

Strategic Goal	Measures of Success	Targets	Benchmark
Goal 4. SVSU is financially robust, fosters sound business practices and is noted for operational excellence.	Positive budget operating margins that contribute to adequate reserve levels and retirement of outstanding debt.	Capital Projects Reserve = \$45 million by 6/30/2023; Increase Operating Reserves by 5% annually; Outstanding debt reduced to \$72 million by 6/30/2023; Net Tuition Revenue Growth.	Capital Projects Reserve = \$36.2 million as of 6/30/2015; Debt = \$117.3 million as of 6/30/2016; General Fund Reserve (Unrestricted) = \$2.4 million as of 6/30/2016.
	Controlling operating costs per Fiscal Year Equivalent Students (FYES) .	Maintain lowest "Expenditures per FYES" as compared to peer Michigan public universities.	FY15 Expenditures per FYES = \$13,965; lowest among Michigan public universities.
	Continued capital investment .	Adequate funding for new projects and deferred maintenance needs.	Maintain or exceed funding levels as required by the capital projects plan.
	Growth in endowment market value .	Endowment value increases from \$73 million to \$100 million by 2020; Increase endowment distributions at the rate of annual inflation in support of University initiatives.	Endowment net assets = \$73.64 million as of 6/30/16. Endowment distributions = \$2.48 million as of 6/30/16.
	Recognition by independent organizations for operational and financial excellence .	Positive audit, credit ratings and peer organization reviews.	2016 Credit Ratings: Standards & Poor = A; Moody's =A1