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**University of Michigan**





**#1**  
PUBLIC RESEARCH  
UNIVERSITY  
IN THE U.S.  
*National Science Foundation*



RANKED  
**#1**

TOP SCHOOLS FOR  
ENTREPRENEURSHIP STUDIES  
THE PRINCETON REVIEW &  
ENTREPRENEUR (2019)

MICHIGAN STUDENTS  
COME FROM  
ALL **50** STATES  
AND  
**128**  
COUNTRIES

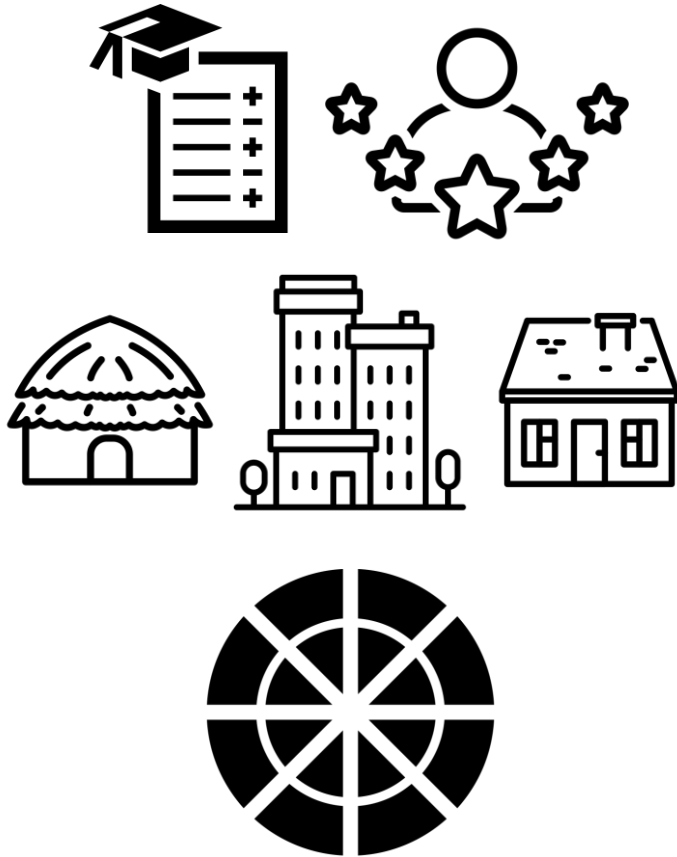
MORE THAN  
**1,600**

STUDENT ORGANIZATIONS

# Factors Important for Building a Class



# The Holistic Review Process



- All aspects of an applicants' record and experiences
- No admissions solely on the basis of any single criterion
- Great variation among personal circumstances, home communities, and high schools
- A comprehensive range of factors to admit those who are academically qualified and prepared to contribute to and be successful at U-M

# What We Know About Families and Perceptions of College Affordability

- Low-income students and families often eliminate institutions as realistic options based on perceived cost.
- Students and families, regardless of financial resources, generally demonstrate an overall aversion to college debt.
- Even among students who are well-prepared for college, there are substantial income differences in the probability of attending a selective institution (Hoxby & Avery, 2012).
- Debt aversion varies
  - Systematically by racial, ethnic, social class, and language groups
  - Parent perception of higher education opportunities
    - Ability to pay
    - Ability to earn money to pay
    - Access to financial aid information

# What We Know About Families and Perceptions of College Affordability

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In Michigan, the pattern is similar. While one in five higher-income students attend a university at least as competitive as the U-M, only one in ten similarly-achieving low-income students do so.





# Information and Outreach Best Practices for Low-Income Families

- Effectively communicate and disseminate information to close information gap
- Understand difference between information access and literacy
- Streamline location of online information sources to preserve accuracy and tone
- Present a complete picture regarding educational opportunity
- Broaden information campaigns much earlier than traditional calendars
- Stay attuned to students' immediate needs

*(Brown, Wohn, & Ellison, 2016; Lassila, 2011; Perna et al., 2011; Waddell et al., 2011)*

# HAIL Scholarship Experiment

- Informational intervention aimed at addressing “undermatch” for high-achieving, low-income students in Michigan
- Preliminary results suggest intervention was very successful





# Strategic Marcom Approach

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Identify target audiences and influencers



Collaborate internally on a comprehensive plan



Develop the communications objectives and strategy



Create and distribute campaign assets

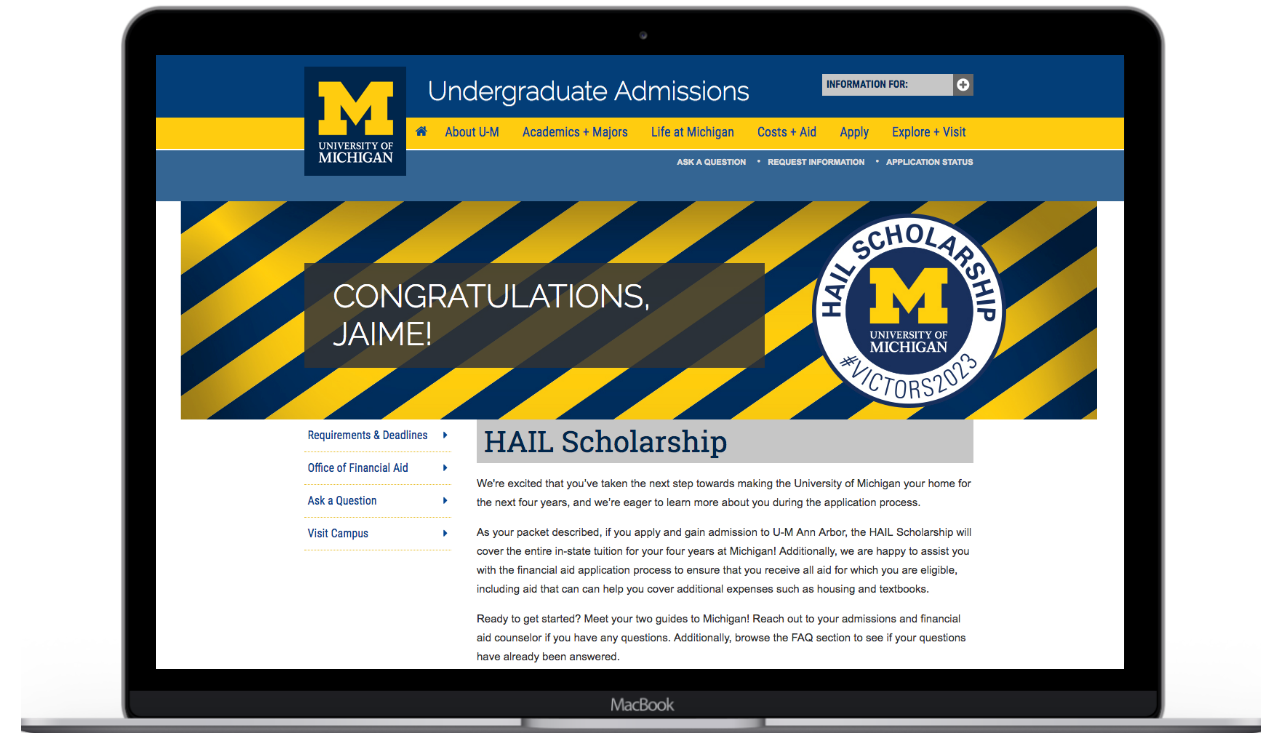


Measure effects

# Collaborate in a Cross-Functional Team

(Enrollment Management, including Admissions and Financial Aid; Provost's Office; research team)

- Define the value proposition
  - FREE tuition, fees waived
  - Other costs likely covered
  - Supportive environment to persist and graduate
  - Huge alumni network around the globe
- Determine Financial Aid and Admissions contacts
- Define the budget
- Inform academic unit/campus support organizations



# Define the Objective and Content Strategy

**M** UNIVERSITY OF MICHIGAN

## BECOMING A WOLVERINE

**STEP 1**

### PREPARE & RESEARCH

- Need a tutorial and learning resources? [uowebboard.org](#)
- Are you the first in your family to go to college? [uowebboard.org](#)
- Looking for guidance on where to go? [uowebboard.org](#)

**STEP 2**

At Michigan, you apply to one specific school or college, or apply for dual enrollment in two schools or colleges.

**STEP 3**

### ATTEND WITH FREE TUITION

*If admitted you will be attending U-M with 4 years of free tuition.*

To determine your eligibility for financial aid beyond free tuition, please submit the following after October 1 of your high school senior year:

- Complete the CSS/Financial Aid PROFILE through the College Board. If the College Board does not automatically waive the required fee, then U-M will.
- Complete the Free Application for Federal Student Aid (FAFSA). There is no charge for this.

**FEE WAIVER: COLLEGE APPLICATION**

**NO FEE: FAFSA (FREE APPLICATION FOR FEDERAL STUDENT AID)**

**FEE WAIVER: CSS/PROFILE**

**HAIL SCHOLARSHIP** UNIVERSITY OF MICHIGAN VICTORS 2017

**THE VALUE OF A MICHIGAN DEGREE**

The University of Michigan is consistently ranked as one of the top 25 universities worldwide, and as the No. 1 public research university in the U.S.

We appreciate our rankings. But we value student success even more. At Michigan, you'll stay, graduate, and become a member of the world's largest living alumni group.

**M** Our freshman retention rate is 97 percent, compared to the national average of 79 percent. (Our students like it here!)

Our graduation rate is 92 percent, compared to the national average of 59 percent. (Our students learn—and go to great things!)

After graduation, you'll become part of an incredibly large, supportive network of alumni from all over the world. Anywhere you go, you're likely to meet a proud Wolverine. GO BLUE!

U-M offers all this and better lifetime earnings, too.

**\$61,724**

**\$37,752**

As of 2018, those with college degrees earn about \$24,000 more annually than those with only high school diplomas.

Learn more and register for **free** U-M e-book: [<<purl>>](#)

**HAIL: High-Achieving Involved Leader**

A scholarship at the University of Michigan for students like you who are intent on reaching their full potential at a school with the resources and support to help them succeed.

**CSS/PROFILE**

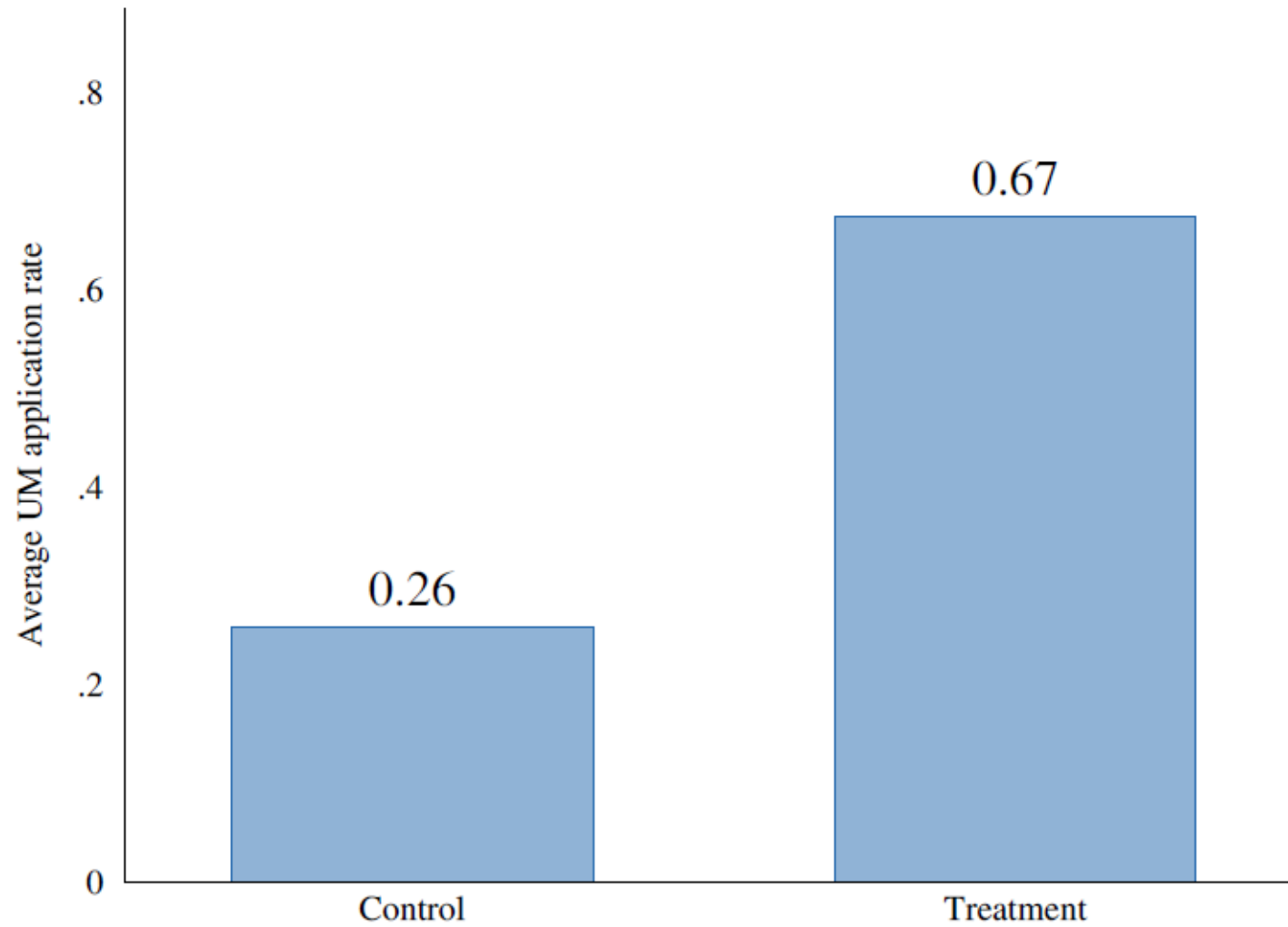
**FAFSA (FREE APPLICATION FOR FEDERAL STUDENT AID)**

**COLLEGE APPLICATION**

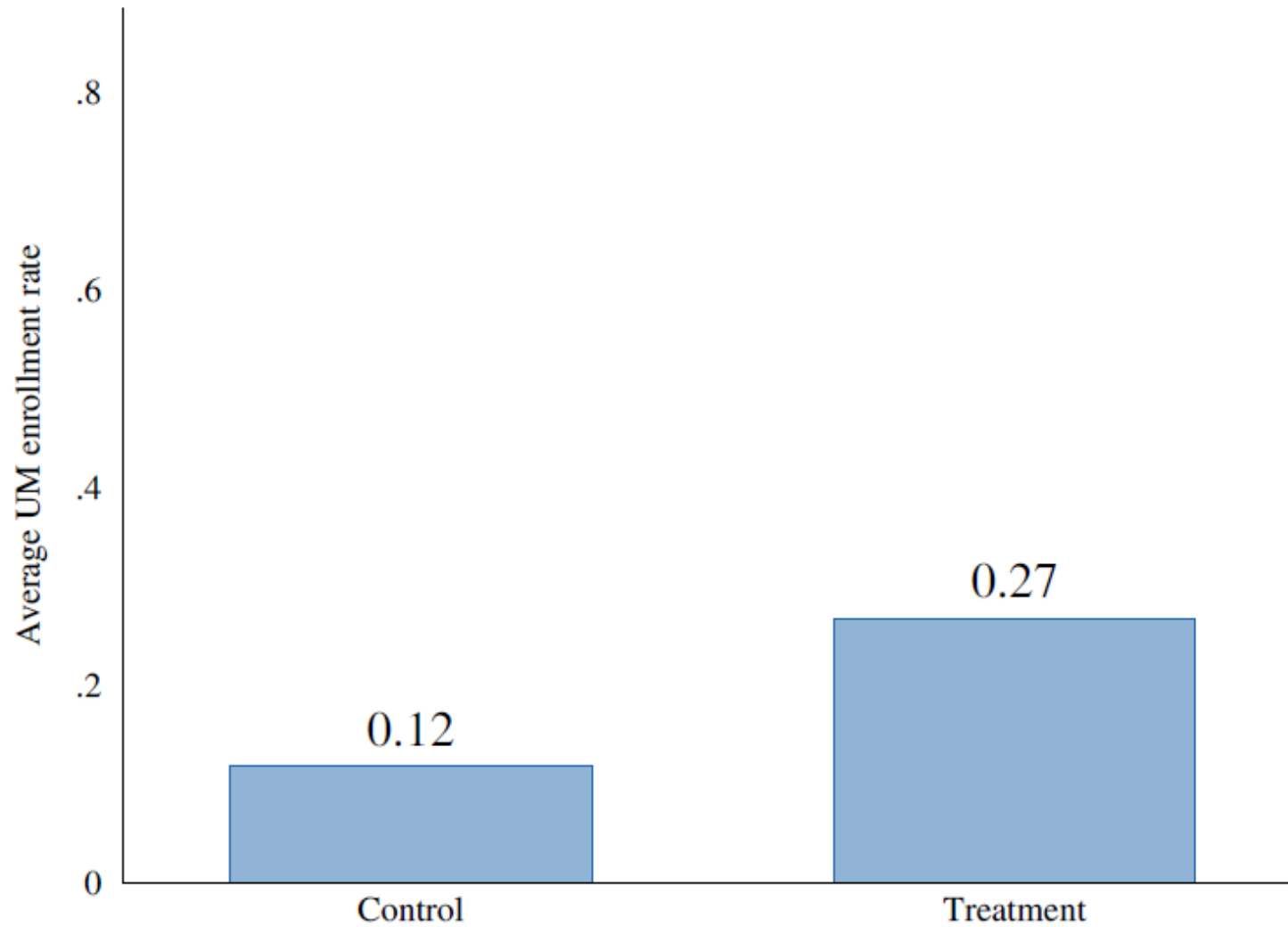
- Get attention
  - Engage with bold visuals
- Establish trust
  - President's message and 1:1 contacts
- Inspire hope/mitigate concerns
  - Free tuition
  - Supportive environment
  - College is worth it
- Drive to apply
  - PURL and 1:1 contacts



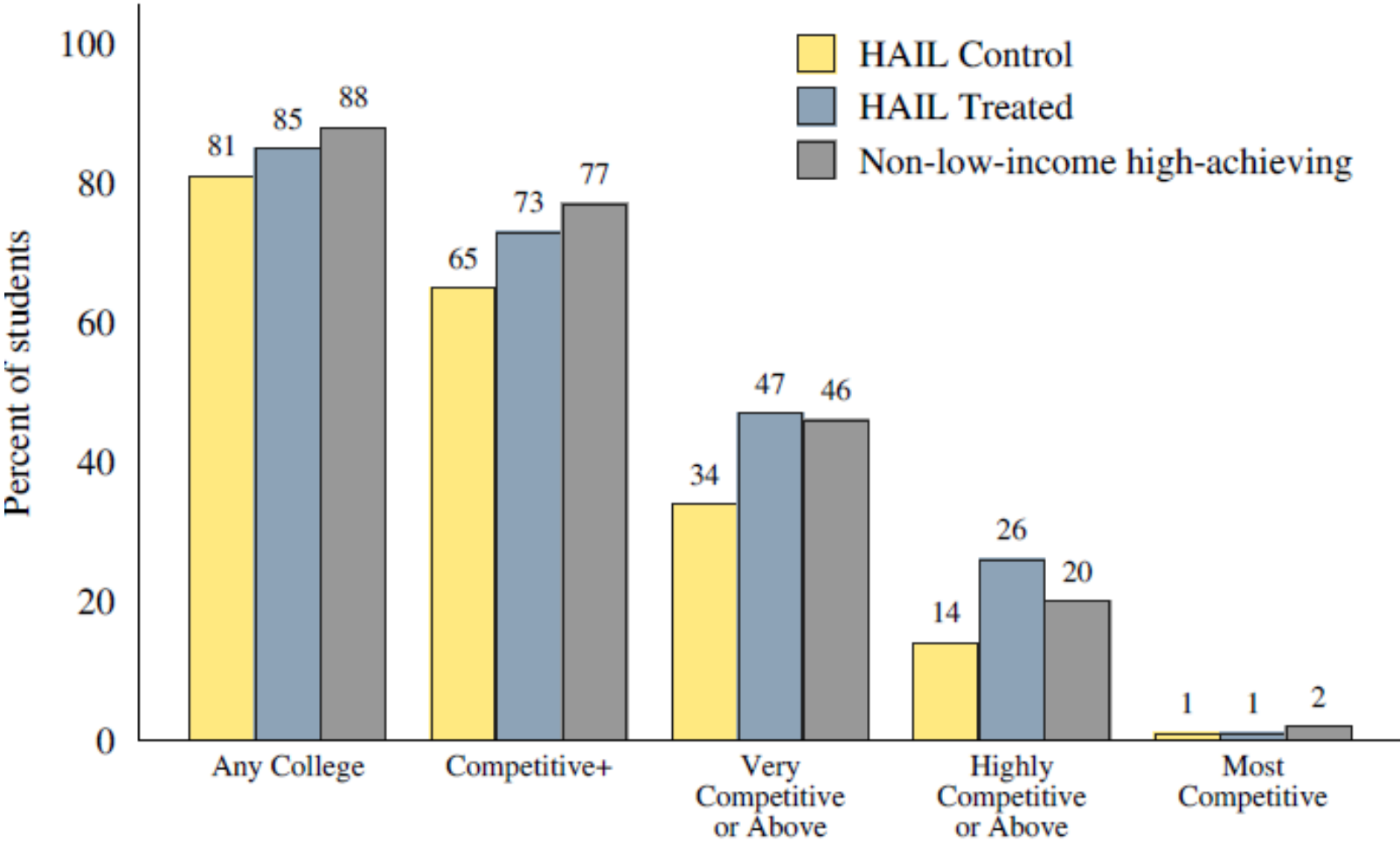
# Results: Application Rates



# Results: Enrollment Rates



# How did HAIL Change the Distribution of Colleges Attended?





GO BLUE GUARANTEE

FOUR YEARS OF  
**FREE U-M TUITION**

IN-STATE STUDENTS | \$65,000 & UNDER FAMILY INCOME | ANN ARBOR CAMPUS | EFFECTIVE JANUARY 2018







# WOLVERINE PATHWAYS

UNIVERSITY OF MICHIGAN



About the Program

News & Updates

Application

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Staff

Contact

Giving





# Context: The U-M Affordability Climate

THE CHRONICLE  
of Higher Education

STUDENTS

## 'Being Not-Rich': Low-Income Students at Michigan Share Savvy Advice

By Emma Kerr | APRIL 23, 2018

INSIDE  
HIGHER ED  
(<https://www.insidehighered.com>)

### New crowdsourced student affordability guide goes viral at University of Michigan

Submitted by Jeremy Bauer-Wolf on April 16, 2018 - 3:00am

A ranking from U.S. News & World Report

USNews BEST STATES RANKINGS NEWS STATES DATA EXPLORER

HOME / CIVIC / BEST STATES / MICHIGAN NEWS


## University of Michigan Students Write Not-Rich Guide

When two University of Michigan juniors read a campus affordability guide earlier this year that suggested, among other things, that firing the maid could help save them money, they decided to write their own.

April 29, 2018, at 1:02 a.m.

Q S INEWS Independent News for International Students

NEWS OPINION UNIVERSITY STUDY ENGLISH PRE-DEGREE K-12 SCHOOLS CAREERS



Students create a guide to 'Being Not-Rich' at university

By Study International Staff | April 19, 2018

10 WEEKS

## Detroit Free Press

PART OF THE USA TODAY NETWORK

### This University of Michigan guide is for the not-rich students

Frank Witsil, Detroit Free Press Published 6:01 a.m. ET April 23, 2018

### StudyBreaks

## Lauren Schandavel Is Making Affordability Possible with 'Being Not-Rich at UM'

The student-created guide is changing the campus landscape when it comes to affordability.

By Audrey Bowers, Ball State University

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FIRST LOOK

## University of Michigan students compile 'not-rich' guide

The two juniors behind the University of Michigan guide 'Being Not-Rich at UM' see it as a way for students from lower- and middle-income families to encourage and support each other. Now, students on several other campuses are looking to write their own guides.

UT

## "Being Not-Rich at UM" inspires UT Austin students

Thursday, April 5, 2018 - 9:21pm

REMY FARKAS  
Daily Staff Reporter

## 'Being Not-Rich at UM' student-created guide gets national attention

POSTED: 5:21 PM, Apr 18, 2018  
UPDATED: 5:22 PM, Apr 18, 2018

# Research Questions

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How do low-income students targeted by the HAIL Scholarship:



- describe and make meaning of their academic and social experiences at the University of Michigan?



- navigate the academic and social environment at the University of Michigan?



# Findings

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## HAIL Scholarship Impressions

- Too good to be true
- Changing college choices
- Am I worthy?



## Academic (In)security

- Do I have what it takes?
- High school college-going cultures
- Everybody's smarter than me



## Social (In)validation

- Elitism and markers of wealth
- Hoops, hurdles, and missing out
- Social identities and belongingness

# Institutional Structures of Support

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## Academic Connections

- HAIL students who participated in **Summer Bridge and Success Connects** and other support programs were more likely to report positive experiences with peers and instructors that made them feel more welcomed and supported.



## Engagement

- Students who reported **engagement with institutional structures and initiatives** such as residence halls, living learning communities and transition programs were also more likely to feel “socially accepted.”
- **Student Support Task Force**



## Relationships

- Establishing **relationships with faculty and staff** who could guide students through academic challenges was pivotal to their levels of academic security.




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# Special Thanks to

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