To The Board:

This final Office of Admission report will bring you up to date since the Commencement Report was presented in May 2005.

**A FEW HIGHLIGHTS**
(See charts at end of report)
- First-year application goal was 1,800 and we have exceeded that by 13! (179 ahead of 2004 and 409 ahead of 2003! Quite a jump!)
- Male applicants continued to increase – comprise 33% of '05 app pool (30% in '04)
- First year class is comprised of 43% males!
- First-year class is 334 – lower than originally modeled
- Resulted in a lower yield (27.2%)
- First-year selectivity increased to 68%. (74.5% in 2004)
- Out of state students increased by 4.3% - 32% of our first year class
- Diversity strong at 25.5%
- First-year profile increased: 1230/3.72
- Total application pool is 2,094! An historical high and breaking 2,000!

**MONROE SCHOLARS FULL TUITION PROGRAM**
Capping our fourth year for this successful program was the inauguration of the new name: Monroe Scholars.
- Twenty eight attended in early February
- Average profile of the group: SAT 1570; GPA 4.12; Honors GPA 4.23
- Confirmed of the four selected: ALL FOUR!!
- Confirmed of the remaining: 8
- Note: Our first two Monroe Scholars graduate in '06

**OTHER HIGHLIGHTS OF THE YEAR**
- Ten new National Merit Scholars
- Campus visits continue to increase, this year by over 40%
- The second annual Admitted Students Day brought record numbers
- The Datatel conversion is ongoing. There is much light at the end of the tunnel. Many challenges do remain.

**CROSS APPLICATIONS**
More of our applications are coming from students who are also only applying to other private colleges and universities. We also see that Westmont is the only Christian college
to which the majority of our students also apply. Clear indication that our applicant pool continues to be more competitive than in past years. A summary:

- 68% of first-year applicants also applied to other independent schools
- 34% also applied to state/public and community colleges
- 32% also applied to other CCCU colleges
- 41 of the Best Liberal Arts Colleges (*USNWR 2006*) were among our competitors
- We competed for students with 8 of the top 10 ‘Best Liberal Arts Colleges’
- And we competed with 68 of the Best National Universities (197 named)
- Of the above 68, 37 were in the top 50

**YIELD ISSUES**

There is much to celebrate with this new class. We had a solid 13% increase in first-year applications, which provided greater selectivity (68%). We yielded more males and diversity on campus and increased our academic profile. Our competition with other fine institutions continues to increase; all good things. Yet, the yield is down. Why? I wish I could give you an exact answer. I can’t. However, I do have some theories regarding the drop in yield.

- High school students are applying to more colleges than ever – some reports state between 5 and 10 per student. This means that we vie for many of the same students.
- We have continued to add students to our inquiry pool via Search, marketing, travel, programs, etc. We have done this in the hope of increasing our applicant pool and have experienced success in this area.
- We are attracting more male and diversity applicants and they do yield at a different level overall because there is more competition for them. Let’s look at the males, for example. We have intentionally focused our Search on bringing more males to the inquiry pool. Therefore, the applicant pool has grown. While the yield in males has grown, they are still more difficult to yield. Our male SAT profile has increased 20 points in one year. Overall, our academic profile has increased. There is intentional effort to make this occur along with increasing our male and diversity population, etc. However, when making qualitative gains in quality, a lesser yield may also result.
- We face more competition for the better students with the other fine liberal arts colleges as indicated above. As Ron Cronk pointed out in his Report to the Board, a greater percentage of the class received academic merit scholarships (7.2% more) and these students are more competitive.
- The number of students applying from out of state has increased and they are typically more difficult to yield, although we had a 4.3% increase in this area. (A thought here is to emphasize perhaps more than we currently do that Westmont does not charge out of state tuition.)
- Our costs continue to increase and our ability to adequately aid these students has not reached the level of our competitors. Students who declined our offer of admission were often better than average students and were from middle income families who would not qualify for much aid. However, they may have earned an academic scholarship at other institutions, which may make the difference for them. We have tried to keep our merit scholarships between 65-70% of our first year class. In doing this, the average, middle-income student may not receive a merit scholarship and will choose another college.
- As Ron also pointed out, providing more financial aid is not the only issue. Students who had no financial need and had an average SAT of 1260 yielded only at 21%. He went on to state that nearly eight of ten of these better students are choosing other schools.* One factor we can only conjecture about is that these same students may well have been awarded more aid at other institutions due to
those institutions ability to do so in the form of merit and other grants. (I did speak with many students for whom this was true.)

- Other factors possibly impacting our yield could be the lack of new buildings on campus. The students we are working with today, The Millennials**, are a privileged and provided for group. They are used to the best of facilities in their schools, clubs and organizations. It is unfortunate the Master Plan has been delayed for so long. Westmont has not yet gained the reputation it needs to go along with our high costs and aging facilities.

- Perhaps the DataTel conversion impeded some of the important personal contacts we were able to make. We were unable to begin reading our applications for Early Action due to the time it took to “upload” them. The technical processes were cumbersome, awkward and often, important information was not available to us. However, I am certain that the paper communication flow to accepts remained unchanged and strong!

**NOT ALONE!**
The drop in yield is not isolated to Westmont. I just returned from the National Association of College Admission Counselors (NACAC) annual conference and the “yield” issue was the “hot topic”. I recall following 9/11, many of the enrollment gurus stated that yield was going to become tougher to predict. (Great incentives were offered to those CEO’s coming up with the best ideas on how to predict yield in the coming years!)

We recently participated in a survey initiated by the CEO at Pepperdine, of schools across the country regarding their yield. Preliminary findings were that almost every institution of the 30 contacted, experienced a drop in yield! Of course, we all have varying degrees of what we are looking for in selectivity, etc. Only one institution did not experience a drop in yield (who participated in this study). They had a goal to increase the quality by adding more merit funds. Other institutions with a decrease in yield from 2-5%: Baylor, Boston College, Gordon, Houghton, Loyola Marymount, Pepperdine, Tufts, USC, and Wheaton to name a few.

I have been contacting a number of CEO’s to discuss their thoughts and tactics as well. We will be forming a discussion group during the Critical Concerns Conference in January to further analyze

**WHAT TO DO NOW?**

- We are continuing to analyze all these areas, some with the assistance of Noel Levitz, our financial aid consultants.
- This office will analyze the inquiry pool and what it consists of. What inquiry sources typically yield at a higher level, etc.
- We will look at the activity from admit to confirm cycle. Is there more we can do?
- We will conduct an aggressive research project to better ascertain the image/visibility/competitiveness of Westmont within a range of important constituents to include high school students, parents, pastors and youth workers, high school counselors, etc.
- We are looking at ways to put more personal attention into the application/admit process. We know this is critical – it is also more difficult to do with the continued increase in applications and the same number of counselors reading files. We are involving more current students to interact with the prospective candidates.
- We know we must continue to bring more students to campus – yields are highest when a visit has occurred. I will be requesting the Special Events position to be increased from part to full time to help facilitate more visits and special programs.
PAID CANCEL SURVEYS
We carefully survey each paid (confirmed) student who then cancels. We collect why they have cancelled, where they have chosen to attend, how they were treated by our office, and which manner of communication they preferred (snail mail, email, etc.). The report is lengthy. We study it thoroughly. We learn that over 60% of these students state financial reasons led to their cancellation. (Surveys have detailed information on this.)

Other than the fact they cancelled, their overall comments were an encouragement to my staff regarding the attention they received. It was also interesting to note that they preferred to receive “snail mail” to e/communication. Many stated they just don’t receive much ‘real’ mail anymore and enjoyed our flow and personal attention it reflected.

We also survey all admitted students who chose not to enroll. The information received in these reports is pretty consistent with the paid cancel surveys.

MARKETING
There are several marketing activities and discussions taking place on campus. The Office of Admission is working with a subcommittee of the Board of Advisors to glean from their expertise in the area of marketing. They have been provided with all of our materials, publications, etc. The November meeting of this Board should reveal some interesting and important finds.

In addition to the formal marketing committee, an informal marketing group has convened to brainstorm ideas and topics for the entire college.

The following is a brief list of the activities completed and in progress in this office. Some of this work has been made possible with the addition of the Director of Marketing, Scott Schwertly.

- Created a Marketing Plan (revisions currently in process)
- Implemented an e/newsletter to all inquiries which will be sent 4 to 5 times a year
- Added to the e/communication flow (not at the loss of the more personal communication)
- Working on a GrowDeeper.com web site which will allow for online postcards, blogging and pod casts
- Created a DVD presentation package for travel purposes
- Launched an email and chat service to be utilized in the fall
- Revamped the financial aid and visit brochure
- Creating an image poster

FUTURE TRENDS
- Today's ninth graders are projected to be the largest high school graduating class (2009) in U.S. history
- Between 1995 and 2015, 20 percent more students are projected to enroll in college, reaching 16 million (assuming today’s college participation rate of 66 percent)
- Students of color will represent 80 percent of the increase in college-aged students between 1995 and 2015, and nearly 50 percent of the growth will be among Hispanic students
- Among minority students, 45 percent will come from families with the lowest EFC (Pell eligible)
- Demographic fact - rates of growth in the population of college bound students will very widely across states
• Demographic fact - community colleges will continue to increase their share of students in all population groups
• Economic fact - the global economy is more integrated than ever, which means shifts in one place ripple quickly
• The number of women in college will continue to outnumber males – some reports state 61 percent will be female for a 21 percent growth in females

HOW DO THESE TRENDS IMPACT WESTMONT?
While high school graduation trends reveal good news, it also has its challenges. One such challenge is that most selective schools will become even more selective, thus continuing to make the college-search process very competitive for students as well as colleges. We also know that students will continue to apply to an average of seven colleges, which can skew the application increase projections and continue to make the yield predictions difficult. With the diversity populations sharing the largest growth in enrollments, it has significant impacts. The continued decline in male populations is also troubling. And, the future does indicate a decline in high school graduates. Therefore:
• We must remain vigilant in our outreach to future years through our Search and marketing efforts
• Particular emphasis must be given to the Hispanic, Black, non-Hispanic and American Indian/Alaska native populations
• We must continue to create a community that is welcoming and educative to and for diverse populations
• We will need to examine our financial aid program to better meet the needs of these populations
• This will be an ongoing challenge as we continue to craft our future classes for selectivity, gender and diversity

STAFFING
As is normally the case with summer, our office experienced some turnover. Fortunately, we only needed to replace one admission counselor. The more challenging position was that of Krista Caballero, Assistant Director for Diversity. I was blessed with the hiring of a young woman, T.K. Erickson from Northwestern Christian College in St. Paul, MN. TK brings both several years of experience in admissions and diversity. She was a find! We also replaced the special events position with Jessica Lease, '05, Communication Studies.

Discussions are taking place to increase the Special Events position to full time; to add another admission counselor and data entry specialist. The increases are necessary in order to gain the efficiency we need to properly complete our many important tasks.

IN CLOSING
On behalf of my entire staff and myself, I want to express my gratitude for the ongoing support and encouragement we continue to receive from the Board and administration. There are many issues, concerns and challenges that face us all. What a blessing it is that we have a powerful God in whom we all can rely. (Deut. 3:16).

Trust that we will continue to work together to become “the world’s finest liberal arts college rooted in Christ”. (Gaede 2003)

Respectfully submitted,

Joyce Luy
Dean of Admission (Thank you for this as well)
A four-year view of first year activity.

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<td>1,531</td>
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<td>Selectivity</td>
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<td>355</td>
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<td>Discount rate(^1)</td>
<td>31.4%</td>
<td>23.8%</td>
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<td>Average SAT score</td>
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<td>Percent Males</td>
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<td>Yield**</td>
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<td>Percent of class***</td>
<td>17%</td>
<td>16.6%</td>
<td>22%</td>
<td>25.2%</td>
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\(^1\) Tuition strategy discount rate (Westmont grants and scholarships awarded based on our financial aid strategy divided by tuition and mandatory fees)

*Includes first-year and transfer students as new students

** Percent of diversity students offered admission who confirmed

***Percent of total of first-year and transfer students confirmed

*Excerpted from Ron Cronk's Report to The Board of Trustees.

** The Millennials go to college. Stauss and Howe, 2001
GPA FIRST YEAR 2002-2005

Overall GPA

Academic GPA

Honors GPA
SAT'S FIRST YEAR 2002-2005

SAT 1 Verbal

SAT 1 Math

SAT 1 Total