

Board of Visitors Retreat  
August 15, 2012  
Greg W. Roberts  
Dean of Admission

Each summer, upon completion of another admission cycle, the Office of Undergraduate Admission conducts a full assessment of the year. We analyze prospective student and applicant data, review surveys, conduct research, and gather information on peer admission programs to help us refine our efforts, become more efficient, and develop a strategic plan for the coming year. The following report highlights five fundamental challenges or questions we face, from an admission perspective, as a selective, public university and offers solutions that will enhance our ability to recruit, evaluate, and enroll top students and citizens in a rapidly changing and highly competitive marketplace. Some of the issues and questions are complicated and, at times, controversial. In my role as Dean of Admission, I look forward to presenting to the Board an accurate description of the state of admission and offering a plan of action that will allow the University of Virginia to compete for the best students in the world. I will address the benefits and drawbacks of various alternative responses to these five central questions, and I will offer recommendations and propose actionable items to pursue. I invite the Board to play an active role in the discussions that follow.

On matters related to undergraduate admission, we value the advice, opinion, and feedback of all members of the University community, especially members of the Board, University Faculty, and student body. I look forward to working with each of you as we make decisions that will shape undergraduate admission and the University for years to come.

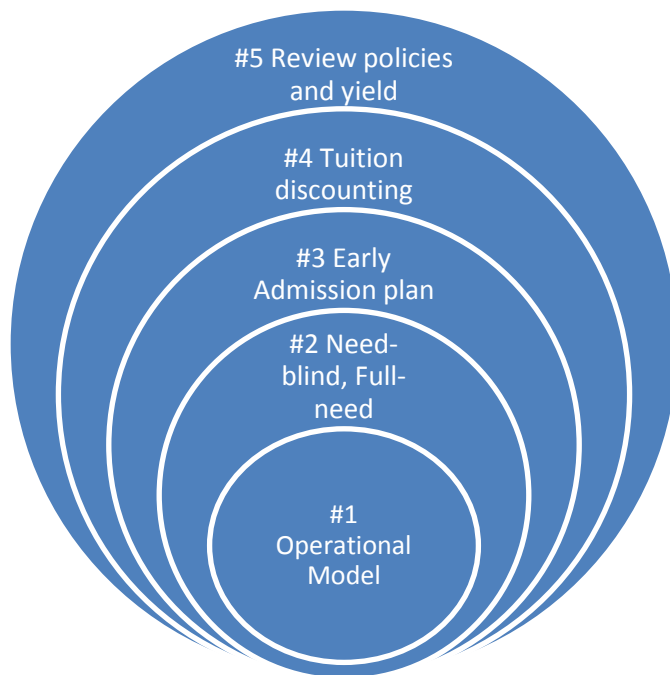
**STATE OF ADMISSION**

Over the past decade, the field of college admission has evolved into a high-pressure, intensely scrutinized, and very public business. Fierce competition for students, shifting demographics, declining admission yields, and institutional budget pressures have led colleges and universities to seek increasingly targeted, systematic influence over the type, quality, and number of enrolling students. Vice Presidents of Enrollment, multimillion-dollar operating budgets, and the use of high-priced consultants hired to develop admission-marketing campaigns and communication strategies have become the norm. It's now common for colleges to establish admission and aid policies designed exclusively to improve selectivity and yield, two statistics that influence perceived prestige, institutional positioning, and rank. At many schools, enrollment management through a coordinated and strategic plan involving the Offices of Admission, Financial Aid, and often the offices of Orientation, the Registrar, and Institutional Research, has replaced the more compartmentalized and traditional approach to college admission recruitment and enrollment. William and Mary, Berkeley, and UNC-Chapel Hill follow this model, for example.

As one of the country's great public universities, the University of Virginia is in a unique and arguably enviable position in this competitive admission landscape. Our strong national reputation allows us to compete with well-armed public and private peers, and our lower comparable tuition rate is still a relative bargain in an era of skyrocketing college costs. The Undergraduate Admission office is known nationwide for pursuing fair and equitable admission policies that are grounded in Jeffersonian core values. We are applauded for our ability to balance institutional priorities and policies with the needs and interests of prospective students and families. However, while we continue to benefit from our lower total cost and our academic prestige, we are beginning to reach a tipping point. At the University, we confront pressures and conflicting challenges connected to enrollment growth, tuition setting, net price, admission policy, and the sustainability of AccessUVA. Nationally, peers are pursuing admission and aid policies that target our best applicants. During a period of economic decline, our

institutional aid budget is strained with more students requesting need-based aid. As we move forward, it will be important to engage in serious discussions about how to best leverage existing University resources in order to meet our institutional enrollment goals. As we reimagine college admission at UVA in light of these challenges, we must develop data-driven strategies that synchronize admission initiatives and recruitment efforts with financial aid policies and programs. We will risk losing top scholars unless we begin to rethink the relationship between admission and financial aid at UVA.

In order to best understand the context for the five questions presented in this report, it is helpful to think of concentric circles with question 1, represented by the circle at the bottom of figure A, focusing on the development of a new operational model for enrollment planning and admission. The operational model recommended will provide the structure necessary to support future discussions about major policy issues pertaining to admission and financial aid. These policy issues are addressed in questions 2-5 (see figure A) and relate to our need-blind admission policy and our ability to meet full financial need for all students, our choice of an early admission program, tuition discounting and merit scholarships, and several additional admission policies that pertain to the application review and, therefore, impact student selection, enrollment, and yield.



## ***OPERATIONAL STRUCTURE FOR ADMISSION/FINANCIAL AID/ENROLLMENT***

### ***QUESTION 1***

***As we move forward, which admission/enrollment model, or combination of models, is best aligned with the University's mission and strategic plan: a) our current, traditional operating structure; b) an enrollment management model; c) a unique combination of models?***

#### **CURRENT MODEL**

Our current model of admission and financial aid is equitable, fair, and clear. There is limited interaction between the offices and leadership of Admission and Student Financial Services and individual application decisions on admission and need-based financial aid are made independently of one another. All students are assessed individually and on their own merit. There is a good working relationship between the two divisions, and collaboration occurs, but discussions about strategy and policy that impact enrollment take place less frequently than they perhaps should since the Dean of Admission and Director of Financial Aid report to different Vice Presidents. Both units think, plan, and act strategically, but the approaches are not coordinated or unified. At times, policy decisions made in the best interest of one division can inadvertently work against the other. For example, the decision was made years ago to eliminate loans as part of the financial aid package in a student's fourth year at UVA. In order to compensate, first-year aid packages include larger loan amounts than they otherwise would. The result of this decision is a weaker financial aid package for admitted high school seniors who are comparing institutional aid awards and making enrollment decisions, in large part, based on the strength of their aid package. Though this decision was made with the best intentions in mind, this negatively impacts admission and yield. Decisions of this nature are critical to our mission and should be shared between impacted units.

This traditional model was developed at a time when financial aid needs analysis and packaging played a much smaller role in students' admission decisions. Despite its limitations, this traditional model has proven to be highly successful over time. We have experienced record application growth for the past five years, with first-year applications exceeding 28,200 in 2012-- a 52% increase over five years ago. By all statistical measures we are enrolling a stronger class of students each year, and the acceptance rate continues to decline, reaching a record low of 29% this year. Selectivity and academic strength of the enrolling class, as measured by SAT scores and class rank, continue to impact U.S. News College rankings and influence reputational survey scores. Additionally, enrolling classes are diverse racially and socioeconomically, with over 30% of first-year students coming from underrepresented minority groups (including foreign nationals), and many students coming from low and middle income families. The development of an Early Action admission plan in 2011 was highly successful, attracting a stronger applicant pool and yielding at a higher rate than our Regular Decision program. We plan to continue to assess the results of our new early admission plan, and we seek the guidance of the Board as we consider adjustments and updates.

Despite operating at a comparative disadvantage financially, with a smaller admission budget and per student recruitment spending than our peers, the Office of Undergraduate Admission has continued to break admission records at the University while hitting residency targets for six undergraduate schools in both first-year and transfer admission. In the latest U.S. News and World Report Rankings released in 2011, our yield rate ranked #12 in the National Research University category, far better than our overall rank of #25. Our yield was higher than most of our primary peers including Duke, Georgetown, Northwestern, and Johns Hopkins. However, like many of our competitors, we have seen our yield gradually decline in recent years in some demographic groups. This

decline can be attributed to the increase in applications submitted by students and the growing importance of need and merit-based aid in a student's enrollment decision.

**BENEFITS OF CURRENT MODEL:**

1. Proven record of success over the last decade.
2. This approach to admission and aid is clear, clean, and equitable.
3. Aid and Admission have autonomy to make departmental policy decisions.
4. The relationship between the two divisions is strong.

**DRAWBACKS OF CURRENT MODEL:**

1. Limited strategic planning between two units that are critically important to one another.
2. Dean of Admission and Director of Financial Aid report to different Vice Presidents.
3. Changing admission landscape with students' increasingly reliant on financial aid in decision-making process, means communication between two departments is more crucial than at any time in history.

**ENROLLMENT PLANNING MODEL**

The concept of enrollment management or planning is not new or revolutionary; however, this strategic and synergistic approach to student recruitment, assessment, and enrollment has become more common as colleges and universities grapple with issues associated with cost, budgeting, aid, and yield. Under this model, a Vice President or Provost of Enrollment Management oversees all divisions within a university associated with enrollment. Typically, units responsible for admission, aid, billing, retention, and research report to this VP. Together a unified and coordinated strategic plan on enrollment is developed that utilizes and leverages resources from each department and takes advantage of the expertise of each individual Dean.

In recent years, competitors using this model have adopted admission and aid strategies that give their institutions more control over the admission process. (These strategies will be discussed shortly and are the subject of the remaining questions on which we seek guidance.) Highly selective schools with stronger aid packages and higher yields often avoid the more extreme or controversial policy options, like using a student's demonstrated interest in attending as a factor in the admission review, but nearly all of our peers link admission and financial aid efforts in a coordinated and strategic way. As we consider the appropriate approach or model for the University, we must also consider the individual policies within the models that are the most advantageous, fair, and ethical. Regardless of which, if any, new policies we adopt, it is clear that we must strengthen the reporting structure between the Offices of Undergraduate Admission, Student Financial Services, and Institutional Research and Assessment in order for the University to best reach its enrollment goals.

**BENEFITS OF ENROLLMENT PLANNING MODEL:**

1. This coordinated approach would allow for greater efficiency, communication, and strategic planning.
2. Easier to develop policies that benefit all divisions and the University's larger mission.
3. Collection and sharing of data would be streamlined.

**DRAWBACKS OF ENROLLMENT PLANNING MODEL:**

1. Adopting an enrollment planning model and synchronizing efforts between key divisions within the University could require a fundamental change to our current reporting and operational structure.
2. Cost of hiring a VP for Enrollment could be too high given budget pressures.

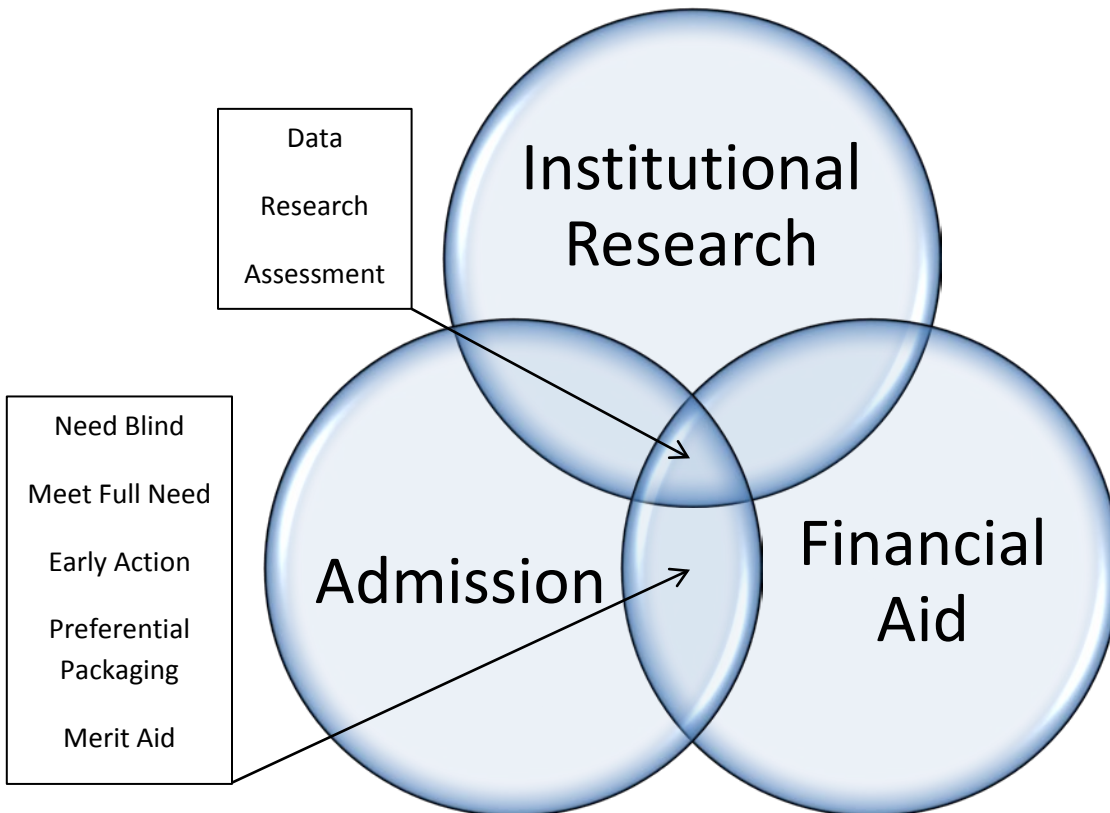
**RECOMMENDATION REGARDING OPERATIONAL STRUCTURE/MODEL:**

It's clear that our current model, despite all of our recent success in attracting and enrolling top students from many backgrounds, has become antiquated in an age of intense competition, limited aid dollars, and a struggling economy. In light of these changes, we must adopt a new model that allows us to be more strategic in our enrollment goals. At the very least, a modified version of the Enrollment Management model would allow us to generate ideas and develop plans and policies that would better serve the interests of students and the University. In the absence of a VP of Enrollment, we should organize an enrollment working group consisting of a senior level VP, the Dean of Admission, Director of Financial Aid, head of Institutional Research, and perhaps a member of the faculty. This group should meet monthly beginning in August to discuss and develop a unified plan for enrollment.

**INSTITUTIONAL RESEARCH/ADMISSION/FINANCIAL AID**

In order to best understand the context of questions 2-5, it's important to understand the relationship between Admission, Financial Aid, and Institutional Research. Each division is crucial to the other, and our ability to meet future institutional goals and priorities on enrollment is dependent upon collaboration and strategic planning involving all three units. [See figure B]

Data and assessment flow from Institutional Research into both the Admission and Financial Aid offices. Policies related to financial needs analysis and the timing of aid packages impact admission decisions and the ability of Institutional Research to collect data. Admission policies on Early Admission, Need-blind admission, and deposit deadlines impact the timing of financial aid decisions, for example.



## **NEED-BLIND AND MEETING FULL-NEED ADMISSION AND AID POLICIES**

### **QUESTION 2**

***The University continues to assess the long-term sustainability of Access UVA while remaining committed to its mission of providing equal opportunity for all admitted students, regardless of background and parental income level. Given our growing budget shortfall, new institutional priorities and pressures, and the increasingly important correlation between financial aid and a student's decision to enroll, is it time to reconsider our position as an institution that practices 100% need-blind admission while meeting full-financial need of ALL families, in favor of alternative policies that are cost-effective, strategic, and targeted? One alternative is to begin leveraging our aid dollars by providing preferential aid packages to our most desirable students only.***

Of the 1,171 colleges and universities reporting to the U.S. News, an estimated 45-50 claimed to offer need-blind admission while meeting 100% of the financial need of all admitted students. Schools practicing need-blind admission make admission decisions without regard to a family's financial background or ability to pay the cost to enroll. Meeting full-need refers to an institution's ability to provide financial support to make up the gap between the cost of attendance and the family contribution for college, which is determined by financial aid application forms and tax documents. Nearly all of our private peers meet full-need and are need-blind. There is a certain prestige associated with being a member of this elite group. Very few public institutions meet full-need. UNC-Chapel Hill and UVA are the only two publics ranked in the top 50 that meet full demonstrated need. Some publics, like William and Mary, meet full-need for residents but not for out-of-state students.

Nearly all public colleges and universities are need-blind, however, as are most of our private peers. At UVA, we practice need-blind admission. In recent years, several high profile institutions have moved to need-aware policies, most notably Wesleyan a few weeks ago. These schools have determined that they cannot afford to maintain need-blind policies for all applicants, as their aid budgets do not support enrolling all students with demonstrated need. Additionally, many schools claim to practice need-blind admission but are actually need-sensitive to a portion of their applicant pool. For example, many are need-aware, including UVA, for international students, or others are need-aware when considering students on the waiting list.

### **BENEFITS OF NEED-BLIND ADMISSION AND MEETING FULL FINANCIAL NEED:**

1. Policies are fair, clear, and equitable to all students. This policy is considered noble.
2. Students are more likely to apply as they know their financial need will be met.
3. All students are evaluated for admission based on merit not on ability to pay.
4. Prestige-UVA is a member of an exclusive club that includes the most prestigious institutions in the country.

### **DRAWBACKS OF NEED-BLIND ADMISSION AND MEETING FULL FINANCIAL NEED:**

1. The possibility that current aid budget cannot support meeting full-need for all students, especially without increasing loan or work study.
2. Despite meeting full need, current aid packages (especially for non-residents) are often not competitive with private peers' packages.
3. When using the same packaging policies for all students, there is an inability to prioritize and offer best packages to most attractive candidates, thereby increasing yield for this group.

### **RECOMMENDATION REGARDING NEED-BLIND AND MEETING FULL-NEED POLICIES:**

The soon-to-be-released report by the Art and Science Group LLC, on AccessUVA, will be helpful as we discuss these two major policy issues. Prospective students and applicants were surveyed to determine the impact of these policies on the likelihood to apply and enroll. The results of the report should guide the University's decision on need-blind admission and meeting full-need. Ideally, both policies should be maintained at all costs; however, there are options to consider if we are unable to financially support both programs. Some institutions pursue need-blind admission or meet full-need for a large portion of the class but become need-aware for a smaller segment (i.e.) need-aware or need-blind, except for final 10% of class or on admission offers from the waiting list. These plans allow schools to invest in students they desire most while reducing the aid budget, but they conflict with our philosophy of giving every applicant an equitable review based on merit and not on ability to pay. If we do not maintain these policies, some students with financial need will be placed at a disadvantage in our review or in the aid packaging process.

Another alternative is preferential aid packaging. With finite aid dollars available, many colleges and universities cannot provide attractive aid packages to all admitted students. The practice of preferential packaging allows schools to leverage limited funds and offer more attractive aid packages to the most desirable students while offering weaker packages to others. The difficulty with this concept is not in determining who receives the stronger packages but in how much grant aid is necessary to include in the package in order for the student to enroll. Most institutions partner with a consultant or the Office of Institutional Research to develop a sophisticated algorithm to answer this question. This practice is sound and logical from a business perspective, but again it would mean abandoning our current practice of packaging using the same methodology and rationale for all admitted students.

### **EARLY ADMISSION PLAN**

#### **QUESTION 3**

***In 2011, the University developed a Non-Restrictive Early Action Admission plan for first-year students using a November 1 application deadline and a mid-January notification date. Is this the most advantageous type of early admission plan and notification date for UVA?***

Before exploring this question, it is important to first understand the differences between the various early admission options used by selective colleges and universities and their benefits and drawbacks.

- **Early Decision**-In this binding admission plan, students are required to submit a deposit and enroll if offered admission in the early period. ED applicant pools are smaller, academically weaker, and less diverse but all admitted students enroll which boosts yield. UVA eliminated this plan in 2007, along with Princeton, due to concerns about the lack of socioeconomic diversity in the ED pool. (Duke, Penn, Vanderbilt and many other privates offer ED). Some schools also offer ED round 2 using slightly later deadline dates.
- **Restrictive Early**-Students applying under this plan can only submit one early application, but this program is not binding. A small number of elite privates practice Restrictive Early Action (Stanford, Yale, Princeton, and Harvard). The yield is lower than ED but higher than Non-Restrictive EA. Our EA applicant pool would be much smaller and less diverse than we currently experience with Non-Restrictive EA.
- **Non-Restrictive Early Action**-The most student-friendly early plan. Students can apply to any other EA, ED, or regular decision program. There are no restrictions and admission is non-binding. Lowest yield but best selectivity rate of the three options for UVA given the large volume of applications. This plan attracts the largest and most diverse applicant pool of the three early options. UNC-Chapel

Hill, UVA, and Chicago use this form of EA. The academic strength and yield for the EA pool this year at UVA exceeded expectations. Data for our Early Action plan can be found in the addendum.

**RECOMMENDATION FOR EARLY ADMISSION PLAN:** Given the success of the current model of Early Action, it is recommended that we continue with this plan for three years in order to accurately assess the benefits and drawbacks of this program. We do not recommend installing a binding Early Decision plan given the University's commitment to socioeconomic and racial diversity, as few minority students and students with financial need apply Early Decision given the binding nature of the program. Additionally, the fact that ED programs historically draw weaker applicants is a concern.

Moving to Restrictive Early Action is an option to consider in the future, although this would result in a decrease in total applications. Using current institutions that offer Restricted EA as a guide, we predict the total application volume would decline by approximately 4,200. In order to maintain our current offer rate of 29.6% with this volume, our yield would have to increase to 48% from its current 43%.

**TIMING OF ADMISSION DECISION NOTIFICATION:**

Most institutions offering early plans release decisions in December. UVA and UNC-Chapel Hill, in part because of their larger Early Action applicant pools, use a mid-January EA notification date.

**BENEFITS OF JANUARY NOTIFICATION:** A January notification date allows students who are admitted EA or ED at their first choice school in December to cancel their application to UVA prior to our notification date in mid-January. This year 334 admitted EA students cancelled their applications prior to our notification date allowing us pull back those offers and save those spaces. This would not be possible if our notification date was in December.

**DISADVANTAGES OF JANUARY NOTIFICATION:** Since January 1 is the Regular Decision application deadline for many colleges, students applying Early Action at UVA are forced to submit applications to competitors Regular Decision programs since they will not receive their EA decision until after the RD application deadline has passed. While it is possible we might lose a few students to competitors because of our later notification date, it is highly unlikely the number would be anywhere close to the 334 spaces we save.

We recommend maintaining a January notification date because of the advantages it provides us in terms of selectivity.

**TUITION DISCOUNTING AND MERIT SCHOLARSHIPS**

**QUESTION 4**

***To what extent should we explore the use of tuition discounting and merit scholarships to win top scholars?***

The practice of charging different costs to a subset of students is not new or revolutionary. At UVA, we began charging a different fee for Commerce students in 2011. Additionally, all schools who offer need and merit-based aid are providing a tuition discount of some sort by using institutional grants to decrease the net cost of enrollment.

Another option used primarily by public colleges and universities is to decrease the tuition rate for the most desirable out-of-state students. Offering in-state tuition to top out-of-state students is similar to offering grants to offset the higher non-resident cost. A number of flagship publics use this model to attract the best and brightest from outside of their state borders.



Currently the University offers very few merit-based scholarships to entice top students to apply and enroll. The Jefferson Scholars Foundation offers 25-30 full-ride scholarships each year, and there are several regional scholarships for Virginians as well as the University Achievement Award and the Ridley and Holland Scholarships. These scholarships often range from a few thousand dollars to full-tuition.

Merit awards are designed to attract the best scholars to UVA. The Jefferson Scholarship has been highly successful because it lures students who might not otherwise consider UVA to apply. Because of the Jefferson, we regularly win students who might otherwise be bound for the Harvard's and Princeton's and Stanford's and Yale's of the world.

**BENEFITS OF MERIT AID:** The potential to increase yield on top students by offering either a tuition discount or a merit scholarship

**DRAWBACKS OF MERIT AID:** Adding merit aid at the expense of need-based aid would not be well received in the UVA community. Replacing need aid with merit sends the message that our priorities have shifted and this could be interpreted to mean we are backing off of our commitment to low and middle income families.

**RECOMMENDATIONS ON MERIT AID:**

Perhaps it's time to consider offering half and full-tuition scholarships to a small number of our best applicants or provide a scholarship of \$2,500-\$5,000 to students accepted to our honors programs. Another option is to offer a monetary award to the top applicant from each high school in lower enrollment areas of the Commonwealth. Offering merit aid could be expensive, so fundraising would be necessary.

As we look to leverage resources and attract the best applicants, the use of limited merit aid is worth discussing. If we reduce need-based aid and offer additional merit-aid however we could open ourselves up to criticism. We could be seen as backing off on our commitment to socioeconomic diversity by replacing need-based scholarships with merit-based awards.

**ADDITIONAL ADMISSION POLICIES WITH THE POTENTIAL TO IMPACT ENROLLMENT**

**QUESTION 5**

***Are there any ethical, sound, and affordable admission programs, plans, or policies utilized by our peers that could potentially impact yield and bring strength and diversity to the enrolling class?***

In the ultra-competitive world of selective college admission, where a successful admission year is often gauged by the number of students won and lost, institutions continue to develop new and innovative, although sometimes, controversial, policies and programs designed to manipulate/increase yield and improve the quality of the class. The following are examples of options available to UVA, though not all are recommended.

**1. Predictive modeling**

Colleges use predictive modeling to forecast prospective student behavior and determine which students are most likely to enroll if offered admission. It is a more scientific approach to the art of college admission as admission offices use prospective student data to develop an algorithm that predicts individual student and class yield. Predictive modeling allows schools to be more precise when making offer number projections and can be used to influence individual admission decisions by favoring students deemed most likely to enroll according to a data-driven formula.

**BENEFITS OF PREDICTIVE MODELING:** The use of predictive modeling can allow schools to shape enrollment with great accuracy. It can also be used to increase yield. Given the increase in applications and less predictable yields in college admission today, the development of a formula of this type would bring greater clarity and certainty as we predict yield and make admission offers.

**DRAWBACKS OF PREDICTIVE MODELING:** The accuracy of predictive modeling is dependent upon the amount and type of data used in the algorithm. The more precise models are likely to require the most data and be the most expensive to develop.

**RECOMMENDATION ON PREDICTIVE MODELING:** We are implementing a new Customer Relations Management system (CRM) in the fall of 2012 (see below). Our contract with Hobsons for the CRM includes one year of free predictive modeling, a \$20,000 value. We plan to develop this model for implementation in 2013. We will monitor the results and accuracy in order to test the effectiveness of this product.

## 2. **Demonstrated Interest**

According to one report by the National Associate of College Admission Counseling, nearly half of all colleges and universities place some importance in the admission review on a student's interest in attending. Often this is due to an Early Decision plan but some track interest in the Regular Decision and Early Action application review. Schools with higher yields rarely need to track demonstrated interest but some top tier schools have begun to use interest as a significant factor in the admission decision.

**BENEFIT OF USING DEMONSTRATED INTEREST:** We would improve our yield by offering admission to students most likely to attend.

**DRAWBACKS OF USING DEMONSTRATED INTEREST:** Using interest as a factor in the admission process is often seen as a gimmick used to increase yield and selectivity, and questions about the amount and type of interest required can be confusing to students and counselors. This approach might encourage students to attempt to game the system by faking interest and could diminish our reputation in the greater admission community.

**RECOMMENDATION ON USING DEMONSTRATED INTEREST:** This is not a policy I would recommend for Admission.

## 3. **Policies being developed or currently in use:**

**CRM-** In the modern admission office, Customer Relations Management systems are fundamental tools used to acquire, track, and assess prospective student data. CRMs also allow institutions to automate, customize, and personalize marketing and communication efforts. Offices can operate more efficiently and effectively by analyzing data in order to drive recruitment and marketing decisions. The Undergraduate Admission Office is partnering with Hobson's to install a CRM during the summer and fall of 2012. This system will revolutionize the way we use data and communicate with prospective students.

**Regional file review and territory management-**In the summer of 2012, the Office of Admission moved to a new model of recruitment and assessment that emphasizes territory management. This model promotes relationship development and improved communication with key constituent groups within geographic regions. This model will allow deans to manage areas of the country and world and take ownership of territories while developing closer, personal relationships with counselors and applicants from their region. Recruitment travel will be regionalized, and admission deans will evaluate applications exclusively from their region. This replaces the former system where application files were randomly distributed. This is similar to the model used by many Admission and Development offices.

**Likely or superstar letters**-Letters of encouragement sent to top prospects prior to the release of admission decisions. These letters, mailed in late February, suggest admission is likely and are only sent to students we plan to admit. Often students receiving these letters are offered admission to an honors program as well.

**Honors programs**- By offering special recognition to larger numbers of top students through enrollment in selective honors programs, yield for these groups would increase.

## **CONCLUSION**

The college admission landscape is rapidly changing. At the University and in the Admission Office, we face internal and external pressures and challenges that will increasingly impact our ability to enroll outstanding classes each year. Our existing model of operation has been highly successful, especially given our financial limitations compared to our private peers. This traditional admission model is quickly becoming outdated as our competitors ramp up admission budgets and use creative aid packaging and merit-awards to woo top students. As we discuss enrollment growth and budgeting and the future of AccessUVA, it will be important for the University to develop a synchronized strategic enrollment plan. Coordinating efforts between the Offices of Admission, Student Financial Services, and Institutional Assessment and Research is critical. Since it is unlikely that the University will increase the financial aid budget for enrolling students, we must think boldly and creatively about the development of a unified policy, and tough decisions must be made as we seek to leverage our aid dollars while adopting the most strategic and institutionally advantageous admission policies.

We ask the Board of Visitors to partner with us as we rethink admission and enrollment at UVA. We will seek the advice and counsel of many constituent groups at the University as we move forward, and we are eager to educate and inform those who are interested in learning more about undergraduate admission at UVA. We invite members of the Board to visit the Undergraduate Admission Office and meet our staff, and we hope you will join us at one of our admission committee meetings in November as we discuss candidates for admission and make admission decisions. As always, we appreciate your support.

## Addendum

1. Peer institutions
2. Need-blind and meet full-need
3. Peer offer rates
4. Peer yield
5. Cost to enroll student vs. peers (graph)
6. Class of 2012 admission statistics Regular Decision and Early Action
7. Recruitment travel summary
8. Timeline of major admission initiatives since AccessUVA
9. Flow chart for application review
10. Organizational chart
11. Vita/Resume

# Peer Institutions

Source: 2011 Survey of Admitted First-Year Students

## Out-of-state Applicants

1. UNC-Chapel Hill
2. Vanderbilt
3. Duke
4. Georgetown
5. Maryland
6. Harvard
7. Michigan
8. Yale
9. Brown
10. Columbia

## Virginian Applicants

1. Virginia Tech
2. William and Mary
3. James Madison
4. VCU
5. George Mason
6. Duke
7. UNC-Chapel Hill
8. Cornell
9. Georgetown
10. Johns Hopkins

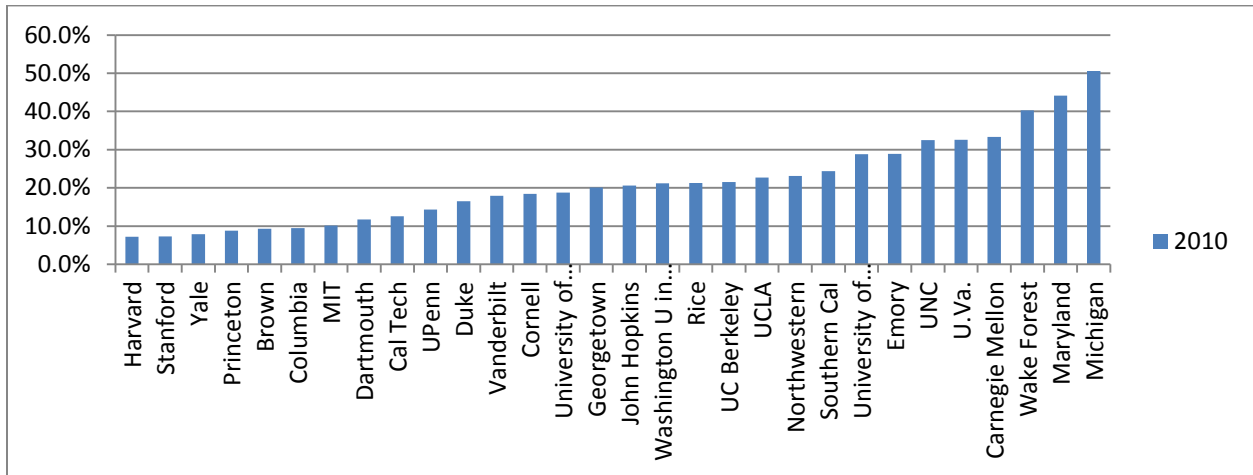
# Financial Aid Peers

Need-blind and Meet Full-need

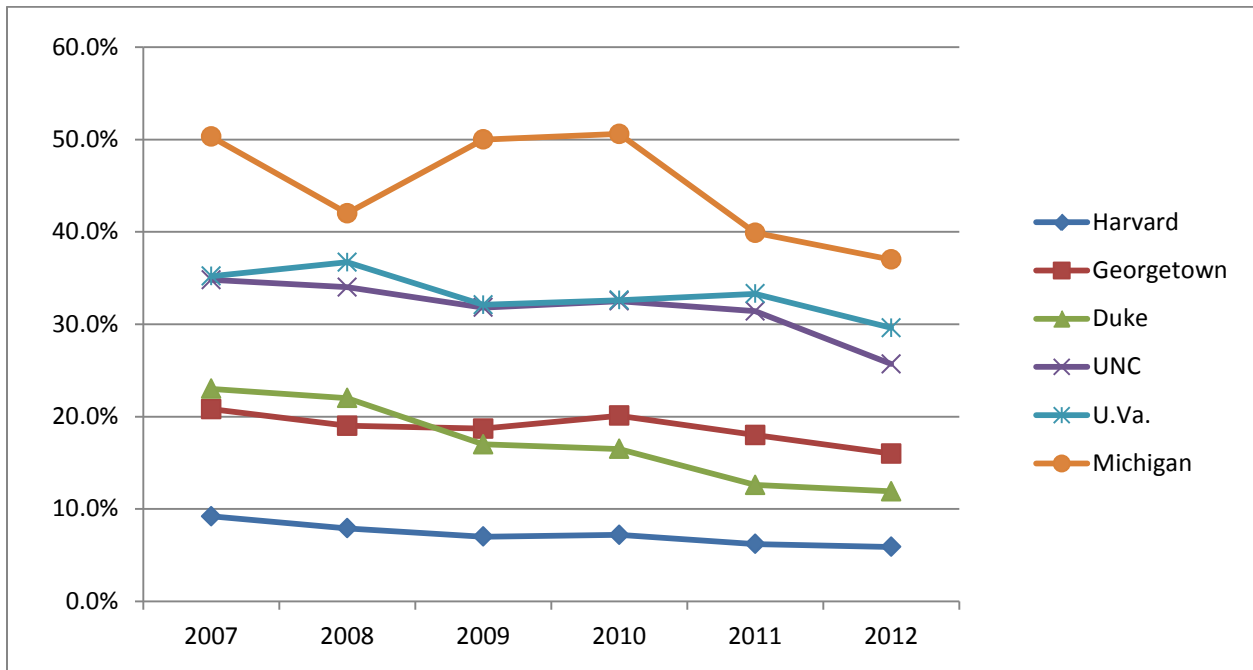
Boston College  
Bowdoin  
Brandeis  
Brown  
California Tech  
Chicago  
Claremont McKenna  
Columbia  
Cornell  
Davidson  
Duke  
Emory  
Georgetown  
Grinnell  
Hamilton  
Harvard

Johns Hopkins  
Middlebury  
Northwestern  
Penn  
Pomona  
Rice  
Richmond  
Stanford  
Swarthmore  
Virginia  
Vanderbilt  
Vassar  
Wake Forest  
Wellesley  
Williams

## 2011 US News Top 25 Offer Rates



## Peer Offer Rates 2007 – 2012



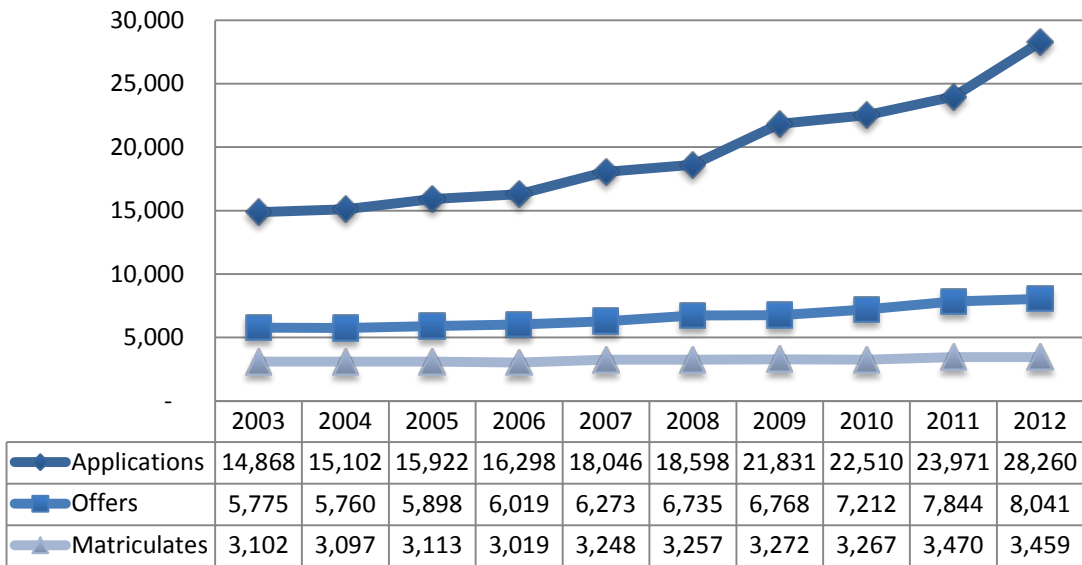
## 2011 U.S. News Top 25 Yield Rates

Institution	Yield
Harvard	75.5
Stanford	71.5
Yale	65.9
MIT	63.7
Penn	62.7
Princeton	56.8
Columbia	55.7
Brown	53.3
Dartmouth	51.9
Notre Dame	49.5
Cornell	47.6
UVA	45
Georgetown	43.1
Duke	41.7
Vanderbilt	40.9
Chicago	38.1
Berkeley	37.9
Cal Tech	36.4
Rice	36
UCLA	35.4
USC	34.1
Northwestern	33.4
JHU	32.7
Wash U	30.9
Emory	30.9
CMU	28.8

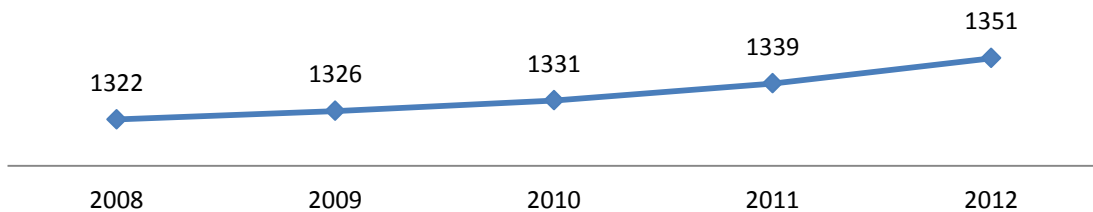
## Peer Budget Comparison

<i>Admission Budget (OTPS)</i>		<i>Class of 2016</i>				
College	FY 2012 Amount	Cost per App	Cost per Matriculate	Apps	Admits	Enrolling Class Size
Duke	\$2,000,000	\$63.29	\$1,173.02	31,600	3,105	1,705
Georgetown	\$770,000	\$38.31	\$487.34	20,100	3,316	1,580
GWU	\$750,000	\$34.56	\$319.15	21,700	7,105	2,350
Maryland	\$1,250,000	\$50.00	\$314.47	25,000	10,588	3,975
W&M	\$450,000	\$33.09	\$306.12	13,600	4,250	1,470
UNC-CH	\$880,000	\$29.84	\$222.22	29,486	7,571	3,960
<b>UVA</b>	<b>\$650,000</b>	<b>\$22.99</b>	<b>\$193.45</b>	<b>28,272</b>	<b>7,758</b>	<b>3,360</b>
Texas	\$1,300,000	\$39.89	\$181.79	32,589	15,172	7,151

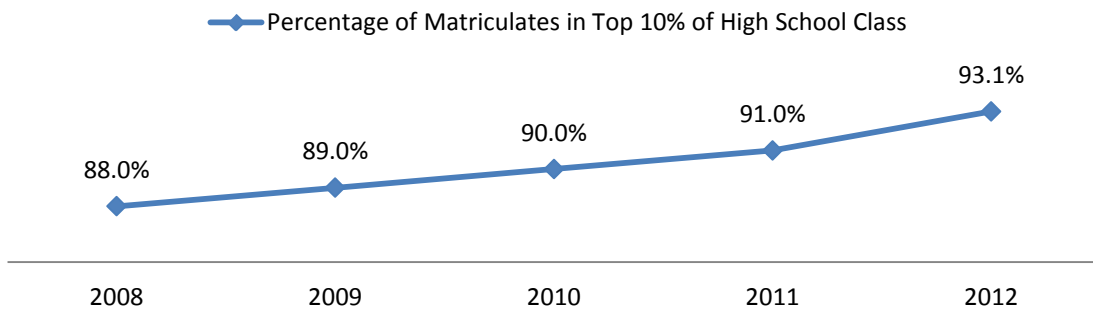
## UVA Admission Trends



## Average SAT Critical Reading + Math 1600 Maximum



## High School Class Rank





## Class of 2012 Admission Statistics

### Regular Decision and Early Action

<b>Total</b>	<b>All Applicants</b>	<b>Completed Applicants</b>	<b>Admitted Applicants</b>		<b>Matriculates</b>	
<b>Early Action</b>	11,686	10,822	3,176	29.3%	1,466	46.2%
<b>Regular Decision</b>	19,681	19,470	4,865	25.0%	1,994	41.0%
<b>Early Action Deferrals</b>	3,107	3,104	795	25.6%	469	59.0%
<b>All</b>	28,260	27,188	8,041	29.6%	3,460	43.0%

<b>In-State</b>	<b>All Applicants</b>	<b>Completed Applicants</b>	<b>Admitted Applicants</b>		<b>Matriculates</b>	
<b>Early Action</b>	3,510	3,356	1,541	45.9%	1,058	68.7%
<b>Regular Decision</b>	6,229	6,214	2,000	32.2%	1,177	58.9%
<b>Early Action Deferrals</b>	934	933	347	37.2%	271	78.1%
<b>All</b>	8,805	8,637	3,541	41.0%	2,235	63.1%

<b>Out-of-State</b>	<b>All Applicants</b>	<b>Completed Applicants</b>	<b>Admitted Applicants</b>		<b>Matriculates</b>	
<b>Early Action</b>	8,176	7,466	1,635	21.9%	408	25.0%
<b>Regular Decision</b>	13,452	13,256	2,865	21.6%	817	28.5%
<b>Early Action Deferrals</b>	2,173	2,171	448	20.6%	198	44.2%
<b>All</b>	19,455	18,551	4,500	24.3%	1,225	27.2%

**Notes:**

Total and Completed applicants who were Early Action Deferrals are included in both the Early Action and Regular Decision rows because they were considered for admission in both processes.

Admitted Applicants and Matriculates who were Early Decision Deferrals are only included in the Regular Decision numbers because they were only admitted during Regular Decision.

All Applicants who did not submit sufficient materials for a decision to be made or who withdrew their application before they were notified of a decision were excluded from the Completed Applicants column.

The Completed Applicants numbers were used as the denominators in calculating the admit (offer) rates.

## Mean SAT (1600), 2011-12

<b>Total</b>	<b>All Applicants</b>	<b>Completed Applicants</b>	<b>Admitted Applicants</b>	<b>Matriculates</b>
<b>Early Action</b>	1350	1346	1413	1383
<b>Regular Decision</b>	1299	1298	1379	1327
<b>Early Action Deferrals</b>	1350	1350	1357	1337
<b>All</b>	1320	1317	1392	1351

<b>In-State</b>	<b>All Applicants</b>	<b>Completed Applicants</b>	<b>Admitted Applicants</b>	<b>Matriculates</b>
<b>Early Action</b>	1324	1322	1387	1373
<b>Regular Decision</b>	1253	1253	1337	1314
<b>Early Action Deferrals</b>	1301	1301	1318	1317
<b>All</b>	1281	1279	1359	1342

<b>Out-of-State</b>	<b>All Applicants</b>	<b>Completed Applicants</b>	<b>Admitted Applicants</b>	<b>Matriculates</b>
<b>Early Action</b>	1363	1359	1440	1414
<b>Regular Decision</b>	1324	1323	1411	1347
<b>Early Action Deferrals</b>	1375	1375	1394	1371
<b>All</b>	1340	1337	1422	1369

## % in Top Decile of HS Rank, 2011-12

<b>Total</b>	<b>All Applicants</b>	<b>Completed Applicants</b>	<b>Admitted Applicants</b>	<b>Matriculates</b>
<b>Early Action</b>	71.3%	70.6%	98.3%	97.7%
<b>Regular Decision</b>	58.3%	58.3%	93.4%	89.8%
<b>Early Action Deferrals</b>	86.0%	86.0%	94.1%	93.8%
<b>All</b>	63.3%	62.9%	95.2%	93.1%

<b>In-State</b>	<b>All Applicants</b>	<b>Completed Applicants</b>	<b>Admitted Applicants</b>	<b>Matriculates</b>
<b>Early Action</b>	72.1%	71.6%	98.7%	98.8%
<b>Regular Decision</b>	54.1%	54.1%	94.7%	93.5%
<b>Early Action Deferrals</b>	80.3%	80.3%	94.0%	93.7%
<b>All</b>	60.6%	60.3%	96.3%	95.9%

<b>Out-of-State</b>	<b>All Applicants</b>	<b>Completed Applicants</b>	<b>Admitted Applicants</b>	<b>Matriculates</b>
<b>Early Action</b>	70.8%	70.0%	97.7%	93.2%
<b>Regular Decision</b>	61.2%	61.1%	92.1%	81.0%
<b>Early Action Deferrals</b>	89.1%	89.1%	94.2%	94.1%
<b>All</b>	65.0%	64.5%	94.1%	84.9%

## 1<sup>st</sup>-Year Completed Applicants by Ethnicity

<b>Fall 2012</b>	<b>Early Action</b>		<b>Regular Decision</b>	
African American	398	4%	1,271	8%
American Indian or Alaska Native	18	0%	19	0%
Asian	974	9%	1,939	12%
Hispanic	633	6%	1,121	7%
Multi-Race	422	4%	707	4%
Native Hawaiian or Other Pacific Islander	0	0%	9	0%
Non-Resident Alien	797	7%	2,551	16%
Race and Ethnicity Unknown	646	6%	929	6%
White	6,934	64%	7,820	48%
Minority Subtotal	2,445	23%	5,066	31%
Total	10,822	100%	16,366	100%

<b>Fall 2007</b>	<b>Early Decision</b>		<b>Regular Decision</b>	
African American	70	3%	1,253	8%
Native American	9	0%	48	0%
Asian American	282	12%	1,854	12%
Hispanic American	72	3%	706	5%
Non-Resident Alien	75	3%	1,124	7%
Unclassified	182	8%	1,303	8%
White American	1714	71%	9,106	59%
Minority Subtotal	433	18%	3,861	25%
Total	2,404	100%	15,394	100%

## Completed Applicants' Financial Diversity

<b>Fall 2012</b>	<b>Early Action</b>		<b>Regular Decision</b>	
Low Income	585	5%	1,979	12%
Applied for Aid	4,700	43%	9,437	58%

<b>Fall 2007</b>	<b>Early Action</b>		<b>Regular Decision</b>	
Low Income	79	3%	939	6%
Applied for Aid	896	37%	7,994	52%

U.S. Recruitment Travel

**CONSORTIUM TRAVEL**

**I. HARVARD and PRINCETON (20 cities per year)**

	Evening Program Attendance	Counselor Breakfasts Attendance
<b>2011</b>	5455	516
<b>2010</b>	5176	541
<b>2009</b>	7348	501

Cincinnati	Atlanta	San Diego	Greenbelt, MD
Columbus	Tallahassee	San Bernardino	Morgantown, WV
Detroit	Jacksonville	Anaheim	Washington DC
Cleveland	Tampa	Los Angeles (two nights)	
Pittsburgh	Fort Lauderdale		

**II. UNC, EMORY, and NOTRE DAME (15-20 cities per year)**

Last year, we saw 2700 people in the evenings and 380 counselors in the daytime.

Phoenix	Denver	Memphis	Seattle
Tucson	Lexington	Little Rock	Portland
Las Vegas	Indianapolis	New Orleans	Sacramento
Salt Lake City	Kansas City	Jackson	San Francisco
Denver	Tulsa	Mobile	Palo Alto

**III. JOHNS HOPKINS and NORTHWESTER (New England)**

Locations: Boston, Providence, Fairfield County, Hartford.  
1,600 attendees and 100 college counselors

**UVA ONLY TRAVEL**

	Evening Programs
<b>2011</b>	2165
<b>2010</b>	2040
<b>2009</b>	1689
<b>2008</b>	2098
<b>2007</b>	2650

Birmingham	Northern NJ	Columbia, SC
Nashville	Long Island	Oklahoma City
Chicago	New York City	Houston
Baltimore	Greenville	Dallas
Philadelphia	Knoxville	Austin

**TRANSFER RECRUITMENT TRAVEL**

Our transfer team visits seven to ten community college campuses (includes five NVCC sites) each year. Our most popular programs are small group information sessions and one-on-one advising sessions with prospective students. During these visits we'll advise close to 200 students.

**COLLEGE FAIRS**

Over a span of eight weeks our office attends 80+ college fairs in Virginia. In addition, our Outreach department travels year-round to attend close to 60 fairs for minority and underrepresented groups.

## **HIGH SCHOOL PROGRAMS – Visits and Panels**

### **VISITS**

**VA:** St. Gertrude – St. Christopher’s – St. Catherine’s – Powhatan – The Steward School – Collegiate – Trinity Episcopal – Thomas Byrd – Lloyd Bird - Benedictine – Goochland – James River – Midlothian – Cosby – Clover Hill – John Handley- Harrisonburg – Fort Defiance – Hanover – Turner-Ashby – Wilson Memorial – Tandem Friends – Western Albemarle – Stuarts Draft – Stuart Hill – Buffalo Gap – Carlisle – Chatham Hall – Southwest VA Gov School- Blacksburg HS- Floyd County HS-Radford HS-Auburn HS – Roanoke Valley Gov School- Hidden Valley – Cave Spring – Salem HS- Northcross HS – Carroll County HS – Annandale – Briar Woods – Broad Run- Centreville – Chantilly- Dominion – Edison-Fairfax-Falls Church-Freedom-George Mason-Hayfield-Heritage-Herndon-Lake Braddock-Langley- Robert E Lee-Loudoun County HS – Loudoun Valley – Madison –Marshall-McLean-Mount Vernon-Oakton-Park View- Potomac Falls – South Lakes – Stone Bridge- Stuart- TC Williams-Thomas Jefferson HSST- Tuscarora-Wakefield-Washington-Lee- West Potomac-West Springfield-Westfield-Woodgrove-Woodson-Yorktown- Hampton Roads Academy – Norfolk Collegiate – Norfolk Academy -Frank Cox – Cape Henry Collegiate-First Colonial – Landstown – Floyd E Kellam- Bayside-Princess Anne-Stonebridge- Indian River- Tallwood- Green Run – Western Branch- Great Bridge- Deep Creek- Hickory HS – Lafayette HS- Ocean Lakes – Oscar Frommel – Kempsville – Nansemond- Suffolk – Episcopal- St. Stephen’s & St. Agnes– Madeira – Flint Hill – Armstrong – Atlee-George Wythe – Hanover-Henrico-Maggie Walker – Open HS – Patrick County HS – Martinsville – Magna Vista – George Washington – Chatham HS – Gretna – Bassett – Dan River – Tunstall- Fluvanna HS - Arcadia – Chincoteague – Nandua- Northhampton – Broadwater – Orange County HS – Monticello- Buckingham – Louisa County (132).

**CA:** Windward-Wildwood-Brentwood-Marymount-Harvard-Westlake-Oaks Christian-Viewpoint – Sierra Canyon-Buckley-Beverly Hills-Marlboro-Polytech-Flintridge-Sage Hill-San Dieguito Academy-Torrey Pines-Francis Parker-High Tech High-Bishops-Preuss-La Jolla Country Day (21)

**Chicago:** Urban Prep- Lake Forest-New Trier Township – St. Ignatius Prep- Northside College Prep- University of Illinois College Prep – Lane Tech – Roberto Clemente Academy – Jones College Prep

**CT:** Kent School, Groton, Taft

**D.C.:** Dunbar – Edward Burke – Field School – Georgetown Day – Gonzaga – National Cathedral- Saint Anselm’s Abbey – School Without Walls – St. John’s College HS – Roosevelt Senior HS – Thurgood Marshall – Woodrow Wilson – Ballou Sr. HS (13)

**FL:** H.B. Plant – Academy of the Holy Names - Sunshine Invitational – Novasoutheastern Regional Fair- Sagemont School- Miami Invitational College Fair

**MD:** Bethesda-Chevy Chase – Holton-Arms – Landon-Walt Whitman- Winston Churchill-Oxon Hill

**NC:** Riverside- Durham Academy-Jordan- Green Hope – NC School of Math and Science- Ravenscroft- Sanderson- Southeast Raleigh Magnet – Millbrook – St. David’s School – Needham Broughton- Raleigh Charter – Enloe – Cary Academy- Cardinal Gibbons – Apex – Cary – Athens Drive – Charlotte Latin- St. Mary’s School – Providence Day – Charlotte Country Day – Myers Park – Cannon School (24)

**NY:** Chapin – Brearley-Roosevelt- Browning – Spence- Regis –UNIS-Trinity-Columbia Grammar- Collegiate- Stuyvesant-Humanities Prep-Manhattan Math & Science. Spring College Fairs at The Chapin School, UNIS, Lycee Francais and The Dalton School (17)

**Philadelphia:** Central HS- Chesnut Hill – Germantown Friends – Science and Leadership Academy – St. Joe’s Prep – Young Women’s Leadership School – William Penn Charter – JR Masterman

### **PANELS**

Stone Ridge (MD) –Handley HS – Foxcroft – Western Albemarle- Hanover – Manchester(fall and spring)- Brentsville- Monacan-Christiansburg-Stuarts Draft – Deep Run – Cosby-Stuart Hall- Broad Run-George Mason- Dual Enrollment Panel at Lord Fairfax Community College - Southwest VA Counselors College Panel – Chatham Hall- Fredericksburg Academy- Richmond Independent Schools Fair - Washington Wizards Fair-World Bank Fair-NY City Private Schools Fair – Boys State – Summer Governors School Fairs – Atlee- Albemarle HS – Madeira – St. Stephen’s/St. Agnes Junior Night – Three Tribal Powwows

## **ON-GROUNDS RECRUITMENT**

The Outreach department hosts a large number of groups on grounds. From July 2011 – June 2012, they hosted approximately 7228 visitors in 166 groups. The groups included 85 schools (from elementary school to community college) and 49 programs that serve underrepresented students. Other groups included camps, summer programs, girl scouts and private clubs. Special groups came from Virginia, DC and 17 other states.

