

Appendix K
2011 UNC Peer Study Overview
September 26, 2011

The last peer study conducted by UNC was in 2006. Since 2006 there have been many changes across higher education, both inside and outside the state of North Carolina. The 2011 peer study provides the opportunity to reassess campus peers using more recent national data and considering current economic realities. The recommended peers for each campus are a result of extensive campus review of potential peers and discussions with Academic Affairs at UNC General Administration.

How will peers be used?: Peers will be used as comparison points in areas such as:

- tuition and fees
- retention and graduation rates
- faculty salaries
- faculty workload and teaching load
- space utilization
- faculty diversity
- endowments
- financial aid
- budget
- fiscal measures such as sources/types of revenues/expenditures

What is a “peer”?: The July 2009 Association for Institutional Research (AIR) / National Center for Education Statistics (NCES) Fellowship Report by Matthew Solder provides an excellent summary of what a peer is (see http://airweb.org/images/Soldner_Final_Report_2010.pdf):

There are four distinct types of peers: (a) competitor, (b) peer, (c) aspirational, and, (d) predetermined/jurisdictional (Hurley, 2002). Each type’s name implies the nature of the relationship between the home institution and its group of comparators, and can include institutions that are seen as direct competitors, institutions that are similar on one or more dimensions but may not share a common market, institutions to which the home institution aspires to become more like, and institutions that are de facto or de jure peers, such as fellow members of a state system.

Sources of data to identify peers: The Peer Selection Tool (PST), developed by UNC GA’s Office of Institutional Research & Analysis, uses the U.S. Department of Education’s Integrated Postsecondary Education Data System (IPEDS) and included 74 variables. The majority of the variables are from the 2009-2010 collection cycle. Campuses were permitted to use other sources of national level data such as the National Science Foundation.

Number of peers: 15-18; no more than 2 from a state without approval; do not use other UNC campuses as peers; select 2-4 aspirational peers.

Public vs. private peers: public peers are expected; recommendations for a private peer must be well justified.

Appalachian State University and Peers

Peer Institution	City	State	IPEDS UnitID
*California State University-Chico	Chico	California	110538
*University of Northern Iowa	Cedar Falls	Iowa	154095
*Eastern Illinois University	Charleston	Illinois	144892
*Western Illinois University	Macomb	Illinois	149772
*Towson University	Towson	Maryland	164076
Minnesota State University-Mankato	Mankato	Minnesota	173920
Saint Cloud State University	Saint Cloud	Minnesota	174783
Rowan University	Glassboro	New Jersey	184782
SUNY at Binghamton	Binghamton	New York	196079
*Bowling Green State University-Main Campus	Bowling Green	Ohio	201441
*Miami University-Oxford	Oxford	Ohio	204024
*West Chester University of Pennsylvania	West Chester	Pennsylvania	216764
Indiana University of Pennsylvania-Main Campus	Indiana	Pennsylvania	213020
*College of Charleston	Charleston	South Carolina	217819
*Sam Houston State University	Huntsville	Texas	227881
*James Madison University	Harrisonburg	Virginia	232423
*Western Washington University	Bellingham	Washington	237011
*University of Wisconsin-La Crosse	La Crosse	Wisconsin	240329

18 Total Peers

13 *Carried Over From 2006

5 New in 2011

3 **Aspirational Peers**0 *Private Peers*

East Carolina University and Peers

Peer Institution	City	State	IPEDS UnitID
*Florida International University	Miami	Florida	133951
*Northern Illinois University	Dekalb	Illinois	147703
Southern Illinois University Carbondale	Carbondale	Illinois	149222
*University of Louisville	Louisville	Kentucky	157289
*Western Michigan University	Kalamazoo	Michigan	172699
Central Michigan University	Mount Pleasant	Michigan	169248
*University of Missouri-Kansas City	Kansas City	Missouri	178402
University of Southern Mississippi	Hattiesburg	Mississippi	176372
*University of North Dakota	Grand Forks	North Dakota	200280
*University of Nevada-Reno	Reno	Nevada	182290
*University at Buffalo	Buffalo	New York	196088
*Ohio University-Main Campus	Athens	Ohio	204857
*Wright State University-Main Campus	Dayton	Ohio	206604
*University of South Carolina-Columbia	Columbia	South Carolina	218663
East Tennessee State University	Johnson City	Tennessee	220075
*Texas Tech University	Lubbock	Texas	229115
*Old Dominion University	Norfolk	Virginia	232982
*Virginia Commonwealth University	Richmond	Virginia	234030

18 Total Peers

14 *Carried Over From 2006

4 New in 2011

3 **Aspirational Peers**0 *Private Peers*

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Elizabeth City State University and Peers

Peer Institution	City	State	IPEDS UnitID
Athens State University	Athens	Alabama	100812
California State University-Bakersfield	Bakersfield	California	110486
Delaware State University	Dover	Delaware	130934
University of Illinois at Springfield	Springfield	Illinois	148654
Bowie State University	Bowie	Maryland	162007
Frostburg State University	Frostburg	Maryland	162584
*SUNY College at Old Westbury	Old Westbury	New York	196237
Ohio State University-Marion Campus	Marion	Ohio	204699
Mansfield University of Pennsylvania	Mansfield	Pennsylvania	213783
Pennsylvania State University-Penn State York	York	Pennsylvania	214829
University of Puerto Rico-Humacao	Humacao	Puerto Rico	243179
*Christopher Newport University	Newport News	Virginia	231712
Norfolk State University	Norfolk	Virginia	232937
Virginia State University	Petersburg	Virginia	234155
University of the Virgin Islands	Charlotte Amalie	Virgin Islands	243665

15 Total Peers

2 *Carried Over From 2006

13 New in 2011

3 **Aspirational Peers**

0 *Private Peers*

Fayetteville State University and Peers

Peer Institution	City	State	IPEDS UnitID
*University of North Alabama	Florence	Alabama	101879
*California State University-San Marcos	San Marcos	California	366711
California State University-Bakersfield	Bakersfield	California	110486
*Eastern Connecticut State University	Willimantic	Connecticut	129215
Albany State University	Albany	Georgia	138716
Grambling State University	Grambling	Louisiana	159009
*Bowie State University	Bowie	Maryland	162007
Minnesota State University-Moorhead	Moorhead	Minnesota	174358
*Northwest Missouri State University	Maryville	Missouri	178624
*SUNY College at Oneonta	Oneonta	New York	196185
*Southwestern Oklahoma State University	Weatherford	Oklahoma	207865
*Western Oregon University	Monmouth	Oregon	210429
*Francis Marion University	Florence	South Carolina	218061
*Angelo State University	San Angelo	Texas	222831
Norfolk State University	Norfolk	Virginia	232937
Virginia State University	Petersburg	Virginia	234155

16 Total Peers

10 *Carried Over From 2006

6 New in 2011

2 **Aspirational Peers**0 *Private Peers*

Appendix K

North Carolina A & T State University and Peers

Peer Institution	City	State	IPEDS UnitID
*Florida Agricultural and Mechanical University	Tallahassee	Florida	133650
University of Idaho	Moscow	Idaho	142285
Indiana State University	Terre Haute	Indiana	151324
Louisiana Tech University	Ruston	Louisiana	159647
University of Louisiana at Lafayette	Lafayette	Louisiana	160658
*University of Maine	Orono	Maine	161253
*Jackson State University	Jackson	Mississippi	175856
University of New Hampshire-Main Campus	Durham	New Hampshire	183044
*New Jersey Institute of Technology	Newark	New Jersey	185828
New Mexico State University-Main Campus	Las Cruces	New Mexico	188030
*Cleveland State University	Cleveland	Ohio	202134
Clemson University	Clemson	South Carolina	217882
*South Dakota State University	Brookings	South Dakota	219356
*The University of Texas at El Paso	El Paso	Texas	228796
The University of Texas at Arlington	Arlington	Texas	228769
Old Dominion University	Norfolk	Virginia	232982
University of Wyoming	Laramie	Wyoming	240727

17 Total Peers

7 *Carried Over From 2006

10 New in 2011

2 **Aspirational Peers**

0 *Private Peers*

North Carolina Central University and Peers

Peer Institution	City	State	IPEDS UnitID
*California State University-Bakersfield	Bakersfield	California	110486
*Florida Agricultural and Mechanical University	Tallahassee	Florida	133650
*The University of West Florida	Pensacola	Florida	138354
*Valdosta State University	Valdosta	Georgia	141264
*Washburn University	Topeka	Kansas	156082
Murray State University	Murray	Kentucky	157401
Morgan State University	Baltimore	Maryland	163453
Jackson State University	Jackson	Mississippi	175856
*New Jersey City University	Jersey City	New Jersey	185129
*Rutgers University-Camden	Camden	New Jersey	186371
*Edinboro University of Pennsylvania	Edinboro	Pennsylvania	212160
Shippensburg University of Pennsylvania	Shippensburg	Pennsylvania	216010
*Tennessee State University	Nashville	Tennessee	221838
The University of Tennessee-Martin	Martin	Tennessee	221768
*University of Houston-Clear Lake	Houston	Texas	225414
*West Texas A & M University	Canyon	Texas	229814
Hampton University	Hampton	Virginia	232265

17 Total Peers

11 *Carried Over From 2006

6 New in 2011

3 **Aspirational Peers**1 *Private Peers*

North Carolina State University at Raleigh and Peers

Peer Institution	City	State	IPEDS UnitID
University of Arizona	Tucson	Arizona	104179
*University of California-Davis	Davis	California	110644
Colorado State University	Fort Collins	Colorado	126818
*University of Florida	Gainesville	Florida	134130
*Georgia Institute of Technology-Main Campus	Atlanta	Georgia	139755
*Iowa State University	Ames	Iowa	153603
*University of Illinois at Urbana-Champaign	Champaign	Illinois	145637
*Purdue University-Main Campus	West Lafayette	Indiana	243780
*University of Maryland-College Park	College Park	Maryland	163286
*Michigan State University	East Lansing	Michigan	171100
Rutgers University-New Brunswick	New Brunswick	New Jersey	186380
*Ohio State University-Main Campus	Columbus	Ohio	204796
*Pennsylvania State University-Main Campus	University Park	Pennsylvania	214777
*Texas A & M University	College Station	Texas	228723
*Virginia Polytechnic Institute and State University	Blacksburg	Virginia	233921
*University of Wisconsin-Madison	Madison	Wisconsin	240444

16 Total Peers

13 *Carried Over From 2006

3 New in 2011

4 **Aspirational Peers**0 *Private Peers*

University of North Carolina School of the Arts and Peers

Peer Institution	City	State	IPEDS UnitID
University of California-Los Angeles	Los Angeles	California	110662
<i>Yale University</i>	<i>New Haven</i>	<i>Connecticut</i>	<i>130794</i>
<i>*Savannah College of Art and Design</i>	<i>Savannah</i>	<i>Georgia</i>	<i>140951</i>
<i>*Columbia College Chicago</i>	<i>Chicago</i>	<i>Illinois</i>	<i>144281</i>
<i>*Massachusetts College of Art and Design</i>	<i>Boston</i>	<i>Massachusetts</i>	<i>166674</i>
*SUNY at Purchase College	Purchase	New York	196219
<i>*The Juilliard School</i>	<i>New York</i>	<i>New York</i>	<i>192110</i>
<i>New York University</i>	<i>New York</i>	<i>New York</i>	<i>193900</i>
University of Cincinnati-Main Campus	Cincinnati	Ohio	201885
<i>*The University of the Arts</i>	<i>Philadelphia</i>	<i>Pennsylvania</i>	<i>215105</i>
<i>Carnegie Mellon University</i>	<i>Pittsburgh</i>	<i>Pennsylvania</i>	<i>211440</i>
The University of Texas at Austin	Austin	Texas	228778
<i>*Cornish College of the Arts</i>	<i>Seattle</i>	<i>Washington</i>	<i>235024</i>

13 Total Peers

7 *Carried Over From 2006

6 New in 2011

4 **Aspirational Peers**

8 *Private Peers*

Appendix K

University of North Carolina at Asheville and Peers

Peer Institution	City	State	IPEDS UnitID
University of Montevallo	Montevallo	Alabama	101709
Fort Lewis College	Durango	Colorado	127185
*New College of Florida	Sarasota	Florida	262129
*Massachusetts College of Liberal Arts	North Adams	Massachusetts	167288
*St. Mary's College of Maryland	Saint Mary's City	Maryland	163912
University of Maine at Farmington	Farmington	Maine	161226
*University of Minnesota-Morris	Morris	Minnesota	174251
*Truman State University	Kirksville	Missouri	178615
Keene State College	Keene	New Hampshire	183062
*Ramapo College of New Jersey	Mahwah	New Jersey	186201
*SUNY at Geneseo	Geneseo	New York	196167
SUNY at Purchase College	Purchase	New York	196219
*Furman University	Greenville	South Carolina	218070
Rhodes College	Memphis	Tennessee	221351
Christopher Newport University	Newport News	Virginia	231712
*The Evergreen State College	Olympia	Washington	235167

16 Total Peers

9 *Carried Over From 2006

7 New in 2011

4 **Aspirational Peers**

2 *Private Peers*

University of North Carolina at Chapel Hill and Peers

Peer Institution	City	State	IPEDS UnitID
*University of California-Berkeley	Berkeley	California	110635
*University of California-Los Angeles	Los Angeles	California	110662
<i>*University of Southern California</i>	<i>Los Angeles</i>	<i>California</i>	<i>123961</i>
<i>Northwestern University</i>	<i>Evanston</i>	<i>Illinois</i>	<i>147767</i>
<i>*Johns Hopkins University</i>	<i>Baltimore</i>	<i>Maryland</i>	<i>162928</i>
University of Maryland-College Park	College Park	Maryland	163286
*University of Michigan-Ann Arbor	Ann Arbor	Michigan	170976
University of Minnesota-Twin Cities	Minneapolis	Minnesota	174066
<i>*Duke University</i>	<i>Durham</i>	<i>North Carolina</i>	<i>198419</i>
<i>*University of Pennsylvania</i>	<i>Philadelphia</i>	<i>Pennsylvania</i>	<i>215062</i>
*University of Pittsburgh-Pittsburgh Campus	Pittsburgh	Pennsylvania	215293
*The University of Texas at Austin	Austin	Texas	228778
*University of Virginia-Main Campus	Charlottesville	Virginia	234076
*University of Washington-Seattle Campus	Seattle	Washington	236948
*University of Wisconsin-Madison	Madison	Wisconsin	240444

15 Total Peers

12 *Carried Over From 2006

3 New in 2011

3 **Aspirational Peers**5 *Private Peers*

Appendix K

University of North Carolina at Charlotte and Peers

Peer Institution	City	State	IPEDS UnitID
University of Colorado Denver	Denver	Colorado	126562
Florida Atlantic University	Boca Raton	Florida	133669
Florida International University	Miami	Florida	133951
*University of Louisville	Louisville	Kentucky	157289
*University of Massachusetts-Lowell	Lowell	Massachusetts	166513
*Western Michigan University	Kalamazoo	Michigan	172699
University of New Mexico-Main Campus	Albuquerque	New Mexico	187985
*University of Nevada-Las Vegas	Las Vegas	Nevada	182281
*Kent State University Kent Campus	Kent	Ohio	203517
University of Toledo	Toledo	Ohio	206084
*Portland State University	Portland	Oregon	209807
*University of Rhode Island	Kingston	Rhode Island	217484
*The University of Texas at Arlington	Arlington	Texas	228769
*The University of Texas at San Antonio	San Antonio	Texas	229027
Old Dominion University	Norfolk	Virginia	232982
Virginia Commonwealth University	Richmond	Virginia	234030
*University of Wisconsin-Milwaukee	Milwaukee	Wisconsin	240453

17 Total Peers

10 *Carried Over From 2006

7 New in 2011

3 **Aspirational Peers**

0 *Private Peers*

Appendix K

University of North Carolina at Greensboro and Peers

Peer Institution	City	State	IPEDS UnitID
Florida International University	Miami	Florida	133951
University of Central Florida	Orlando	Florida	132903
*Georgia State University	Atlanta	Georgia	139940
*Northern Illinois University	Dekalb	Illinois	147703
Indiana State University	Terre Haute	Indiana	151324
Indiana University-Purdue University-Indianapolis	Indianapolis	Indiana	151111
University of Louisville	Louisville	Kentucky	157289
*Western Michigan University	Kalamazoo	Michigan	172699
*University of Southern Mississippi	Hattiesburg	Mississippi	176372
*Bowling Green State University-Main Campus	Bowling Green	Ohio	201441
Kent State University Kent Campus	Kent	Ohio	203517
*Portland State University	Portland	Oregon	209807
Oregon State University	Corvallis	Oregon	209542
Middle Tennessee State University	Murfreesboro	Tennessee	220978
University of Memphis	Memphis	Tennessee	220862
The University of Texas at Arlington	Arlington	Texas	228769
Old Dominion University	Norfolk	Virginia	232982
Virginia Commonwealth University	Richmond	Virginia	234030

18 Total Peers

6 *Carried Over From 2006

12 New in 2011

3 **Aspirational Peers**

0 *Private Peers*

University of North Carolina at Pembroke and Peers

Peer Institution	City	State	IPEDS UnitID
*University of North Alabama	Florence	Alabama	101879
Southern Arkansas University Main Campus	Magnolia	Arkansas	107983
*California State University-Stanislaus	Turlock	California	110495
*Western Connecticut State University	Danbury	Connecticut	130776
University of Guam	Mangilao	Guam	240754
Indiana University-Southeast	New Albany	Indiana	151379
*Pittsburg State University	Pittsburg	Kansas	155681
*Morehead State University	Morehead	Kentucky	157386
*Nicholls State University	Thibodaux	Louisiana	159966
Frostburg State University	Frostburg	Maryland	162584
*Northwest Missouri State University	Maryville	Missouri	178624
Eastern New Mexico University-Main Campus	Portales	New Mexico	187648
*Northeastern State University	Tahlequah	Oklahoma	207263
Francis Marion University	Florence	South Carolina	218061
*Austin Peay State University	Clarksville	Tennessee	219602
The University of Texas of the Permian Basin	Odessa	Texas	229018
*Radford University	Radford	Virginia	233277
University of Wisconsin-Superior	Superior	Wisconsin	240426

18 Total Peers

10 *Carried Over From 2006

8 New in 2011

2 **Aspirational Peers**0 *Private Peers*

Appendix K

University of North Carolina at Wilmington and Peers

Peer Institution	City	State	IPEDS UnitID
*California Polytechnic State University-San Luis Obispo	San Luis Obispo	California	110422
California State University-Chico	Chico	California	110538
*University of Northern Iowa	Cedar Falls	Iowa	154095
*Murray State University	Murray	Kentucky	157401
*Towson University	Towson	Maryland	164076
University of Maryland-Baltimore County	Baltimore	Maryland	163268
University of Maine	Orono	Maine	161253
*Truman State University	Kirksville	Missouri	178615
*Rowan University	Glassboro	New Jersey	184782
*The College of New Jersey	Ewing	New Jersey	187134
SUNY at Binghamton	Binghamton	New York	196079
*College of Charleston	Charleston	South Carolina	217819
*The University of Texas at Dallas	Richardson	Texas	228787
*James Madison University	Harrisonburg	Virginia	232423
College of William and Mary	Williamsburg	Virginia	231624
*Western Washington University	Bellingham	Washington	237011
*University of Wisconsin-Eau Claire	Eau Claire	Wisconsin	240268

17 Total Peers

12 *Carried Over From 2006

5 New in 2011

3 **Aspirational Peers**

0 *Private Peers*

Appendix K

Western Carolina University and Peers

Peer Institution	City	State	IPEDS UnitID
California State University-Fresno	Fresno	California	110556
Central Connecticut State University	New Britain	Connecticut	128771
Kennesaw State University	Kennesaw	Georgia	140164
Eastern Illinois University	Charleston	Illinois	144892
Western Illinois University	Macomb	Illinois	149772
Pittsburg State University	Pittsburg	Kansas	155681
*Murray State University	Murray	Kentucky	157401
Morehead State University	Morehead	Kentucky	157386
*Salisbury University	Salisbury	Maryland	163851
*Winona State University	Winona	Minnesota	175272
Saint Cloud State University	Saint Cloud	Minnesota	174783
Southeast Missouri State University	Cape Girardeau	Missouri	179557
University of Central Missouri	Warrensburg	Missouri	176965 *
Plymouth State University	Plymouth	New Hampshire	183080
SUNY College at Oswego	Oswego	New York	196194
California University of Pennsylvania	California	Pennsylvania	211361
Sam Houston State University	Huntsville	Texas	227881
*Radford University	Radford	Virginia	233277

18 Total Peers

4 *Carried Over From 2006

14 New in 2011

3 **Aspirational Peers**

0 *Private Peers*

***Peer inadvertently omitted from the list approved at the October meeting.**

Winston-Salem State University and Peers

Peer Institution	City	State	IPEDS UnitID
*Jacksonville State University	Jacksonville	Alabama	101480
Delaware State University	Dover	Delaware	130934
Albany State University	Albany	Georgia	138716
Fort Valley State University	Fort Valley	Georgia	139719
<i>Spelman College</i>	<i>Atlanta</i>	<i>Georgia</i>	<i>141060</i>
<i>Xavier University of Louisiana</i>	<i>New Orleans</i>	<i>Louisiana</i>	<i>160904</i>
*University of Maryland Eastern Shore	Princess Anne	Maryland	163338
Morgan State University	Baltimore	Maryland	163453
Alcorn State University	Alcorn State	Mississippi	175342
Rutgers University-Camden	Camden	New Jersey	186371
William Paterson University of New Jersey	Wayne	New Jersey	187444
SUNY College at Old Westbury	Old Westbury	New York	196237
Francis Marion University	Florence	South Carolina	218061
University of South Carolina-Aiken	Aiken	South Carolina	218645
Tennessee State University	Nashville	Tennessee	221838
Prairie View A & M University	Prairie View	Texas	227526
Norfolk State University	Norfolk	Virginia	232937
Virginia State University	Petersburg	Virginia	234155

18 Total Peers

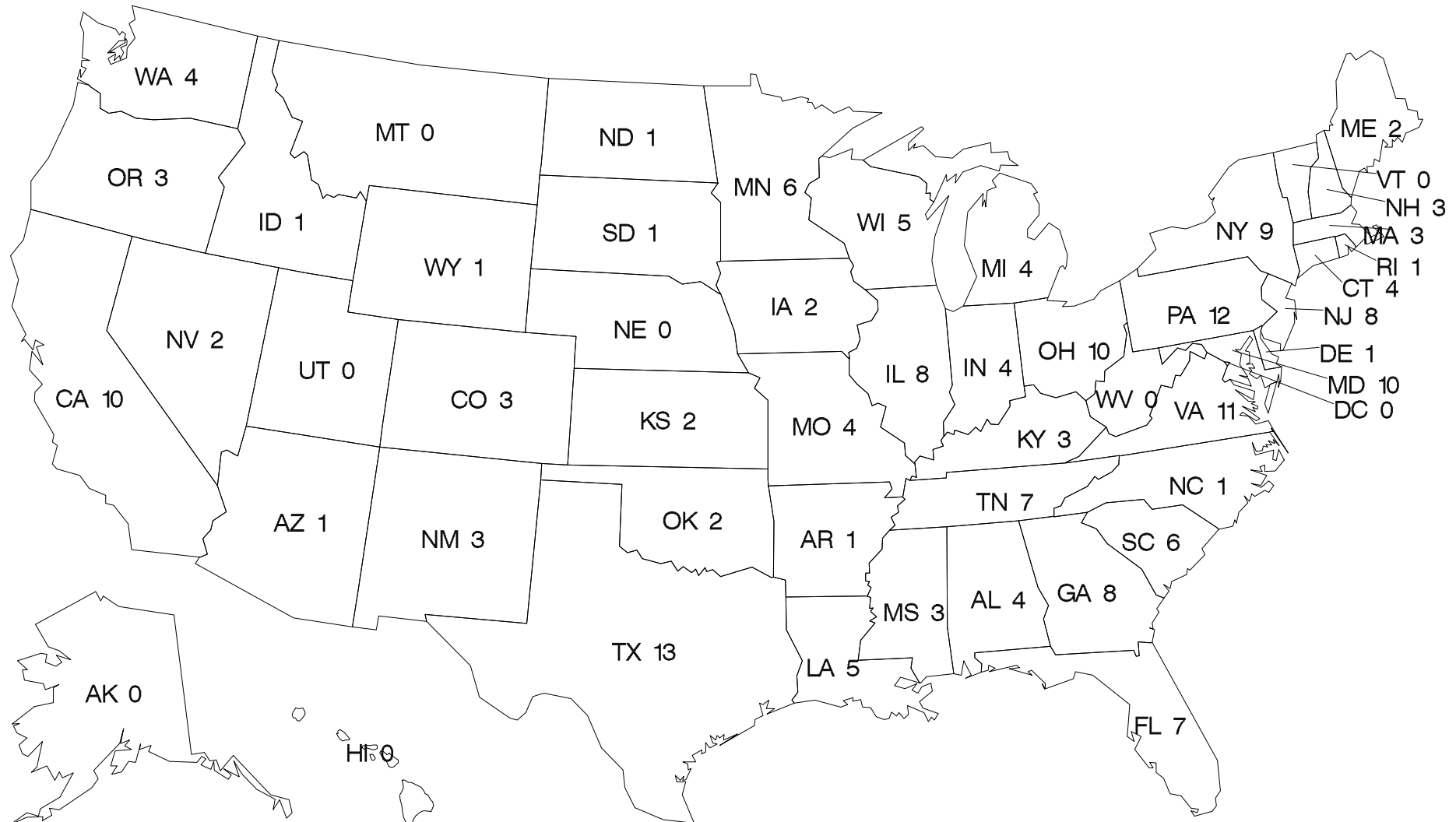
2 *Carried Over From 2006

16 New in 2011

3 **Aspirational Peers**2 *Private Peers*

Geographic Distribution of 2011 Peer Institutions

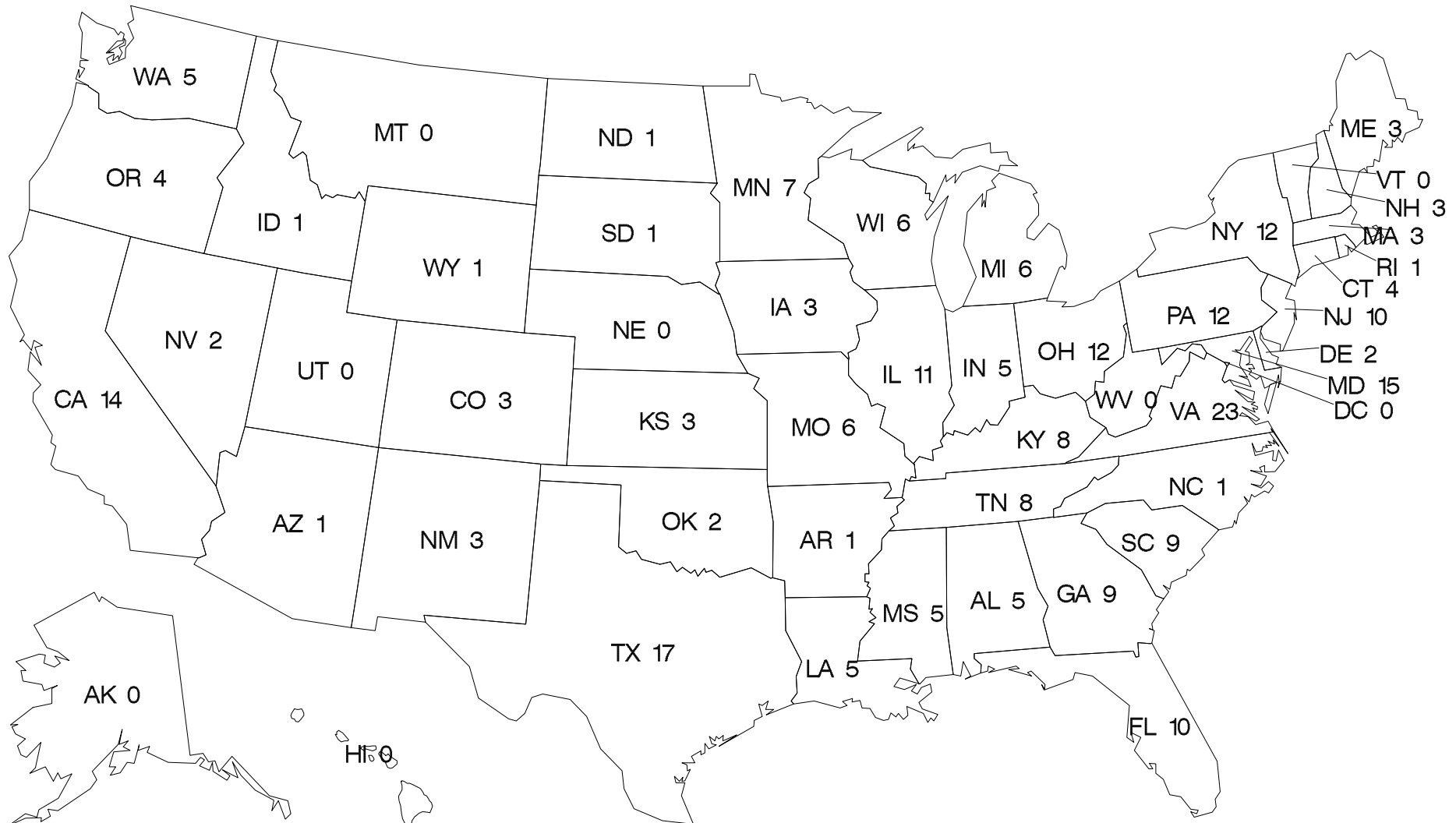
202 Unique Peer Institutions



Note: Guam, Puerto Rico, and the U.S. Virgin Islands each have an institution selected as a peer by at least one UNC institution.
This Appended Version Approved by the BOG
November 11, 2011

Geographic Distribution of 2011 Peer Institutions

266 Peer Selections



Note: Guam, Puerto Rico, and the U.S. Virgin Islands each have an institution selected as a peer by at least one UNC institution.
 This Amended Version Approved by the BOG
 November 11, 2011