

Office of Admissions 2005-2006 Annual Assessment Report

MISSION STATEMENT

The mission of the Office of Admissions is to identify and implement recruiting strategies which lead to the successful enrollment of an appropriate number of Fourth Class Cadets consistent with the goals expressed by The Citadel's Strategic Plan.

EXPECTED RESULTS

Expectations for the class entering fall 2006 call for:

- increase applicant pool to exceed 2100 applications
- decrease acceptance rate
- a class size of 625-650
- a target of 5% female enrollment within the Corps of Cadets
- improving the composite SAT/ACT average
- improving the percent of entering in-state students to a mark closer to a 50% ratio
- increasing the number of minority students

ASSESSMENT TOOLS

Exhibit A = 2006 Freshmen Profile w/Talking Points

Exhibit B = Final Weekly admissions report comparing funnel data for the past three years

Exhibit C = Final Weekly report of female application activity

Exhibit D = Assessment of Pre-Knob Program

Exhibit E = Assessment of Friday Visits

ASSESSMENT RESULTS

- **increase applicant pool to exceed 2100** – Final numbers reflect 2191 applications. This is the 2nd highest number of applications received.
- **decrease acceptance rate** – Final figures indicate academic acceptance was offered to 1,591 applicants out of a total of 2,191 applications for an acceptance rate of 72.62%. This is an improvement of 3.94% over last year and 5.8% over 2004. It is the 3rd lowest acceptance rate in the past 16 years.
- **a class size of 625** – Final numbers reflect an entering class of 651. The Citadel will be at full or slightly over full capacity upon the return of the upper class cadets. This should be the 7th consecutive year of full enrollment.
- **a target of 5% women within the Corps** – Thirty-eight women reported. This was 5.8% of the entering class and lower than desired. Although more women were accepted this year, fewer choose to attend. The single largest factor indicated is funding but it must be accepted that there is some impact from the attitudinal issues within the Corps as highlighted by the recent surveys. Normal attrition is expected among returning women;

81 were enrolled at graduation and appeared eligible to return. Estimates project that the enrollment of women should be close to 6% of the Corps of Cadets.

- **improving the composite SAT/ACT average** - The SAT average for this class is 1100, 7 points higher than last year. This is the 2nd highest composite SAT average experienced in the history of the college. The highest was 1106 in 2003.
- **improving the percent of entering in-state students to a mark closer to a 50% ratio** – Although we were only able to generate a 1.3% increase in in-state prospects, we were able to increase the conversion of prospect to applicant by 8.1%. We offered academic acceptance to 4% more of the applicants. Two hundred and eighty-six in-state cadets reported. This is 44% of the entering class, a slight increase over the 43% last year.
- **increasing the percent and number of minority students** – This class contained 95 minority students. This is 14.6% of the entering class. Although this is the same number that reported last year, there is a slight increase in class percent due to the targeted smaller class. In the African-American cohort, there was a very slight increase in total numbers, 47 this year compared to 45 and 46 the previous 2 years. This is 7.2% of the entering class compared to 6.6% last year. These numbers for both minorities in general and African-American fell short of our anticipated results. Earlier numbers suggested the potential for better results. As with women, the single largest obstacle in recruiting minorities, especially African-American students is funding.

ACTIONS TAKEN

- The marketing/tactical plan (MTP) that has evolved, although adjusted as dictated through constant analysis, has led us to full capacity at opening now for the past seven years. We focused our actions in recruiting the fall 2006 cohort around three primary challenges presented by the former Provost: increase the number of applications; improving overall selectivity (decrease the acceptance rate); and increase the quality (SAT/GPA). These were in addition to meeting the Strategic Recruiting Goals. Through these efforts, we were able to overcome a slow start. Although we could not catch up to the large number of prospects obtained in 2005, we were able to affect the conversion rate resulting in 2191 applications. This is the 2nd highest number of applications received by the college. The current conversion rate for the 2006 class was 15.72%, 4.42% ahead of 2005. With a target class range of 625-650, we were able to be a little more selective as we evaluated applications. The acceptance rate was 72.62%, an improvement of 4.3% over last year and 5.8% over 2004. The SAT average of this entering class is 7 points higher than the previous year and the average GPA shows a .07 increase.
- Last year we conducted prospect searches utilizing a number of sources. The College Board and ACT serve as good sources that include academic data on potential prospective students, but no data on interest. The most effective sources have proven to be the National Research Center for College University Admissions (NRCCUA) and College Bound Selection Service (CBSS). Both of these sources provide students that have indicated interest in the ROTC programs or in attending a military college or federal service academy.

- A cadre of cadet callers was hired in September, and supplemented as necessary with additional callers in February, to help us contact prospects and applicants. Last year they made 16,513 calls, completing 9,420 for 57%. We receive countless comments from parents and students on how positive their impact is on the decision to attend The Citadel.
- The Citadel Volunteer Program (CV) continues to effectively support recruiting. Volunteer training has been completed at numerous sites and their numbers continue to grow. There are now approximately 300 registered CV's in our database. These volunteers continue to expand the reach of our recruiting efforts, giving a "personal and local touch" that our resources would not permit us to do.
- A total of seven Pre-Knob Visits were held this past year with two additional overnight visits restricted to Scholar candidates. This is an increase from the total of five & two last year. The break down of the college calendar determines the number of possible visits. These visits provide the best insight to the daily life of a knob at The Citadel and play a significant part in the decision making of our future cadets. Other visit options are also available.

-We hosted 480 Pre-Knobs this past year. Pre-Knob visits were by invitation only again this year for those academically accepted students.

-We hosted 104 Scholar Candidates. Participation is by invitation to select applicants that meet a pre-established academic criteria.

-We hosted 3 special "Friday Visits" for academically accepted students that could not attend a scheduled Pre Knob Visit.

-We have and will continue to encourage personal day visits for all high school juniors and seniors that have not yet applied. These visits are to include meeting with personal admissions officer and a cadet conducted campus tour.

RESOURCES NEEDED

- For the first time in my experience, it appeared late in the year that the Office of Admissions would need additional funding in order to meet all requirements to close out the year. This was due to unexpected and unavoidable personnel absences that resulted in the need to outsource a significant amount of mailings resulting in an unanticipated expenditure of approximately \$50,000. An additional \$33,000 was added to the admissions budget to ensure all requirements could be met. Almost all activities other than those necessary to bring in this class were delayed until the new fiscal year. At year-end, the two budgets reflected a balance of \$46,217.18 which includes salaries or \$34,001.30 without salaries. This indicates that through our efforts to minimize at year-end, we would have had a surplus of \$13, 217.18 including savings in salaries or \$1001.30 without salaries.
- The FY 2007 budget reflects a reduction of \$58,981 in both total funds and a reduction of \$36,477 in funds available other than salaries. The Office of Admissions has always

worked to be the most cost effective possible and spends only what is needed to meet recruiting requirements. With the exception of this past year, it has been typical to be able to return 5 figures to the general fund. With careful monitoring and our continued judicial judgment in spending, we should be able to meet our requirements. Due to our experience this past year, new processes have been implemented to ensure better oversight and visibility of our budgets which should prevent future year-end surprises.

GOALS AND OBJECTIVES

- The overriding objective remains as the successful enrollment of an appropriate number of Fourth Class Cadets consistent with the goals expressed by The Citadel's Strategic Plan. Although a specific entering class size for 2007 has not yet been defined, the initial strategy will be to target a class of 700. This is in keeping with the Board of Visitors stated goal of increasing the size of the Corps of Cadets. This potential growth is predicated on the ability to house the additional cadets. Certain building projects must take place in order to have the necessary capacity. To achieve this goal, we will seek to:
 - increase the applicant pool to exceed 2200 applications
 - maintain an acceptance rate of 72% - 76%
 - maintain a SAT average range of 1090 – 1100
 - improve the percentage of entering in-state students to a mark closer to a 50% ratio
 - increase the number of female cadets in the entering class
 - increase the number of minority cadets in the entering class
- Several of the above will present challenges. In order to reach a class size of 700, it may be necessary to increase the acceptance rate which will likely impact the SAT averages. All attempts will be made to acquire the number prospects necessary to produce the desired applications and to maintain the desired quality. If the decision is made to delay the growth, it will be necessary to reduce the desired size of the entering class. Reduction is an easier task than attempting to add additional cadets later in the recruiting cycle. The desired class size will have a significant impact on meeting the objectives above.