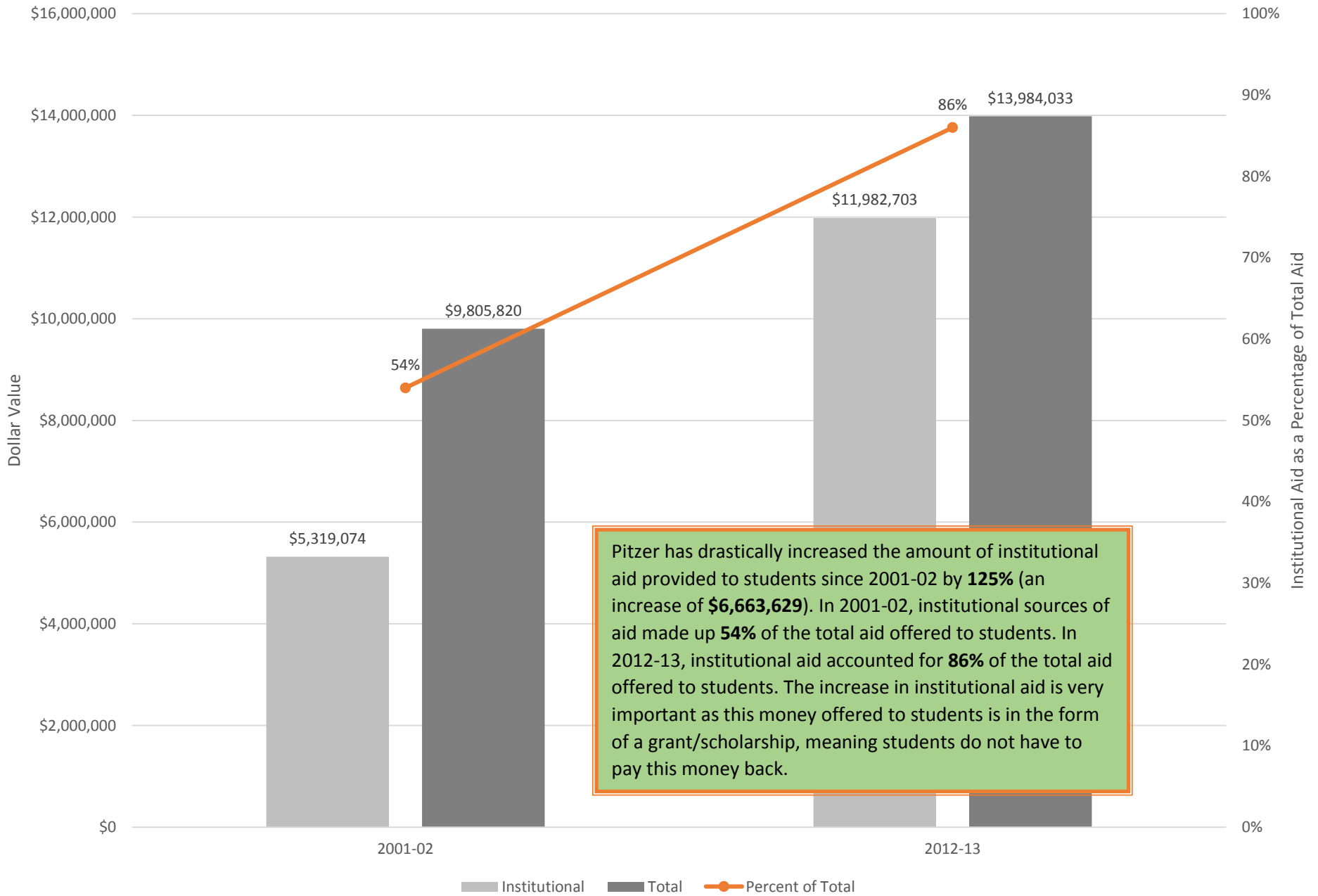
2001-02

2012-13

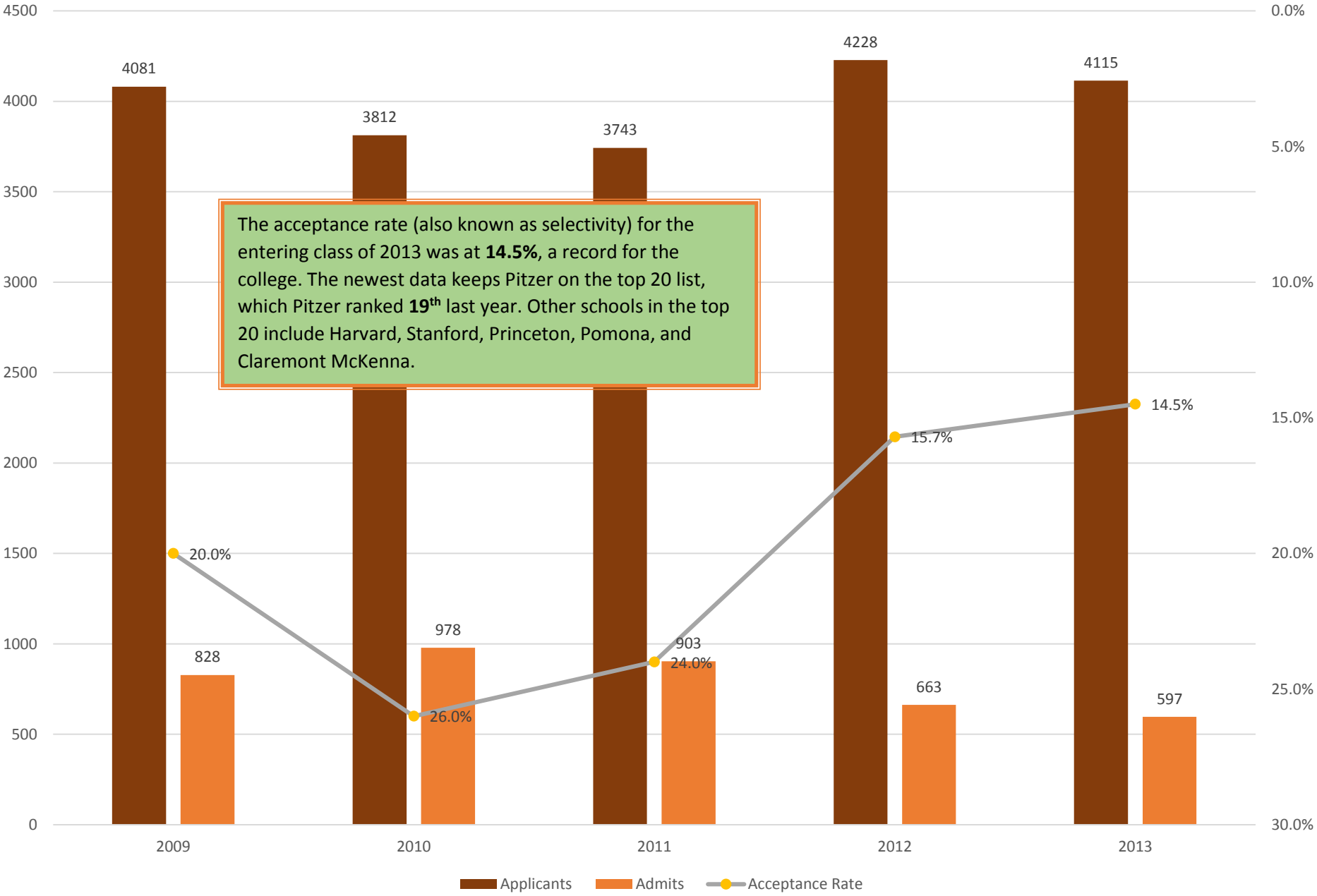
The number of students who receive need-based aid at Pitzer has increased by 38 since 2001-02 (10% increase). Though there are more students receiving aid at Pitzer than in the past, these students represent a slightly smaller proportion of the total student body because the overall size of the student body has grown by 15% since 2001-02.



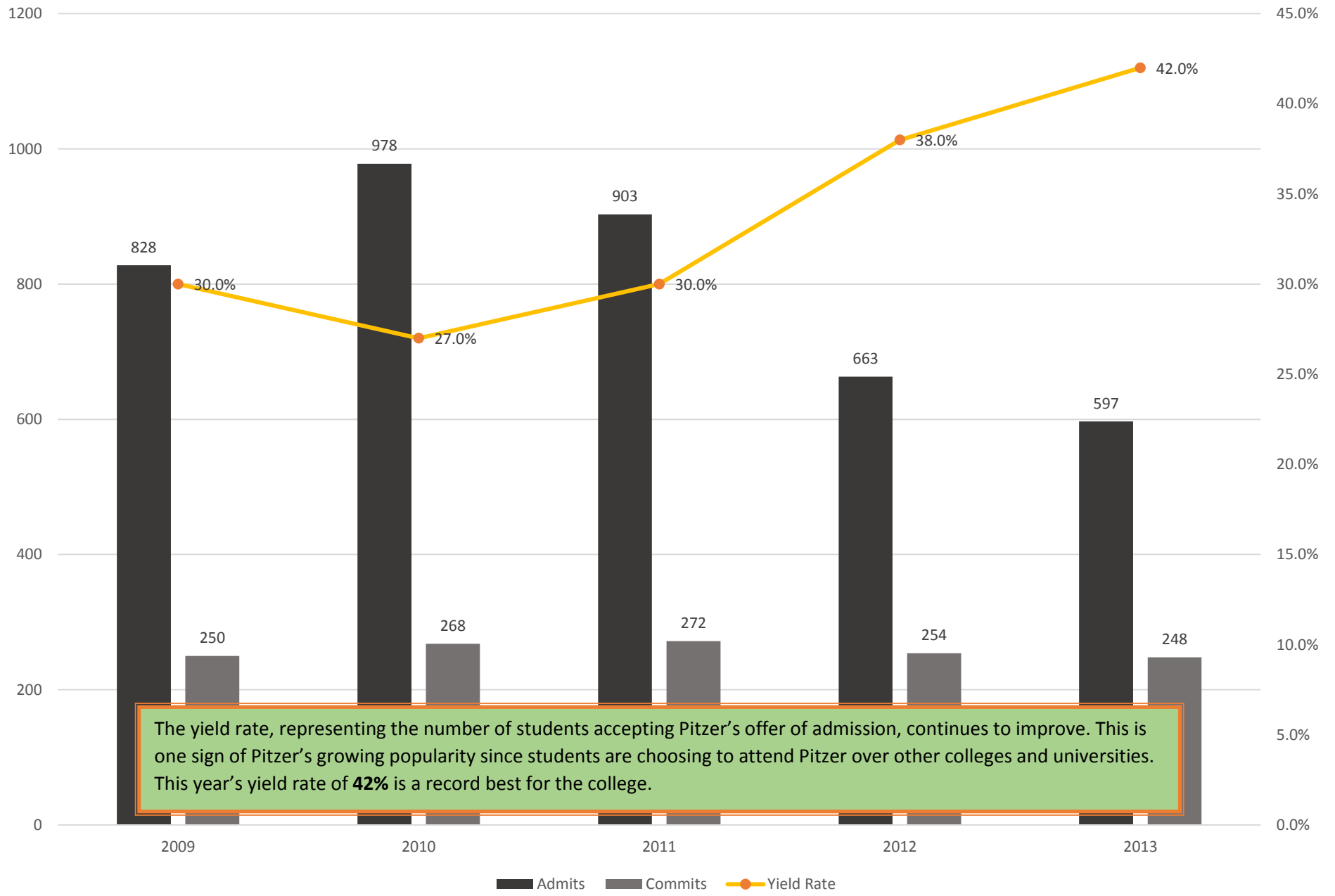
## Sources of Aid: Institutional and Total Amount of Aid Provided



# Acceptance Rate

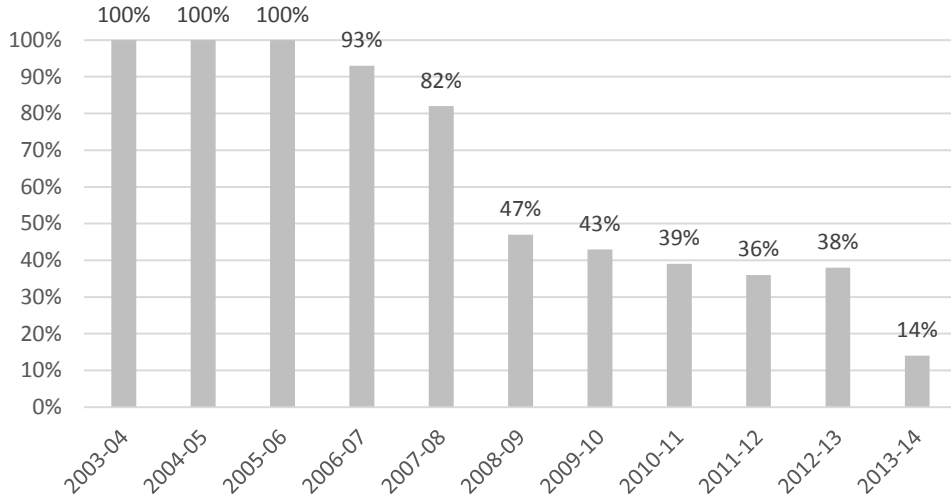


## Yield Rate



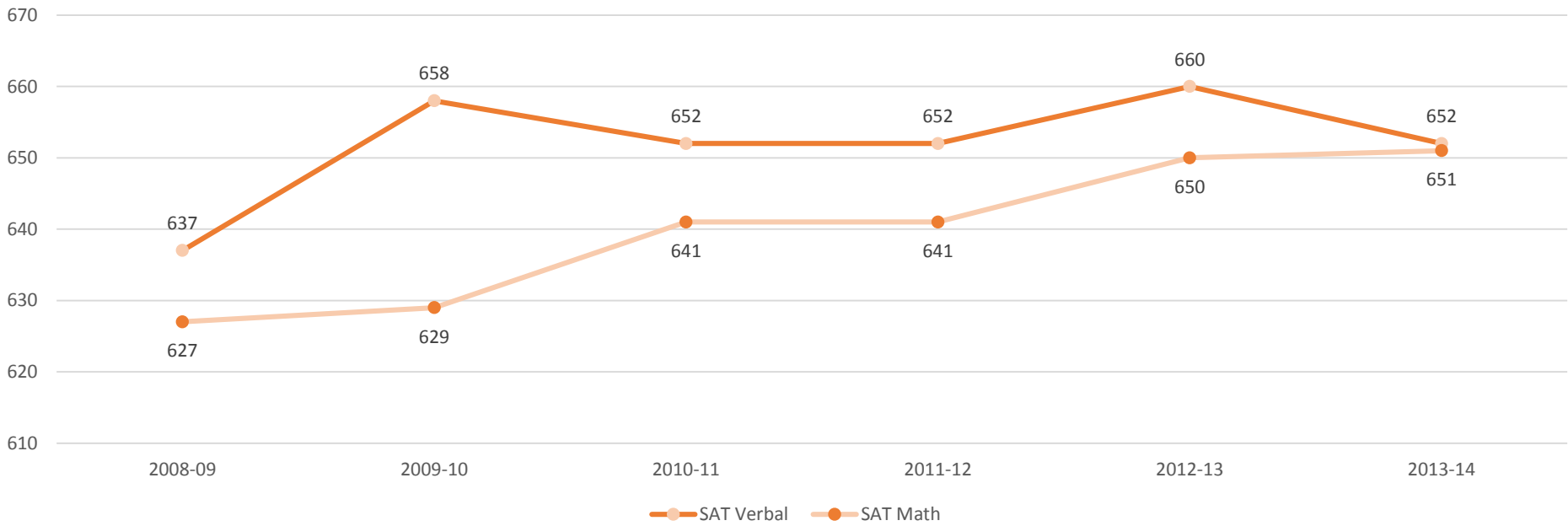
## SAT Data

### SAT Submission Status



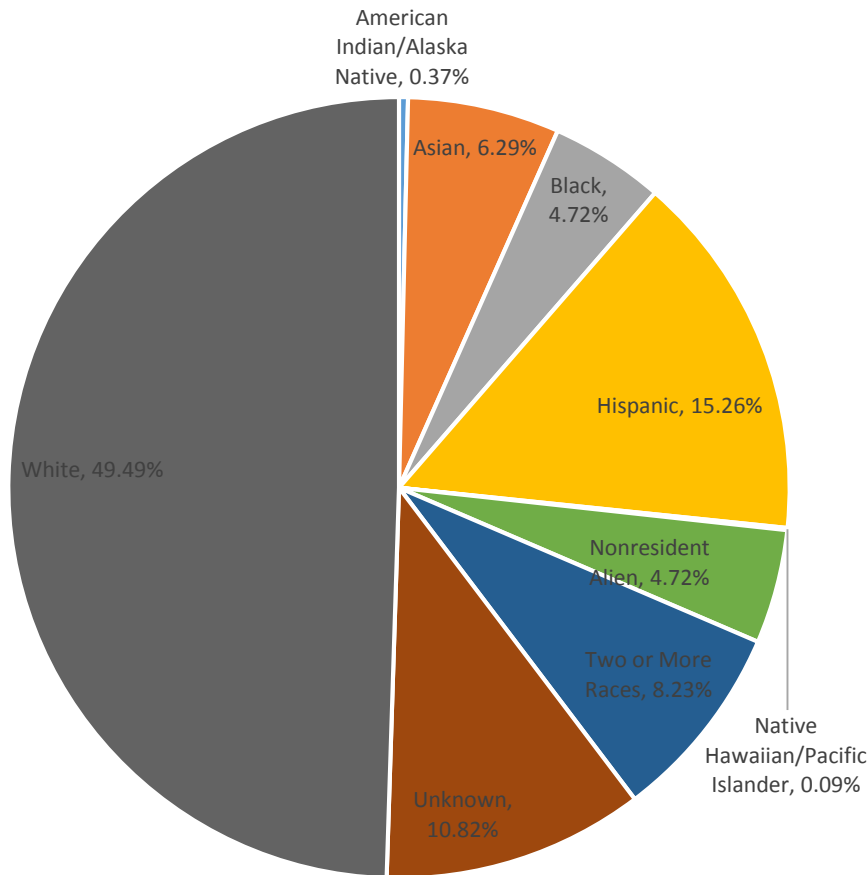
As an SAT Optional college for a decade incoming students have embraced this policy. Only **14%** of the entering class of 2013-14 submitted SAT scores to Pitzer. The reason this is highlighted as an issue is because of the sudden change in policy US News had in how they use SAT scores. The Selectivity Rank (**12.5%** of the overall US News ranking) is now comprised mostly (**65%**) of the average SAT score of an incoming class. They also are marking and penalizing schools that do not submit SAT scores for a given class. Though US News is attempting to penalize schools who do not report data for students that may pull down average scores, they have inadvertently penalized SAT Optional colleges like Pitzer. It will be interesting to see if US News continues this policy without taking into account whether a college has SAT Optional admissions policies.

### SAT Score Trends



## Student Demographics

2013-14 Student Body (N=1081)



Entering Student Geography



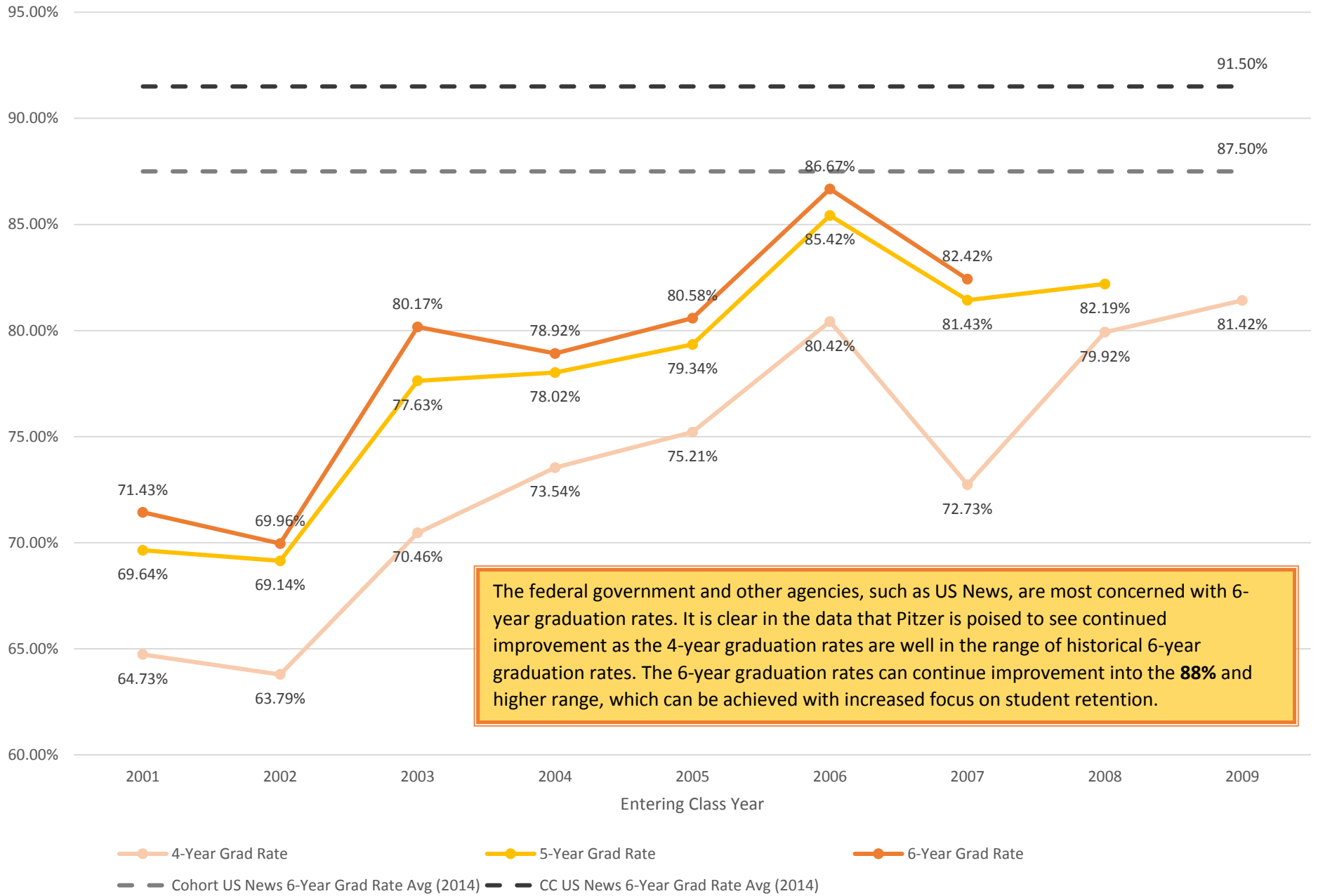
New federal guidelines changed the procedures for reporting race/ethnicity for students. The addition of the “Two or More Races” category was designed to help reduce the number or people who categorized themselves as “Other” or declined to state. For Pitzer, we did see a reduction in the number of students identified as “Other/Unknown” from last year (**16%**). This year just under **11%** were identified as “Unknown” and over **8%** of students were identified as “Two or More Races.”

## Freshman Retention: Pitzer Longitudinal Trend and Current US News Average

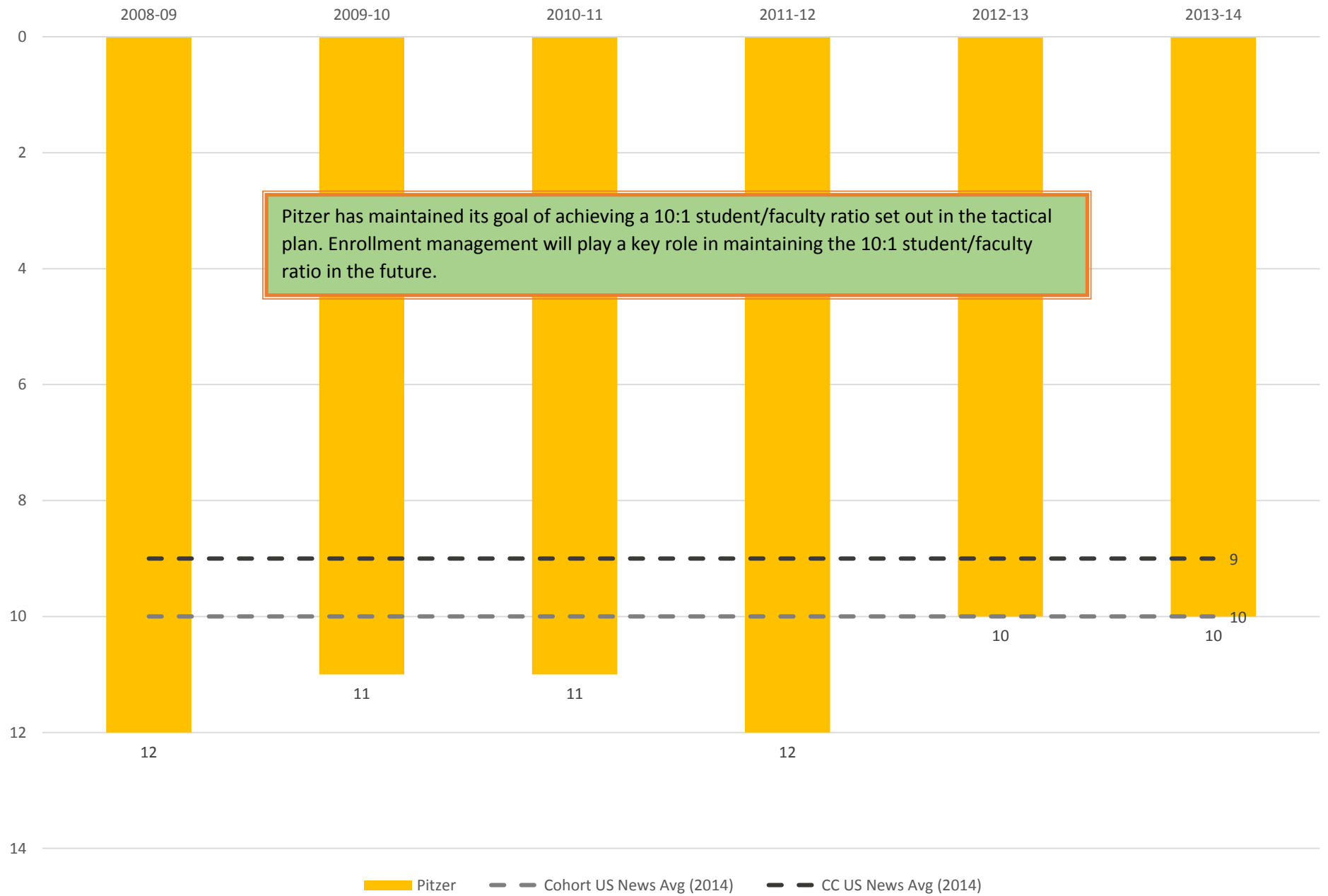




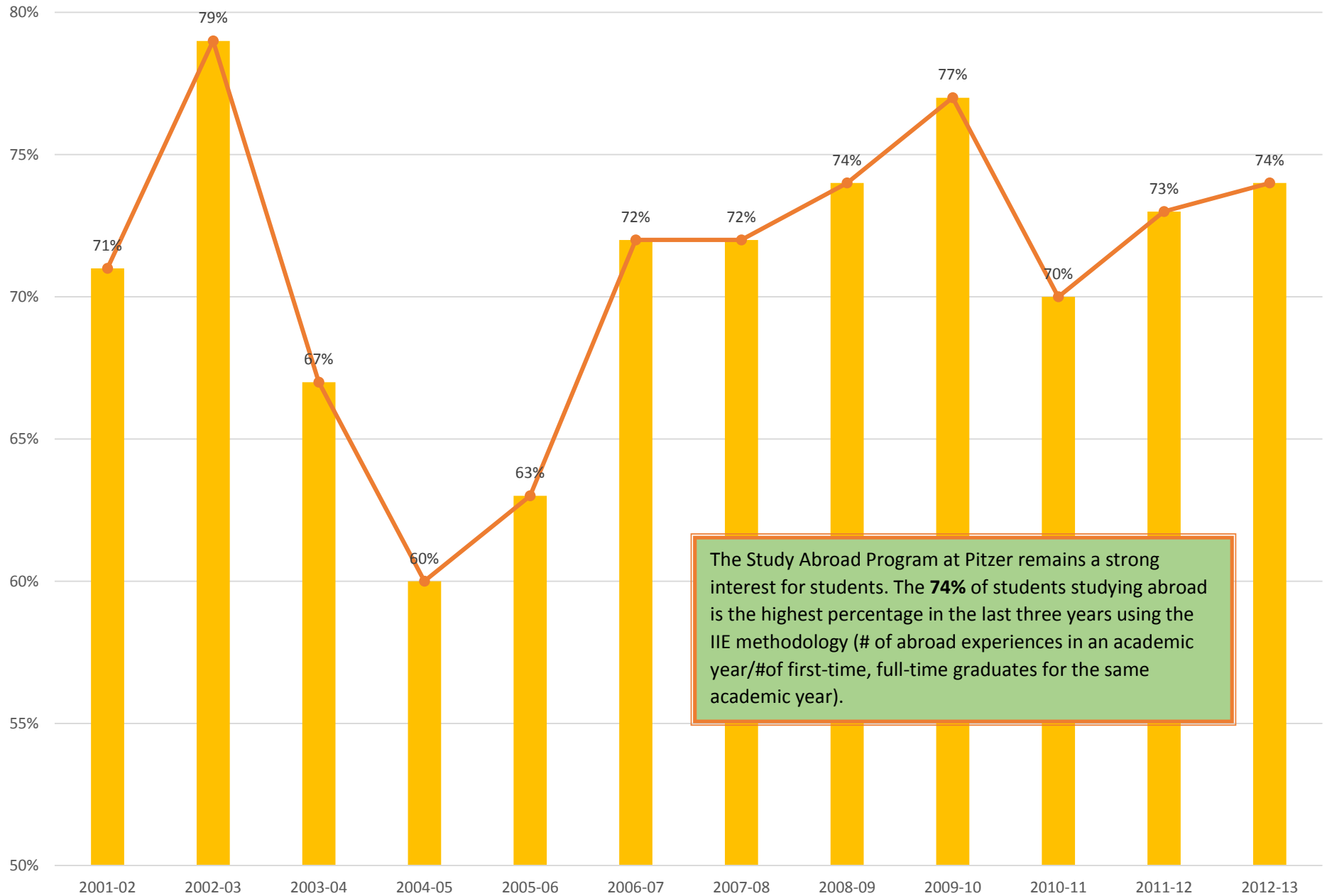
## Graduation Rates: Pitzer Longitudinal Trends and Current US News Average



## Student/Faculty Ratio



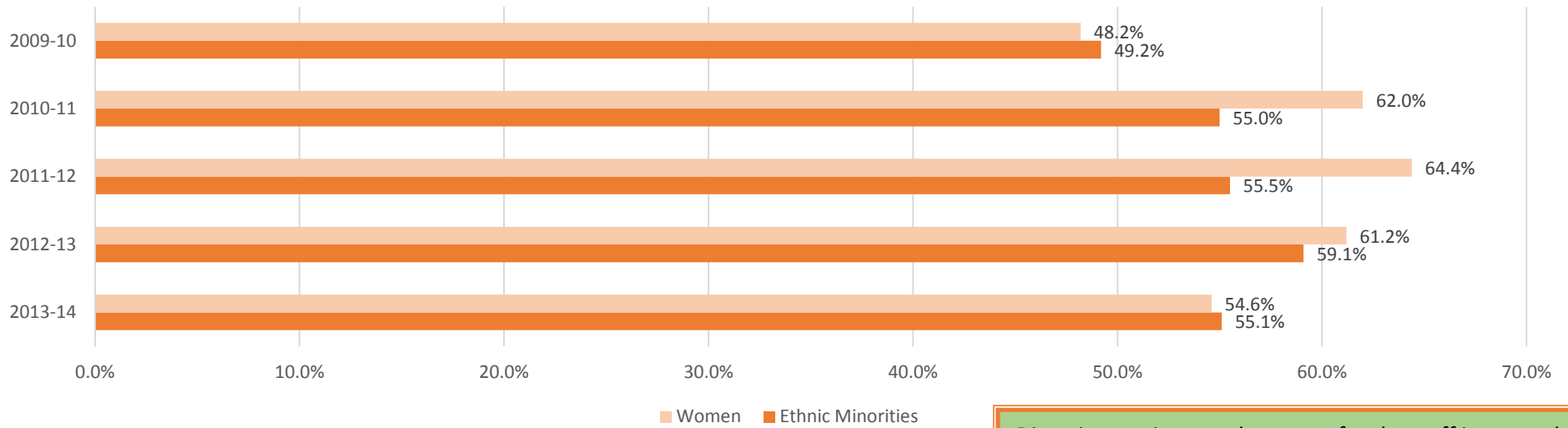
## Students Studying Abroad



The Study Abroad Program at Pitzer remains a strong interest for students. The **74%** of students studying abroad is the highest percentage in the last three years using the IIE methodology (# of abroad experiences in an academic year/#of first-time, full-time graduates for the same academic year).

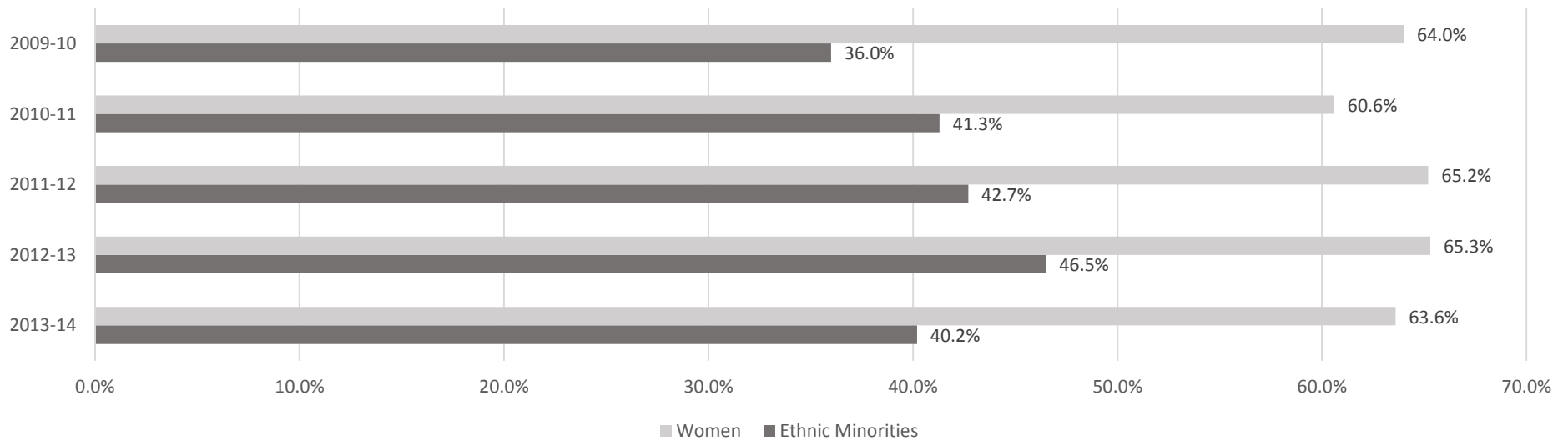
## Staff Diversity

### All Staff Diversity



Diversity continues to be strong for the staff in general as well as administrators.

### Staff Administrator Diversity



Staff administrators defined as positions at grade 5 or above (e.g., Assistant Directors, Directors, and above)

## 2013-14 Tenure/Tenure-Track Faculty Diversity

