Annual Update: Fall 2008

Stephen Farmer
Office of Undergraduate Admissions
Fall 2008 Admissions

- Third straight record for applications—five-year increase of 20%
- Record low admit rate
- Yield down 3 points—1 point for NC (to 67.5%) and 3 points for OOS (to 28.2%)
## Entering Class: Academics

<table>
<thead>
<tr>
<th>Category</th>
<th>2003</th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top 10 percent</td>
<td>70.2%</td>
<td>76.7%</td>
<td>79.1%</td>
</tr>
<tr>
<td>Top 10 students</td>
<td>39.2%</td>
<td>40.6%</td>
<td>42.9%</td>
</tr>
<tr>
<td>Valedictorian/salutatorian</td>
<td>11.2%</td>
<td>12.2%</td>
<td>13.3%</td>
</tr>
<tr>
<td>SAT—average</td>
<td>1282</td>
<td>1302</td>
<td>1301</td>
</tr>
<tr>
<td>—middle 50%</td>
<td>1200–1370</td>
<td>1210–1400</td>
<td>1210–1390</td>
</tr>
<tr>
<td>—1400+</td>
<td>672</td>
<td>916</td>
<td>876</td>
</tr>
</tbody>
</table>
Entering Class: Demographics

- Applications and admissions up across all groups
- Yield down across all groups
- Asian/Asian-American enrollment up 11%
- Underrepresented enrollments flat but strong—10th among top-30 universities
## Entering Class: Demographics

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Men–women</td>
<td>41%–59%</td>
<td>40%–60%</td>
<td>41%–59%</td>
</tr>
<tr>
<td>Public HS</td>
<td>83%</td>
<td>79%</td>
<td>80%</td>
</tr>
<tr>
<td>NC counties</td>
<td>97</td>
<td>94</td>
<td>99</td>
</tr>
<tr>
<td>Foreign countries</td>
<td>22</td>
<td>22</td>
<td>18</td>
</tr>
<tr>
<td>First generation</td>
<td>NA</td>
<td>18%</td>
<td>18%</td>
</tr>
<tr>
<td>Fee waiver</td>
<td>4%</td>
<td>5%</td>
<td>6%</td>
</tr>
</tbody>
</table>
Enrolling Class: Engagement

- 95 percent served the community
- 74 percent played a sport
- 69 percent founded an organization, captained a sport, or served as class, club, or student-body president
- 62 percent participated in the arts
- 55 percent traveled outside their home country
- 27 percent conducted original research
Market Share of Top North Carolinians

NC seniors graduating in top 5% of their class

<table>
<thead>
<tr>
<th>Year</th>
<th>Total</th>
<th>Applied</th>
<th>Enrolled</th>
</tr>
</thead>
<tbody>
<tr>
<td>2003</td>
<td>3,478</td>
<td>2,010</td>
<td>1,165</td>
</tr>
<tr>
<td>2007</td>
<td>4,030</td>
<td>2,598</td>
<td>1,467</td>
</tr>
<tr>
<td>2008</td>
<td>4,033</td>
<td>2,602</td>
<td>1,442</td>
</tr>
</tbody>
</table>
Market Share of Top North Carolinians

NC seniors scoring 1400 or higher on the SAT

- **2003**: 1,282 seniors, 951 (74.2%) applied, 431 (33.6%) enrolled
- **2007**: 1,383 seniors, 1,192 (86.2%) applied, 622 (45.0%) enrolled
- **2008**: 1,422 seniors, 1,227 (86.3%) applied, 576 (40.5%) enrolled
Challenge: Stronger Competition

Top overlap schools for Fall 2008 admitted students

<table>
<thead>
<tr>
<th>NC 1400+</th>
<th>#</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Duke</td>
<td>344</td>
<td>30.4%</td>
</tr>
<tr>
<td>NC State</td>
<td>313</td>
<td>27.7%</td>
</tr>
<tr>
<td>Wake Forest</td>
<td>131</td>
<td>11.6%</td>
</tr>
<tr>
<td>Davidson</td>
<td>106</td>
<td>9.4%</td>
</tr>
<tr>
<td>Virginia</td>
<td>86</td>
<td>7.6%</td>
</tr>
<tr>
<td>Elon</td>
<td>63</td>
<td>5.6%</td>
</tr>
<tr>
<td>App State</td>
<td>63</td>
<td>5.6%</td>
</tr>
<tr>
<td>Clemson</td>
<td>56</td>
<td>5.0%</td>
</tr>
<tr>
<td>Vanderbilt</td>
<td>52</td>
<td>4.6%</td>
</tr>
<tr>
<td>Washington U</td>
<td>52</td>
<td>4.6%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OOS African-American</th>
<th>#</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Virginia</td>
<td>61</td>
<td>20.9%</td>
</tr>
<tr>
<td>Duke</td>
<td>45</td>
<td>15.4%</td>
</tr>
<tr>
<td>Emory</td>
<td>45</td>
<td>15.4%</td>
</tr>
<tr>
<td>Maryland</td>
<td>45</td>
<td>15.4%</td>
</tr>
<tr>
<td>Georgetown</td>
<td>36</td>
<td>12.3%</td>
</tr>
<tr>
<td>Howard</td>
<td>34</td>
<td>11.6%</td>
</tr>
<tr>
<td>Georgia</td>
<td>29</td>
<td>9.9%</td>
</tr>
<tr>
<td>Penn</td>
<td>27</td>
<td>9.2%</td>
</tr>
<tr>
<td>Spelman</td>
<td>27</td>
<td>9.2%</td>
</tr>
<tr>
<td>Florida</td>
<td>25</td>
<td>8.6%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OOS other</th>
<th>#</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Virginia</td>
<td>636</td>
<td>24.9%</td>
</tr>
<tr>
<td>Vanderbilt</td>
<td>312</td>
<td>12.2%</td>
</tr>
<tr>
<td>Duke</td>
<td>294</td>
<td>11.5%</td>
</tr>
<tr>
<td>Florida</td>
<td>267</td>
<td>10.4%</td>
</tr>
<tr>
<td>Emory</td>
<td>262</td>
<td>10.3%</td>
</tr>
<tr>
<td>Michigan</td>
<td>255</td>
<td>10.0%</td>
</tr>
<tr>
<td>Boston College</td>
<td>244</td>
<td>9.5%</td>
</tr>
<tr>
<td>Georgia</td>
<td>237</td>
<td>9.3%</td>
</tr>
<tr>
<td>Washington U</td>
<td>206</td>
<td>8.1%</td>
</tr>
<tr>
<td>Wake Forest</td>
<td>203</td>
<td>7.9%</td>
</tr>
</tbody>
</table>

Institutions in red are ranked higher than Carolina by US News and World Report.
Challenge: Enhanced Aid

Top schools are enhancing aid
We compete heavily with these schools

Students admitted to UNC and any of 35 aid-enhanced schools

<table>
<thead>
<tr>
<th>Number</th>
<th>% of all admitted</th>
</tr>
</thead>
<tbody>
<tr>
<td>NC 1400+</td>
<td>587 52%</td>
</tr>
<tr>
<td>OOS African-American</td>
<td>183 63%</td>
</tr>
<tr>
<td>OOS other</td>
<td>1,688 66%</td>
</tr>
</tbody>
</table>
## Response: Improve Recruitment

### On-Campus
- 467 sessions/tours
- 9,256 students attending, including 37% of the entering class
- 42 special events—21 for top prospects and 21 for admitted students

### Off-Campus
- 148 visits to NC schools
- 46 visits to other schools
- 23 receptions for top prospects
- 205 NC college fairs—168 at high schools and 37 at community colleges
- 49 parent programs

### Remote
- 982,000 emails
- 174,000 mailings
- 8 chat sessions
- 20 phonathons
- 30,000+ page views on interactive message boards
### Response: Improve Recruitment

#### On-Campus
- **People:**
  - 23 recruiters
  - 148 student ambassadors
  - 80 faculty members
  - 100 alumni volunteers

#### Off-Campus
- **People:**
  - 23 recruiters
  - 148 student ambassadors
  - 80 faculty members
  - 100 alumni volunteers

#### Remote
- **People:**
  - 23 recruiters
  - 148 student ambassadors
  - 80 faculty members
  - 100 alumni volunteers

#### Time:
- **Average recruitment:** 467 days from first contact to enrollment
- **Longest recruitment:** 1,863 days from first contact to enrollment

#### Activities:
- **On-Campus:**
  - 467 information sessions/campus tours
  - 9,256 prospective students toured, including 1,411 (37%) of the Fall 2008 class
  - 42 special events
  - 21 academic and other programs for top prospects
  - 21 yield programs for admitted students
  - 148 visits to NC high schools
  - 46 visits to other HSs
  - 23 special receptions for top prospects
  - College fairs across NC
    - 168 at high schools
    - 37 at community colleges
  - 49 parent programs
  - 982,000 emails
  - 174,000 hard-copy mailings
  - 8 chat sessions
  - 20 phonathons
  - 2 message boards with over 30,000 page views
Other Responses

- Make recruitment a University-wide priority
- Raise money for aid, and direct that money strategically
- Develop opportunities that aren’t available elsewhere, and offer those opportunities to our best students at the time of their admission
- Tell our story, and especially the stories of our best students
Annual Update: Fall 2008

Shirley Ort
Office of Scholarships and Student Aid
All Students Receiving Any Aid: 2006-2007

Graduate/Professional Students: 5,054 (33%)
Undergraduate Students: 10,273 (67%)
Total: 15,327 Students Receiving Aid
Total Aid Disbursed to All Students, by Source 2006-2007 (In Millions)

- Federal: $116.4 (53%)
- Institutional & Private: $83.1 (38%)
- State: $19.5 (9%)

Total: $219.0 (In Millions)
All Undergraduate Students: 2006-2007

Total: 17,124

Undergraduate Students

Aided Needy Students 5,644 (33%)

Aided Non-Needy Students 4,629 (27%)

Non-Aided Students 6,851 (40%)
Sources and Types of Student Aid Funding for Undergraduates: 2006-2007 ($108.8 million)
27,016 FAFSA Filers
Growth in Cost of Attendance:
In-State Undergraduates

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Cost to Student</th>
<th>Tuition/Fees</th>
</tr>
</thead>
<tbody>
<tr>
<td>96-97</td>
<td>$8,497</td>
<td>$2,161</td>
</tr>
<tr>
<td>97-98</td>
<td>$11,668</td>
<td>$3,278</td>
</tr>
<tr>
<td>98-99</td>
<td>$15,250</td>
<td>$5,033</td>
</tr>
<tr>
<td>99-00</td>
<td>$16,000</td>
<td>$6,000</td>
</tr>
<tr>
<td>00-01</td>
<td>$12,000</td>
<td>$4,000</td>
</tr>
<tr>
<td>01-02</td>
<td>$14,000</td>
<td>$6,000</td>
</tr>
<tr>
<td>02-03</td>
<td>$16,000</td>
<td>$8,000</td>
</tr>
<tr>
<td>03-04</td>
<td>$18,000</td>
<td>$8,000</td>
</tr>
<tr>
<td>04-05</td>
<td>$20,000</td>
<td>$10,000</td>
</tr>
<tr>
<td>05-06</td>
<td>$22,000</td>
<td>$10,000</td>
</tr>
<tr>
<td>06-07</td>
<td>$25,000</td>
<td>$15,250</td>
</tr>
</tbody>
</table>
Growth in Cost of Attendance: Out-of-State Undergraduates

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Cost to Student</th>
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<tbody>
<tr>
<td>96-97</td>
<td>$17,529</td>
<td>$10,693</td>
</tr>
<tr>
<td>97-98</td>
<td>$22,160</td>
<td>$13,270</td>
</tr>
<tr>
<td>98-99</td>
<td>$19,681</td>
<td>$10,693</td>
</tr>
<tr>
<td>99-00</td>
<td>$30,448</td>
<td>$22,160</td>
</tr>
<tr>
<td>00-01</td>
<td>$17,529</td>
<td>$10,693</td>
</tr>
<tr>
<td>01-02</td>
<td>$22,160</td>
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<td>$30,448</td>
<td>$22,160</td>
</tr>
<tr>
<td>06-07</td>
<td>$19,681</td>
<td>$10,693</td>
</tr>
</tbody>
</table>
Growth in Undergraduate Aid Recipients

2000-01
52% of Enrollment

2006-07
60% of Enrollment

# 12,000
10,000
8,000
6,000
4,000
2,000
0

00-01 01-02 02-03 03-04 04-05 05-06 06-07

Non-Need

Need
Median Family Income for 2006-07 Enrolled Dependent Undergraduate Aid Recipients, by Need Status

<table>
<thead>
<tr>
<th>Income Level</th>
<th>In-State</th>
<th>Out-of-State</th>
</tr>
</thead>
<tbody>
<tr>
<td>Need-based</td>
<td>$47,934</td>
<td>$69,644</td>
</tr>
<tr>
<td>Non-Need-based</td>
<td>$108,000</td>
<td>$158,760</td>
</tr>
</tbody>
</table>
Family Income of All 2006-07 Undergraduate Aid Recipients

*Note: Income Range is for a family of four.*
Family Income of 2006-07 Undergraduate Need-Based Aid Recipients

- 0%-220% of Poverty Level ($0-$42,570*)
- 221%-500% of Poverty Level ($42,571-$96,750*)
- Greater than 500% of Poverty Level ($96,751 or more*)

*Note: Income Range is for a family of four.
Trends in Type of Aid Distributed to Undergraduate Students with Need

- **2000-01**: 57% Grants, 42% Loans, 1% Work
- **2001-02**: 63% Grants, 34% Loans, 3% Work
- **2002-03**: 63% Grants, 35% Loans, 2% Work
- **2003-04**: 62% Grants, 35% Loans, 3% Work
- **2004-05**: 63% Grants, 35% Loans, 2% Work
- **2005-06**: 64% Grants, 34% Loans, 2% Work
- **2006-07**: 68% Grants, 30% Loans, 2% Work
### Average Cumulative Loan Indebtedness For Graduating Seniors who Borrowed

<table>
<thead>
<tr>
<th>Academic Year</th>
<th>% Who Borrowed</th>
<th>Current Dollar Amount</th>
<th>Constant Dollar Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1999-2000</td>
<td>15%</td>
<td>$13,687</td>
<td>$16,477</td>
</tr>
<tr>
<td>2000-2001</td>
<td>24%</td>
<td>$11,156</td>
<td>$13,058</td>
</tr>
<tr>
<td>2001-2002</td>
<td>23%</td>
<td>$12,314</td>
<td>$14,190</td>
</tr>
<tr>
<td>2002-2003</td>
<td>31%</td>
<td>$13,291</td>
<td>$14,974</td>
</tr>
<tr>
<td>2003-2004</td>
<td>34%</td>
<td>$13,579</td>
<td>$14,902</td>
</tr>
<tr>
<td>2004-2005</td>
<td>34%</td>
<td>$13,801</td>
<td>$14,649</td>
</tr>
<tr>
<td>2005-2006</td>
<td>32%</td>
<td>$14,487</td>
<td>$14,897</td>
</tr>
<tr>
<td>2006-2007</td>
<td>34%</td>
<td>$14,912</td>
<td>$14,912</td>
</tr>
</tbody>
</table>

*Note: Debt includes only loans from Federal Title IV loan programs.*
Growth in Number of Recruitment/Merit Scholarships Awarded to Freshmen 2000-01 to 2008-09


Total for 2000-2001: 263
Total for 2008-2009: 317
Comparative Yield Rates: Merit Scholarship Offers (2007-08 to 2008-09)

- Carolina Scholars: 46% (2007-08), 49% (2008-09)
- Pogue Scholars: 91% (2008-09), 63% (2007-08)
- Colonel Robinson Scholars: 50% (2007-08), 31% (2008-09)
- Other Academic: 41% (2007-08), 38% (2008-09)
- Trademark Distinguished: 44% (2007-08), 32% (2008-09)
- Morehead: 83% (2007-08), 73% (2008-09)
- Robertson: 48% (2007-08), 70% (2008-09)
Our Challenge: Continue to Achieve Equity while Fostering Excellence

- Continue to recruit a strong Community of Scholars
- Significantly increase private support for Merit Scholarships
- Continue moderate tuition policies/competitive pricing
- Meet 100% of need for aid-eligible undergraduates
- Retain favorable ratio of grants/scholarships to work/loans for needy students
- Concurrently advance the Carolina Covenant®
Questions
Space Planning for
THE UNIVERSITY of NORTH CAROLINA at CHAPEL HILL
MASTER PLAN

September, 2008
Daniel K. Paulien, President
Lisa M. Keith, Associate Principal

PAULIEN & ASSOCIATES, INC.
Specializing in Higher Education Planning
Current and Projected Growth Assumptions

◆ Student Growth

Maintain Undergraduate/Graduate Proportions

<table>
<thead>
<tr>
<th></th>
<th>Student Headcount</th>
<th>Percent Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2007 Actual</td>
<td>28,136</td>
<td></td>
</tr>
<tr>
<td>Projected Growth</td>
<td>33,000</td>
<td>17%</td>
</tr>
</tbody>
</table>

2017

◆ Research Growth – 50% Increase

◆ Faculty & Staff Growth

Projected Growth – Total  
+872 Faculty / +884 Staff  
(Enrollment Increase Funded  
+418 Faculty / +802 Staff)
Space Standards

- 14 Space Categories

- Balanced UNC Current Standards with 30+ years of Experience

- Refined standards to reflect current and projected program mix
Existing Space Compared to Guidelines

- Fall 2007
  - Existing ASF: 5.2
  - Guideline ASF: 6.9

- Projected Fall 2017
  - Existing ASF: 5.9
  - Guideline ASF: 8.4

Millions

Assignable Square Feet
Space Needs

Current Need Fall 2007

- 600,000 ASF UNMET SPACE NEED
- 400,000 ASF LEASED FACILITIES
- 700,000 ASF UNDER CONSTRUCTION

2017 SPACE NEEDS AFTER CONSTRUCTION

- Instructional Space
- Research Labs
- Office Space
- Library
- Support & Other Space
- Student Space

ASF = Assignable Square Feet

Current Need by Space Category

- 700,000 ASF
- 400,000 ASF
- 600,000 ASF
University of North Carolina at Chapel Hill

Study of the Impact of Enrollment Growth on the Application and Matriculation Decisions of Prospective Undergraduate Students

Final Report: Conclusions from Research with Inquirers and Admitted Applicants

September 25, 2008

ARTSSCIENCE GROUP LLC
Recap: Major questions addressed in the project

• What is the likely impact of enrollment growth on the application and matriculation decisions of students considering UNC-Chapel Hill?
  ‣ Study tests growth to two total enrollment levels: 33,000 and 36,000
  ‣ Study focuses particularly on the impact of growth on top North Carolinians

• What strategies might UNC-Chapel Hill employ to manage the challenges and opportunities presented by enrollment growth?
Perceptions of size

- Inquirers and admitted applicants consider a “large” university as one having more than 21,000 undergraduates or at least 27,000 total enrollment.

- Nearly half of inquirers and admitted applicants perceive UNC–Chapel Hill to have 33,000 or more students already.

- Several major disadvantages that prospects associate with large universities are:
  ‣ Lack of personal attention
  ‣ Large classes
  ‣ Less access to faculty
Size, quality, and the competition

- Prospects tend to favor universities smaller than UNC-Chapel Hill
  - UNC-Chapel Hill’s competition is much more likely today than four years ago to be schools with enrollments below 10,000
  - 82 percent of top North Carolinians who are admitted to UNC-Chapel Hill but go elsewhere choose institutions with fewer than 15,000 undergraduates
  - In-state students are most likely to cite “too big” as the primary reason for not applying to UNC-Chapel Hill
  - Admit-declines are most likely to cite “too big” as the primary reason for not attending UNC-Chapel Hill
Size, quality, and the competition

- Prospects’ decisions about whether or not to apply or attend are driven by their perceptions of quality at UNC-Chapel Hill.
- These perceptions are often favorable enough to overcome the negatives they associate with size.
  - The most often-cited reasons for applying and attending are high-value education, prestigious reputation, strong program in the students’ field of interest, and good academics / highly ranked.
  - Prospects perceive the current student body at UNC-Chapel Hill to be highly qualified—in fact, nearly half of both inquirers and admitted applicants believe a higher percentage of its students graduated in the top 10 percent of their high school class than is actually the case.
Size, quality, and the competition

• Our study found:
  ‣ Average SAT score of applicants has risen 22 points from study of four years ago – to 1374
  ‣ Applicants’ average SAT scores is 29 points higher than non-applicants’
  ‣ Matriculants’ average SAT score of 1392 is 82 points lower than admit-declines’

• Competition with top schools has increased
  ‣ Highly selective private schools such as Boston College, Georgetown, Harvard, Yale, and Princeton are now more significant competitors than four years ago
Effects of growth and perceived quality

- When tested simply as a number, growth to 33,000 would have a negligible impact on applications and enrollment; growth to 36,000 would have an unfavorable impact on applications and enrollment.

- Growing without maintaining the current quality of the UNC-Chapel Hill student body (as measured by percentage of students in the top 10 percent of their high school class) would result in dramatic decreases in applications and enrollment from top North Carolinians and out-of-state students.
  - Applications from each of these two cohorts would fall by more than 20 percent.
  - Enrollment from top North Carolinians would fall by nearly 20 percent; enrollment from out-of-state students would fall by nearly 40 percent.
Inquirers: Effect of size and student quality on number of applications

**TOTAL ENROLLMENT**

- 36,000: Inquirers = -4%, Top NC = -4%, Other NC = 0%, Out-of-state = -7%
- 33,000: Inquirers = -1%, Top NC = -1%, Other NC = 0%, Out-of-state = -2%
- 28,000: Inquirers = 0%, Top NC = 0%, Other NC = 0%, Out-of-state = 0%

**QUALITY OF STUDENTS**

- 85% in Top 10% of class:
  - Inquirers = -21%
  - Top NC = -18%
  - Other NC = -4%
  - Out-of-state = -18%
- 75% in Top 10% of class:
  - Inquirers = -22%
  - Top NC = -22%
  - Other NC = -22%
  - Out-of-state = -22%
- 65% in Top 10% of class:
  - Inquirers = -25%
  - Top NC = -25%
  - Other NC = -25%
  - Out-of-state = -25%

Base Conversion Rate (N) Inquirers = 45.5% (392), Top NC = 51.8% (125), Other NC = 46.9% (142), and Out-of-state = 44.0% (125)
Admitted applicants: Effect of size and student quality on enrollment

TOTAL ENROLLMENT
- 36,000
- 33,000
- 28,000

QUALITY OF STUDENTS
- 85% in Top 10% of class
- 75% in Top 10% of class
- 65% in Top 10% of class

Base Yield Rate (N): Admitted applicants = 54.4% (392), Top NC = 46.1% (125), Other NC = 64.9% (142), and Out-of-state = 39.4% (125)
Strategies to manage the impact of growth

• The single largest positive effect on applications and enrollment from top North Carolinians could be realized if the University gave more merit awards
  ‣ If UNC-Chapel Hill were perceived as generous with merit awards, 6 percent more top North Carolinians would apply
  ‣ With a $2,500 increase in merit awards, 8 percent more top North Carolinians would enroll; with a $5,000 increase, 17 percent more would enroll
Strategies to manage the impact of growth

• Making students aware that the University has only one campus (that students’ residential, academic, research, and co-curricular experiences all take place on one campus) would also generate gains (though not from top North Carolinians)

• Nearly one-third of inquirers and admitted applicants currently think the UNC-Chapel Hill experience takes place on multiple campuses

• Other initiatives involving faculty profile, honors, and advising would have smaller positive impacts
Inquirers: Effect of initiatives on number of applications

- **MERIT AID**
  - Extensive
    - Inquirers: -7%
    - Top North Carolinians: -3%
    - Other North Carolinians: -8%
    - Out-of-state: 14%
  - Some
    - Inquirers: -5%
    - Top North Carolinians: -3%
    - Other North Carolinians: -8%
    - Out-of-state: 11%

- **UNDERGRADUATE EXPERIENCE**
  - One campus
    - Inquirers: -8%
    - Top North Carolinians: -6%
    - Other North Carolinians: -6%
    - Out-of-state: 14%
  - Multi-campus
    - Inquirers: -7%
    - Top North Carolinians: -2%
    - Other North Carolinians: -7%
    - Out-of-state: 4%

Base Conversion Rate (N) Inquirers = 45.5% (392), Top NC = 51.8% (125), Other NC = 46.9% (142), and Out-of-state = 44.0% (125)
Admitted applicants: Effect of initiatives on enrollment

Admitted applicants = 54.4% (392), Top NC = 46.1% (125), Other NC = 64.9% (142), and Out-of-state = 39.4% (125)
A challenge with top North Carolinians

• UNC-Chapel Hill has improved its market share of top North Carolinians who apply and enroll

• Because enrolling these students is the cornerstone of the University’s recruitment strategy, and because their presence on campus greatly influences all prospects’ application and enrollment decisions, the University must continue to hold this market share in order to maintain quality as it grows

• This will be a significant challenge
  ‣ On the one hand, as high school enrollment in North Carolina grows over the next several decades, the number of students in the top ten percent of their high school classes will also grow
  ‣ On the other hand, the number of top SAT scorers in NC has shown little change in the past ten years and is not likely to grow substantially in the years ahead
A challenge for North Carolina

• If UNC-Chapel Hill does not attract top North Carolinians, they are likely to go out of state for college
  ‣ 61 percent of top in-state students who inquire at UNC-Chapel Hill have out-of-state institutions as their first or second choice
  ‣ 58 percent of top in-state students who decline UNC-Chapel Hill’s offer of admission choose out-of-state institutions
Conclusions

• Growing while continuing to enroll top North Carolinians can be achieved only by tying growth targets to the achievement of student-quality measures.

› Recognize that growth that results in diminished student quality would have a compound negative effect: a drop-off in student quality would in turn lead to many fewer top students applying and enrolling.
Conclusions

• Significantly improved performance in converting top inquirers to applicants is highly unlikely. Efforts should be focused on yielding more top admitted students, recognizing that the students currently declining UNC-Chapel Hill’s offers of admission are highly accomplished and ambitious, and competition for those students is and will remain strenuous.
Conclusions

• Growth-with-quality will also require significant new investments in merit awards and in elements of the undergraduate experience that make it comparable to what students can expect from highly regarded, smaller competitors.

  ‣ UNC-Chapel Hill must be a place of pre-eminent scholars and intellectually engaged students, where students have access to faculty, the classes they need, and an integrated advising program.

  ‣ Current reputation, quality of academic programs, and placement record must be strengthened even further.

  ‣ The need for a merit awards program is strongly indicated; the University might pilot such a program with selected top in-state students.
Conclusions

- Finally, also invest in communications to:
  - Dispel misperceptions about size
  - Make better known the single-campus experience
  - Promote further the full range of academic offerings
  - Describe the honors program
  - Substantiate and heighten the perception of student quality