

## **2025 UNC Peer Institution Study**

May 14, 2025

University of North Carolina System Raleigh, North Carolina

#### Introduction

When the University of North Carolina (UNC) was redesignated in 1972 to include all 16 public four-year institutions of higher education, one of the primary responsibilities given to the Board of Governors ("the Board") was to "...foster the development of a well-planned and coordinated system of higher education." One of the key activities the Board oversees in the execution of this responsibility is periodically updating institutional peer lists. A peer list is a collection of similar institutions that can be used to facilitate objective and useful comparisons and benchmarking for the constituent universities.

The American higher education system is the largest and broadest in the world, with roughly 5,000 colleges and universities varying in size (from institutions with fewer than 100 students to those with nearly 70,000), mission (e.g., liberal arts, religious, special focus, comprehensive, research), control (public, private nonprofit, private for-profit), and degree-granting authority (associate, baccalaureate, master's, doctorate). Institutional missions vary by the student population served, and institutions differ in the amount of resources they have available to them.

Given the breadth and diversity of institutions in the United States, it is impracticable and unproductive to compare any given college or university against all other institutions of higher education. As such, institutions and governing boards have relied upon the identification of smaller sets of institutions to provide a more focused and concise perspective for comparisons. These peer lists provide institutions with a single collection of universities to be used for benchmarking and comparison, and provide an objective point of review and departure for institutional strategic planning.

The UNC System mirrors the larger tapestry of higher education in America with regard to the diversity of its institutions. Unlike many other systems of higher education, the UNC System comprises a heterogeneous mix of institutions that differ in mission, size, degree focus, and student body served. As such, the historical use of peer sets has allowed the UNC Board of Governors to examine the positioning and performance of each constituent institution within a group of similarly situated colleges and universities. This facilitates more accurate and more effective assessments and comparisons.

Within the UNC System, the Board of Governors has responsibility for reviewing and approving all institutional peer lists. The peer institution lists have historically been consulted for analyses, including, but not limited to: tuition and fees, retention and graduation rates, degree production, research productivity, space utilization, endowments, student financial aid, institutional revenues, and the distribution of institutional expenses.

The UNC System has historically updated peer institutions roughly every five years, with the two most recent studies occurring in 2011 and 2020. As American higher education and the UNC System continue to evolve and respond to shifting national demographics and resources, the 2025 Peer Study is critically important to ensure that each constituent university has a current and accurate peer set in place.

The remainder of this report provides an overview of the conceptual approach taken in development of the peer sets, the methodological approach that was applied, and a discussion of recommended uses and time limits for the peer sets. The report concludes with the recommended peer lists for each constituent institution.

#### **Conceptual Approach**

The UNC System has used a variety of approaches in conducting previous peer studies. The 2006 peer study was outsourced to Dennis Jones, president of the National Center for Higher Management Systems (NCHEMS). This process helped ensure an objective and consistent perspective, but lacked documentation on the specific details considered. The 2011 peer study was conducted internally, but quantitative analysis was delegated to the individual institutions. This allowed for a better understanding of the deliberations, but resulted in a less consistent approach, as larger institutions with more robust institutional research operations were able to conduct more sophisticated modeling than smaller institutions. Previous peer studies have also varied in their intended usage; some were designed to identify similar institutions for outcomes evaluations, while some were constructed to identify universities that were aspirational. At times it was unclear which one of these was the driving objective.

The 2020 peer study was constructed so that the analyses were objective, consistent, and clearly understood. The work was clearly focused on identifying peer sets that are composed of realistic and accurate sets of institutions that can be used for current benchmarking and outcomes analyses. The 2020 peer study established a highly collaborative and consultative process, with responsibility shared by the UNC System Office and the individual institutions. To that end, each UNC System university was asked to identify one individual to serve as the primary point of contact who had the institutional standing and knowledge to guide their campus process. Additionally, each university established an internal working group composed of individuals to participate in the working process. This typically included individuals from Academic Affairs, Institutional Research, Finance, Human Resources, and representatives of faculty and staff councils and senates. The UNC System Office developed a parallel internal steering group led by Academic Affairs, including representatives from Data and Analytics, Strategy and Policy, Finance, Human Resources, the chief of staff, and the chief operating officer. Identification of the methodological approach, variable identification, and ultimate peer selection was conducted in a collaborative manner, involving individuals from the UNC System Office and each constituent university.

Given the analytical strength, clarity, and collaborative structure of the 2020 peer study, the UNC System Office internal steering group for the 2025 peer study decided to replicate much of the process for the 2025 peer study. Each UNC System university was again asked to identify a primary point of contact and establish an internal working group. Cluster analysis was again used as the methodological approach, and variable identification and ultimate peer selection was likewise conducted in a collaborative manner for the 2025 peer study, involving individuals from the UNC System Office and each constituent university.

#### **Methodological Approach**

A guiding objective of the 2020 peer study was to employ a quantitative and data-driven approach to identify institutional peers that would be consistent across constituent universities. To that end, and as opposed to previous iterations of peer studies, UNC System Office staff from Data and Analytics conducted all quantitative analyses for the 16 constituent universities, using cluster analysis. This ensured a common approach was used in the consideration of peers for all universities, and also helped to ameliorate the differences in resources that exist across the constituent universities.

In the 2025 peer study, cluster analysis was used as the quantitative approach, as it allows for institutions to be compared simultaneously across a variety of variables. Individual variables were

identified for each institution for use in the cluster analysis. A cluster analysis was then run for each institution, and output lists were provided to the institutions for review. Some institutions requested multiple cluster analyses, sometimes with different sets of variables, for comparative purposes, but each institution selected a single cluster as the basis for their peer list. Institutions were allowed to identify colleges and universities that they felt should be included on their peer list, but which were not included in the cluster analysis. This typically included institutions for which there was a historical connection on peer studies or similar academic focus. Institutions subsequently provided a list of proposed peers, which were reviewed by the UNC System Office steering committee. A final proposed list was then negotiated by each institution and the UNC System Office.

#### Variable Identification

Potential variables were identified by staff from the UNC System Office and the individual institutions, and were ultimately approved by the UNC System Office steering group. Given that the desired objective of the peer study was to identify lists that could be used for outcomes assessment, the majority of the variables identified were measures of institution resources and mission. Variables fall into one of three broad categories: those that help understand an institution's mission and positioning (e.g., academic program mix, undergraduate enrollment as a percent of total enrollment); the study body an institution serves (e.g., total student enrollment, percent of undergraduate students receiving a Pell Grant); and institutional resources (e.g., percent of faculty that are full time, instructional expenditures per student FTE). Ten variables were used in each cluster analysis. Of those 10, six were common to all institutions, and four were selected by the individual institution in consultation with the UNC System Office. Listed below are the six core (common) variables, and the most common elective variables. In a modification from the 2020 peer study, for the 2025 peer study institutions were not limited to the list below in their selection of variables, and could consider any measure-based input-focused variable that is available in the U.S. Department of Education's Integrated Postsecondary Education Data System (IPEDS). The vast majority of analyses in the 2025 peer study did select from the variables listed below.

#### Variables Used in the Cluster Analysis

- 12-month Enrollment Full-Time Equivalent (FTE), (Core Variable)
- Percent of Undergraduate Students Receiving a Pell Grant, (Core Variable)
- Undergraduate Enrollment as a Percent of Total Enrollment, (Core Variable)
- Academic Program Mix, (Core Variable)
- Percent of Faculty Who are Full Time, (Core Variable)
- Instructional Expenditures per Student FTE, (Core Variable)
- Percent of Undergraduate Students Who are Part Time, (Elective Variable)
- Percent of Undergraduate Students Who are Transfers, (Elective Variable)
- Percent of Undergraduate Students Who are 25 and older, (Elective Variable)
- Percent Underrepresented Minority Student Enrollment, (Elective Variable)
- Percent Five-Year Change in FTE Enrollment (Elective Variable)
- Percent of Faculty Who are Tenured or Tenure-Track (*Elective Variable*)
- Average Full Professor Salary (Elective Variable)
- Research Expenditures per FTE (*Elective Variable*)
- Public Service Expenditures per FTE (Elective Variable)
- Core Operational Revenue per FTE (Tuition & Fees Discounts & Allowances, + State Appropriations), (Elective Variable)
- Endowment per Student FTE, (Elective Variable)

#### Cluster Analysis

The analysis started with all institutions who reported data to IPEDS as a basis for selection. As the UNC System is a System of four-year public universities, the analysis excluded private institutions and institutions that do not offer bachelor's degrees. Of the 10 variables evaluated, five were predetermined, one was semi-custom, and four were selected by the institution. Using these 10 variables, analysts assessed the distribution of values across the aforementioned list of public universities. In cases where an institution had a missing response for one of the 10 variables, that institution was removed from the evaluation dataset, though the institution could be considered for inclusion in the peer list as an off-cluster selection. There are instances where it might be desirable to include a missing response, which can be evaluated in a future iteration. All variables' values were scaled to prevent skewing the results toward those variables with large values. Depending on the distribution of values, steps were taken to normalize/standardize the spread within each variable. Additional data manipulations were conducted, particularly for the financial variables, to correct for skewness in the distribution. Rather than identifying and removing institutions with single-variable outliers prior to clustering, a large kmeans cluster analysis was used to identify outliers in the data. Using this process, outliers ended up in clusters by themselves. Once identified, outlier institutions were removed from the evaluation dataset, and the remaining institutions were restandardized. A new k-means cluster analysis was run using an appropriate k-based value based on model measures and other key assessment criteria, such as the number and geographic diversity of in-cluster institutions. A final list of in-cluster institutions was produced for institutional review and discussion. Following consideration of in-cluster and off-cluster institutions, a single peer list of between 10 and 12 institutions was identified for each university, with the majority of institutions selected from the in-cluster list. Given the focus on outcomes benchmarking, inclusion of aspirational and private peers was restricted compared to previous peer studies.

#### **Recommended Uses and Timeline**

The proposed peer sets were developed first and foremost for current benchmarking and comparisons. Accordingly, it is recommended that these peer lists serve as the basis of analysis for outcomes assessment on areas such as student retention rates, graduation rates, degree production, research productivity, and other relevant metrics, particularly those associated with the UNC System Strategic Plan, *Higher Expectations*.

Proposed 400.2.4[R] of the UNC Policy Manual, *Regulation on Peer Study and Peer Institution Lists*, outlines the general process and parameters for the peer study and peer list development, and will serve as the foundation for future peer studies.

Finally, consistent with the timeline established through the 2020 peer study, the new peer sets will be in effect for a five-year period, after adoption by the Board, July 1, 2025 – June 30, 2030. The next peer study will be conducted in the 2029-30 academic year, with an implementation date of July 1, 2030.

#### **Proposed Peers**

The following pages contain the proposed peer sets for each of the UNC System constituent universities. For each peer institution the following information is provided: name of institution, state the institution is located in, whether or not the peer was identified through the cluster analysis, whether or not the peer was included on the 2020 list, and whether or not the peer was included on the 2011 list. Some lists are more stable across studies than others, which reflects a fairly mature institutional comparison

set. Other lists have changed dramatically, given either growth and development of the individual constituent institution or similar changes in the comparison set. Similar to previous peer studies, the UNC-Chapel Hill list includes 10 public institutions and five private institutions, and the UNC School of the Arts list includes six public institutions and six private institutions. For those universities, the private institutions will factor into analyses of outcomes measures such as retention and graduation rates, but do not factor into considerations of tuition and fees.

### **Appalachian State University**

|   |       | Cluster  | 2020 | 2011 |
|---|-------|----------|------|------|
| Institution                             | State | Analysis | Peer | Peer |
| Coastal Carolina University             | SC    | Yes      | No   | No   |
| College of Charleston                   | SC    | Yes      | Yes  | Yes  |
| Georgia Southern University             | GA    | Yes      | No   | No   |
| Grand Valley State University           | MI    | No       | Yes  | No   |
| Illinois State University               | IL    | Yes      | No   | No   |
| James Madison University                | VA    | Yes      | Yes  | Yes  |
| Miami University-Oxford                 | ОН    | No       | Yes  | Yes  |
| West Chester University of Pennsylvania | PA    | Yes      | Yes  | Yes  |
| Western Michigan University             | MI    | Yes      | Yes  | No   |
| Western Washington University           | WA    | No       | Yes  | Yes  |

- 10 Total Peers
- 7 Peers were included on the 2020 List
- 5 Peers were included on the 2011 List
- 3 Peers Off-Cluster

#### **East Carolina University**

|                                       |       | Cluster  | 2020 | 2011 |
|---------------------------------------|-------|----------|------|------|
| Institution                           | State | Analysis | Peer | Peer |
| Florida Atlantic University           | FL    | No       | Yes  | No   |
| Illinois State University             | IL    | Yes      | Yes  | No   |
| Mississippi State University          | MS    | Yes      | No   | No   |
| Northern Arizona University           | AZ    | Yes      | Yes  | No   |
| Oklahoma State University-Main Campus | OK    | Yes      | No   | No   |
| University of Nevada-Reno             | NV    | No       | No   | Yes  |
| University of Wisconsin-Milwaukee     | WI    | Yes      | No   | No   |
| Virginia Commonwealth University      | VA    | No       | No   | Yes  |
| Washington State University           | WA    | Yes      | Yes  | No   |
| West Virginia University              | WV    | No       | No   | No   |
| Western Michigan University           | MI    | No       | Yes  | Yes  |

- 11 Total Peers
- 5 Peers were included on the 2020 List
- 3 Peers were included on the 2011 List
- 5 Peers Off-Cluster

# **Elizabeth City State University**

|       | Cluster  | 2020  | 2011  |
|-------|--|---|---|
| State | Analysis   | Peer  | Peer  |
| IL    | Yes  | No  | No  |
| MD    | Yes  | Yes   | No  |
| DE    | Yes  | No  | Yes   |
| MS    | No   | Yes   | No  |
| GA    | Yes  | No  | No  |
| PA    | Yes  | Yes   | No  |
| MS    | Yes  | Yes   | No  |
| GA    | Yes  | No  | No  |
| SC    | Yes  | Yes   | No  |
| MD    | No   | No  | No  |
| VA    | Yes  | Yes   | Yes   |
|       | IL<br>MD<br>DE<br>MS<br>GA<br>PA<br>MS<br>GA<br>SC<br>MD | State Analysis  IL Yes  MD Yes  DE Yes  MS No  GA Yes  PA Yes  MS Yes  GA Yes  GA Yes  GA Yes  MS No  GA Yes  NO  MS NO | State Analysis Peer  IL Yes No MD Yes Yes DE Yes No MS No Yes GA Yes No PA Yes Yes MS Yes Yes GA Yes No SC Yes Yes MD No No |

- 11 Total Peers
- 6 Peers were included on the 2020 List
- 2 Peers were included on the 2011 List
- 2 Peers Off-Cluster

### **Fayetteville State University**

|   |       | Cluster  | 2020 | 2011 |  |
|---|-------|----------|------|------|--|
| Institution                                 | State | Analysis | Peer | Peer |  |
| Albany State University                     | GA    | No       | No   | Yes  |  |
| California State University-Channel Islands | CA    | Yes      | No   | No   |  |
| California State University-East Bay        | CA    | Yes      | No   | No   |  |
| Clayton State University                    | GA    | Yes      | No   | No   |  |
| Grambling State University                  | LA    | No       | Yes  | Yes  |  |
| Northeastern Illinois University            | IL    | Yes      | No   | No   |  |
| Southern University at New Orleans          | LA    | No       | No   | No   |  |
| Texas A & M University-Commerce             | TX    | Yes      | No   | No   |  |
| University of Houston-Clear Lake            | TX    | Yes      | No   | No   |  |
| Western New Mexico University               | NM    | Yes      | No   | No   |  |

- 10 Total Peers
- 1 Peer was included on the 2020 List
- 2 Peers were included on the 2011 List
- 3 Peers Off-Cluster

### North Carolina A & T State University

|       | Cluster                       | 2020  | 2011  |
|-------|-------------------------------|---|---|
| State | Analysis                      | Peer  | Peer  |
| CA    | Yes                           | No  | No  |
| FL    | No                            | Yes   | Yes   |
| GA    | Yes                           | No  | No  |
| VA    | Yes                           | No  | No  |
| ОН    | Yes                           | No  | No  |
| CA    | Yes                           | No  | No  |
| TX    | Yes                           | Yes   | Yes   |
| FL    | Yes                           | No  | No  |
| TX    | Yes                           | No  | No  |
| WI    | Yes                           | No  | No  |
| PA    | Yes                           | No  | No  |
|       | CA FL GA VA OH CA TX FL TX WI | State Analysis  CA Yes  FL No  GA Yes  VA Yes  OH Yes  CA Yes  TX Yes  FL Yes  TX Yes  TX Yes  WI Yes | State Analysis Peer  CA Yes No FL No Yes GA Yes No VA Yes No OH Yes No CA Yes No TX Yes Yes FL Yes No TX Yes No |

- 11 Total Peers
- 2 Peers were included on the 2020 List
- 2 Peers were included on the 2011 List
- 1 Peer Off-Cluster

#### **North Carolina Central University**

|   |       | Cluster  | 2020 | 2011 |
|---|-------|----------|------|------|
| Institution                             | State | Analysis | Peer | Peer |
| Alabama State University                | AL    | Yes      | Yes  | No   |
| Bowie State University                  | MD    | Yes      | Yes  | No   |
| California State University-Bakersfield | CA    | Yes      | No   | Yes  |
| Delaware State University               | DE    | Yes      | Yes  | No   |
| Jackson State University                | MS    | Yes      | Yes  | Yes  |
| Morgan State University                 | MD    | Yes      | Yes  | Yes  |
| Norfolk State University                | VA    | Yes      | Yes  | No   |
| Tennessee State University              | TN    | Yes      | Yes  | Yes  |
| Texas A & M University-Kingsville       | TX    | Yes      | Yes  | No   |
| Virginia State University               | VA    | Yes      | Yes  | No   |

- 10 Total Peers
- 9 Peers were included on the 2020 List
- 4 Peers were included on the 2011 List
- 0 Peers Off-Cluster

### **North Carolina State University**

|   |       | Cluster  | 2020 | 2011 |
|---|-------|----------|------|------|
| Institution   | State | Analysis | Peer | Peer |
| Georgia Institute of Technology-Main Campus         | GA    | Yes      | Yes  | Yes  |
| Michigan State University                           | MI    | Yes      | Yes  | Yes  |
| Purdue University-Main Campus                       | IN    | Yes      | Yes  | Yes  |
| Rutgers University-New Brunswick                    | NJ    | Yes      | Yes  | Yes  |
| Texas A & M University-College Station              | TX    | Yes      | Yes  | Yes  |
| University of Arizona                               | AZ    | Yes      | Yes  | Yes  |
| University of California-Davis                      | CA    | Yes      | Yes  | Yes  |
| University of Georgia                               | GA    | Yes      | No   | No   |
| University of Illinois Urbana-Champaign             | IL    | Yes      | Yes  | Yes  |
| University of Maryland-College Park                 | MD    | Yes      | Yes  | Yes  |
| University of Minnesota-Twin Cities                 | MN    | Yes      | No   | No   |
| Virginia Polytechnic Institute and State University | VA    | Yes      | Yes  | Yes  |
|   |       |          |      |      |

- 12 Total Peers
- 10 Peers were included on the 2020 List
- 10 Peers were included on the 2011 List
- 0 Peers Off-Cluster

#### **University of North Carolina Asheville**

|                                       |       | Cluster  | 2020 | 2011 |
|---------------------------------------|-------|----------|------|------|
| Institution                           | State | Analysis | Peer | Peer |
| Christopher Newport University        | VA    | Yes      | Yes  | Yes  |
| College of Charleston                 | SC    | Yes      | No   | No   |
| Massachusetts College of Liberal Arts | MA    | Yes      | Yes  | Yes  |
| St. Mary's College of Maryland        | MD    | Yes      | Yes  | Yes  |
| SUNY at Purchase College              | NY    | Yes      | Yes  | Yes  |
| SUNY College at Geneseo               | NY    | Yes      | Yes  | Yes  |
| Truman State University               | MO    | Yes      | No   | Yes  |
| University of Mary Washington         | VA    | Yes      | Yes  | No   |
| University of Minnesota-Morris        | MN    | Yes      | Yes  | Yes  |
| Winthrop University                   | SC    | No       | No   | No   |

- 10 Total Peers
- 7 Peers were included on the 2020 List
- 7 Peers were included on the 2011 List
- 1 Peer Off-Cluster

## **University of North Carolina at Chapel Hill**

|       | Cluster                                   | 2020  | 2011   |
|-------|---|---|--|
| State | Analysis                                  | Peer  | Peer   |
| GA    | Yes                                       | No  | No   |
| TX    | Yes                                       | Yes   | Yes  |
| CA    | Yes                                       | Yes   | Yes  |
| CA    | Yes                                       | Yes   | Yes  |
| FL    | Yes                                       | Yes   | Yes  |
| IL    | Yes                                       | Yes   | Yes  |
| MI    | Yes                                       | Yes   | Yes  |
| VA    | No  | Yes   | Yes  |
| WA    | Yes                                       | Yes   | Yes  |
| WI    | Yes                                       | Yes   | Yes  |
| NC    | No  | Yes   | Yes  |
| GA    | No  | Yes   | No   |
| MD    | No  | Yes   | Yes  |
| IL    | No  | Yes   | Yes  |
| TN    | No  | Yes   | No   |
|       | GA TX CA CA FL IL MI VA WA WI NC GA MD IL | State Analysis GA Yes TX Yes CA Yes CA Yes FL Yes IL Yes MI Yes VA No WA Yes WI Yes NC No GA No MD No IL No | State Analysis Peer  GA Yes No  TX Yes Yes  CA Yes Yes  CA Yes Yes  FL Yes Yes  IL Yes Yes  MI Yes Yes  VA No Yes  WA Yes Yes  WI Yes Yes  NC No Yes  NC No Yes  MD No Yes |

<sup>15</sup> Total Peers

<sup>14</sup> Peers were included on the 2020 List

<sup>12</sup> Peers were included on the 2011 List

<sup>6</sup> Peers Off-Cluster

<sup>5</sup> Private Peers

### **University of North Carolina at Charlotte**

|   |       | Cluster  | 2020 | 2011 |
|---|-------|----------|------|------|
| Institution                             | State | Analysis | Peer | Peer |
| Florida Atlantic University             | FL    | Yes      | Yes  | Yes  |
| George Mason University                 | VA    | Yes      | Yes  | No   |
| Georgia Southern University             | GA    | Yes      | No   | No   |
| Georgia State University                | GA    | Yes      | No   | No   |
| Old Dominion University                 | VA    | Yes      | Yes  | Yes  |
| The University of Tennessee-Knoxville   | TN    | No       | No   | No   |
| The University of Texas at Arlington    | TX    | Yes      | No   | Yes  |
| The University of Texas at San Antonio  | TX    | Yes      | Yes  | Yes  |
| University of Maryland-Baltimore County | MD    | No       | Yes  | No   |
| University of Memphis                   | TN    | No       | No   | No   |
| University of Nevada-Las Vegas          | NV    | Yes      | No   | Yes  |
| Virginia Commonwealth University        | VA    | No       | No   | Yes  |

- 12 Total Peers
- 5 Peers were included on the 2020 List
- 6 Peers were included on the 2011 List
- 4 Peers Off-Cluster

#### **University of North Carolina at Greensboro**

|                                   |       | Cluster  | 2020 | 2011 |
|-----------------------------------|-------|----------|------|------|
| Institution                       | State | Analysis | Peer | Peer |
| Ball State University             | IN    | No       | No   | No   |
| Florida Atlantic University       | FL    | Yes      | Yes  | No   |
| Northern Arizona University       | AZ    | Yes      | Yes  | No   |
| Northern Illinois University      | IL    | No       | No   | Yes  |
| Old Dominion University           | VA    | Yes      | No   | Yes  |
| Portland State University         | WA    | No       | Yes  | Yes  |
| San Francisco State University    | CA    | Yes      | No   | No   |
| Towson University                 | MD    | Yes      | No   | No   |
| University of Memphis             | TN    | No       | Yes  | Yes  |
| University of North Texas         | TX    | Yes      | No   | No   |
| University of Wisconsin-Milwaukee | WI    | No       | Yes  | No   |

- 11 Total Peers
- 5 Peers were included on the 2020 List
- 4 Peers were included on the 2011 List
- 5 Peers Off-Cluster

#### University of North Carolina at Pembroke

|   |       | Cluster  | 2020 | 2011 |
|---|-------|----------|------|------|
| Institution                               | State | Analysis | Peer | Peer |
| Auburn University at Montgomery           | AL    | Yes      | No   | No   |
| Austin Peay State University              | TN    | No       | Yes  | Yes  |
| Eastern New Mexico University-Main Campus | NM    | No       | Yes  | Yes  |
| Francis Marion University                 | SC    | No       | Yes  | Yes  |
| Middle Georgia State University           | GA    | No       | Yes  | No   |
| Northeastern State University             | OK    | No       | Yes  | Yes  |
| Southeastern Oklahoma State University    | OK    | Yes      | No   | No   |
| Texas A & M University-Commerce           | TX    | Yes      | No   | No   |
| University of North Alabama               | AL    | Yes      | No   | No   |
| University of West Georgia                | GA    | Yes      | No   | No   |
| West Texas A & M University               | TX    | Yes      | No   | No   |
|   |       |          |      |      |

- 11 Total Peers
- 5 Peers were included on the 2020 List
- 4 Peers were included on the 2011 List
- 5 Peers Off-Cluster

### **University of North Carolina Wilmington**

|   |       | Cluster  | 2020 | 2011 |
|---|-------|----------|------|------|
| Institution                             | State | Analysis | Peer | Peer |
| Ball State University                   | IN    | Yes      | No   | No   |
| James Madison University                | VA    | No       | No   | Yes  |
| Kent State University at Kent           | ОН    | Yes      | No   | No   |
| Ohio University-Main Campus             | ОН    | Yes      | Yes  | No   |
| Rowan University                        | NJ    | No       | Yes  | Yes  |
| Sam Houston State University            | TX    | No       | No   | No   |
| Towson University                       | MD    | No       | No   | Yes  |
| University of Louisville                | KY    | Yes      | No   | No   |
| University of Maryland-Baltimore County | MD    | No       | Yes  | Yes  |
| University of Massachusetts-Lowell      | MA    | Yes      | Yes  | No   |
| University of Missouri-Kansas City      | MO    | Yes      | No   | No   |
| University of Nevada-Reno               | NV    | Yes      | No   | No   |

- 12 Total Peers
- 4 Peers were included on the 2020 List
- 4 Peers were included on the 2011 List
- 5 Peers Off-Cluster

#### **University of North Carolina School of the Arts**

|   |       | Cluster  | 2020 | 2011 |
|---|-------|----------|------|------|
| Institution                             | State | Analysis | Peer | Peer |
| Berklee College of Music                | MA    | No       | Yes  | No   |
| California Institute of the Arts        | CA    | No       | Yes  | No   |
| Carnegie Mellon University*             | PA    | No       | Yes  | Yes  |
| Florida State University*               | FL    | No       | No   | No   |
| Indiana University-Bloomington*         | IN    | No       | Yes  | No   |
| Massachusetts College of Art and Design | MA    | Yes      | Yes  | Yes  |
| New York University*                    | NY    | No       | Yes  | Yes  |
| Savannah College of Art and Design      | GA    | No       | Yes  | Yes  |
| SUNY at Purchase College                | NY    | Yes      | Yes  | Yes  |
| The Juilliard School                    | NY    | No       | Yes  | Yes  |
| The University of Texas at Austin*      | TX    | No       | Yes  | Yes  |
| University of Cincinnati-Main Campus*   | ОН    | No       | Yes  | Yes  |

- 12 Total Peers
- 11 Peers were included on the 2020 List
- 8 Peers were included on the 2011 List
- 10 Peers Off-Cluster
- 6 Private Peers

#### **Western Carolina University**

|  |         | Cluster    | 2020 | 2011 |  |
|--|---------|------------|------|------|--|
| Institution                            | Stat    | e Analysis | Peer | Peer |  |
| Eastern Washington University          | WA      | Yes        | Yes  | No   |  |
| Ferris State University                | MI      | Yes        | Yes  | No   |  |
| Fort Hays State University             | KS      | Yes        | No   | No   |  |
| Northern Kentucky University           | KT      | Yes        | No   | No   |  |
| Pennsylvania Western University        | PA      | Yes        | No   | No** |  |
| Saint Cloud State University           | MN      | Yes        | Yes  | Yes  |  |
| Southern Illinois University-Edwardsvi | ille IL | Yes        | No   | No   |  |
| The University of Tennessee-Chattano   | oga TN  | No         | Yes  | No   |  |
| University of Colorado-Colorado Sprin  | gs CO   | Yes        | Yes  | No   |  |
| University of North Alabama            | AL      | Yes        | No   | No   |  |
| University of Wisconsin-Whitewater     | WI      | No         | No   | No   |  |
| Youngstown State University            | ОН      | No         | No   | No   |  |
|  |         |            |      |      |  |

- 12 Total Peers
- 5 Peers were included on the 2020 List
- 1 Peer was included on the 2011 List
- 3 Peers Off-Cluster

<sup>\*</sup> Indicates comparisons will be made to that institution's college/school of arts when possible.

<sup>\*\*</sup>PennWest formed in July 2022, consolidated California (a 2011 peer), Clarion, Edinboro Universities of Pennsylvania

### Winston-Salem State University

|                                      |       | Cluster  | 2020 | 2011 |
|--------------------------------------|-------|----------|------|------|
| Institution                          | State | Analysis | Peer | Peer |
| Alabama State University             | AL    | Yes      | Yes  | No   |
| Alcorn State University              | MS    | Yes      | No   | Yes  |
| Jackson State University             | MS    | No       | No   | No   |
| Langston University                  | OK    | Yes      | No   | No   |
| Norfolk State University             | VA    | Yes      | Yes  | Yes  |
| Prairie View A & M University        | TX    | Yes      | No   | Yes  |
| Savannah State University            | GA    | Yes      | No   | No   |
| South Carolina State University      | SC    | Yes      | Yes  | No   |
| Texas A & M International University | TX    | Yes      | No   | No   |
| University of Arkansas at Pine Bluff | AR    | Yes      | No   | No   |
| Virginia State University            | VA    | Yes      | Yes  | Yes  |

- 11 Total Peers
- 4 Peers were included on the 2020 List
- 4 Peers were included on the 2011 List
- 1 Peer Off-Cluster