

**NISTS 2023**

# BE A CONNECTOR FOR TRANSFER STUDENT SUCCESS

Virtual • February 1-3 | Portland, OR • February 22-24

The following presentation was given at the 21st Annual Conference for the National Institute for the Study of Transfer Students. Please cite responsibly and direct questions to the original presenter(s).

*Facilitated Discussion*

## **2811 - Difficult Connections: Getting Decision-Makers Onboard for Transfer Success**

Leadership and Strategic Planning, Matriculation Trends and Issues

Would you like to elevate the transfer experience at your institution and get decision-makers onboard to support your transfer student-focused initiatives? Has every argument you've tried failed? Or do you even know where to start to convince your administrators to see the awesomeness of transfer students? Join us to work together to create a multi-faceted plan to make those difficult connections for transfer success!

**Holly Herrera**, *Associate Provost for Transfer Initiatives and Academic Partnerships*  
Columbia College Chicago

**Keri Walters**, *Assistant Provost for Transfer Initiatives*  
Methodist University

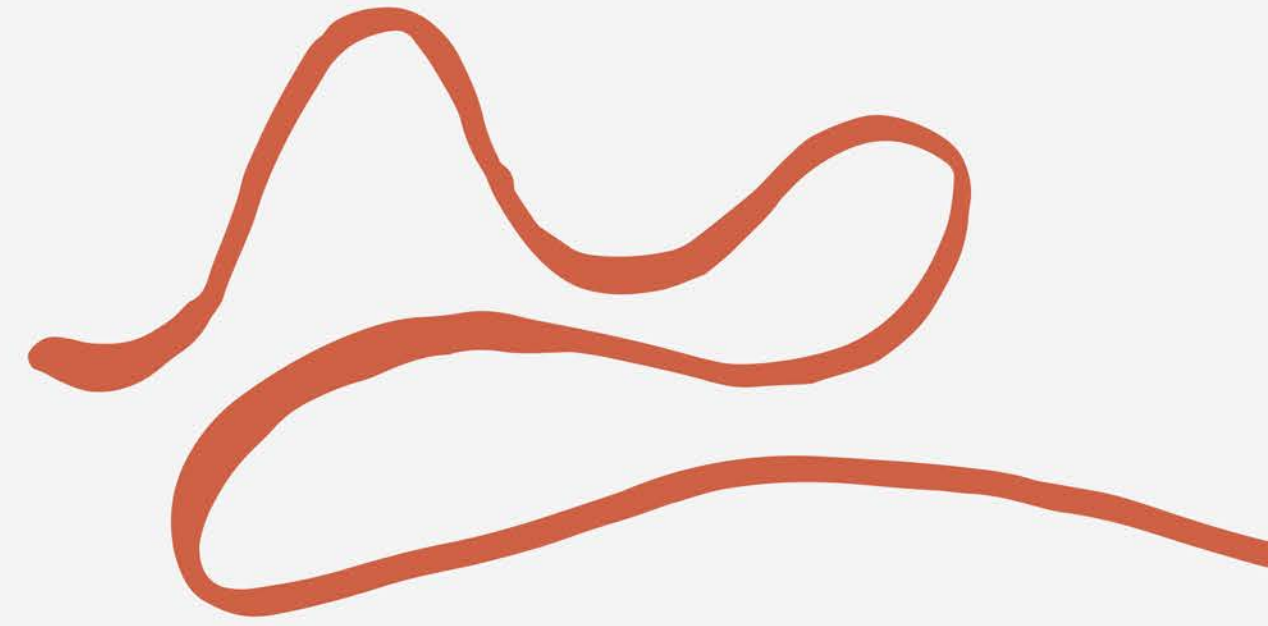


# Difficult Connections: Getting The Decision- Makers Onboard for Transfer Success

HOLLY HERRERA, COLUMBIA COLLEGE CHICAGO

KERI WALTERS, METHODIST UNIVERSITY

# About this session

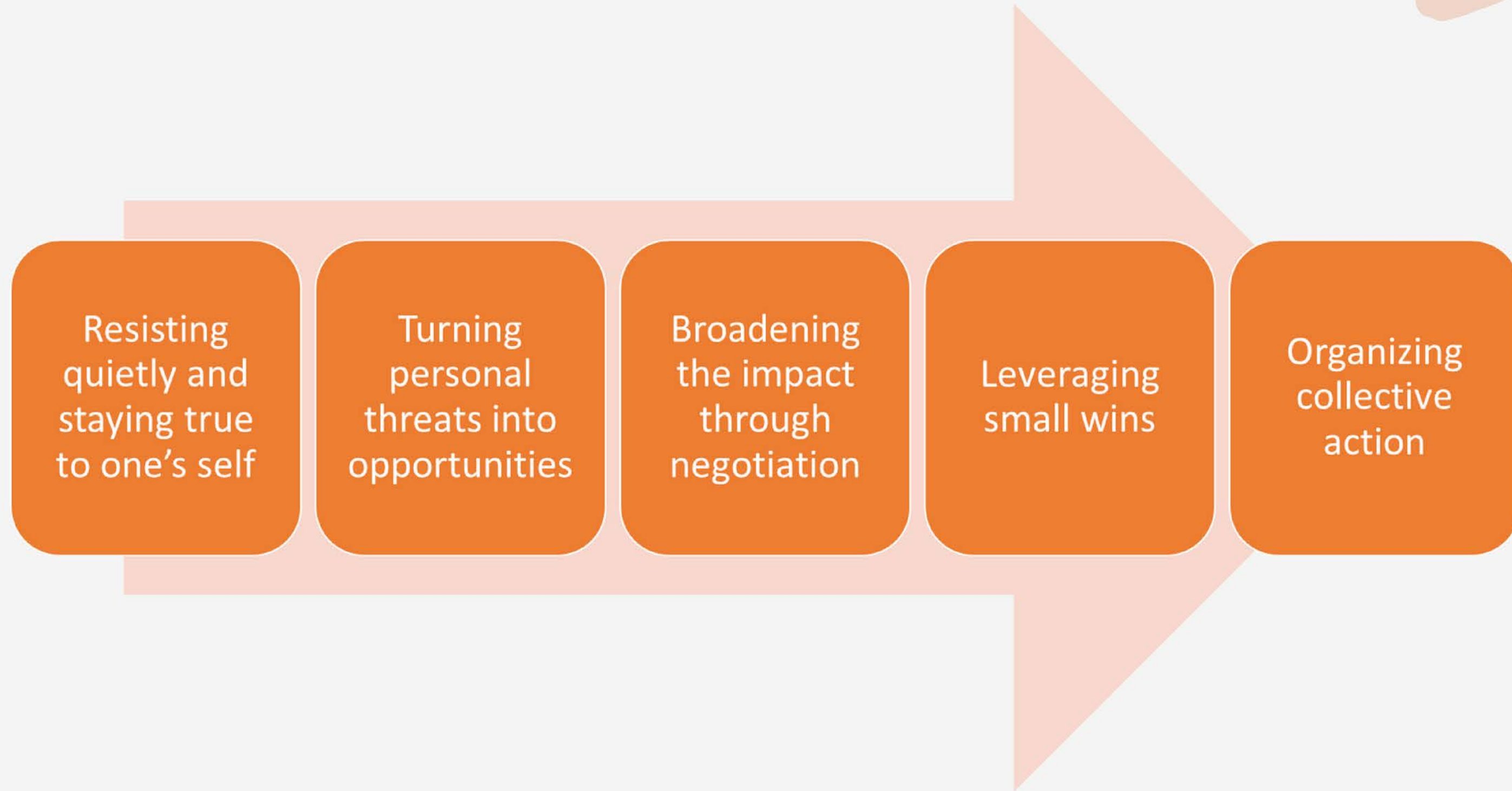


## DERIVED FROM

- Enhancing Campus Capacity for Leadership: An Examination of Grassroots Leaders in Higher Education (Kezar & Lester, 2011)



# Tempered Radical Framework



# Define your goals

Directs the overall strategy

Which then directs the tactics



# Tactics



- Vision
- Raise consciousness
- Creating networks/empowering others/relationship building
- Mobilizing people
- Garnering resources
- Persuasion and influence

Poll: Who (or what office) needs to get on-board to support transfer student success?

[Poll Everywhere Link Here](#)





# Tactic: Vision

How can we get others to see what we see and find it be important?





# Tactic: Raise Consciousness

Less public than the Vision tactic

Often behind the scenes



# Tactic: Create Networks, Empower Others, Build Relationships

How do you find other transfer advocates?

How do you build relationships?

How do you empower others?



# Tactic: Mobilizing People

Hiring and mentoring like-minded people

Utilizing existing networks

Partnering with key stakeholders

Leveraging data





# Tactic: Garnering Resources

Gain resources and support (most often behind the scene and quietly)



# Tactic: Persuade and Influence

Partnering with key stakeholders  
with different approaches.

Examples of

- Direct approaches?
- Indirect approaches?



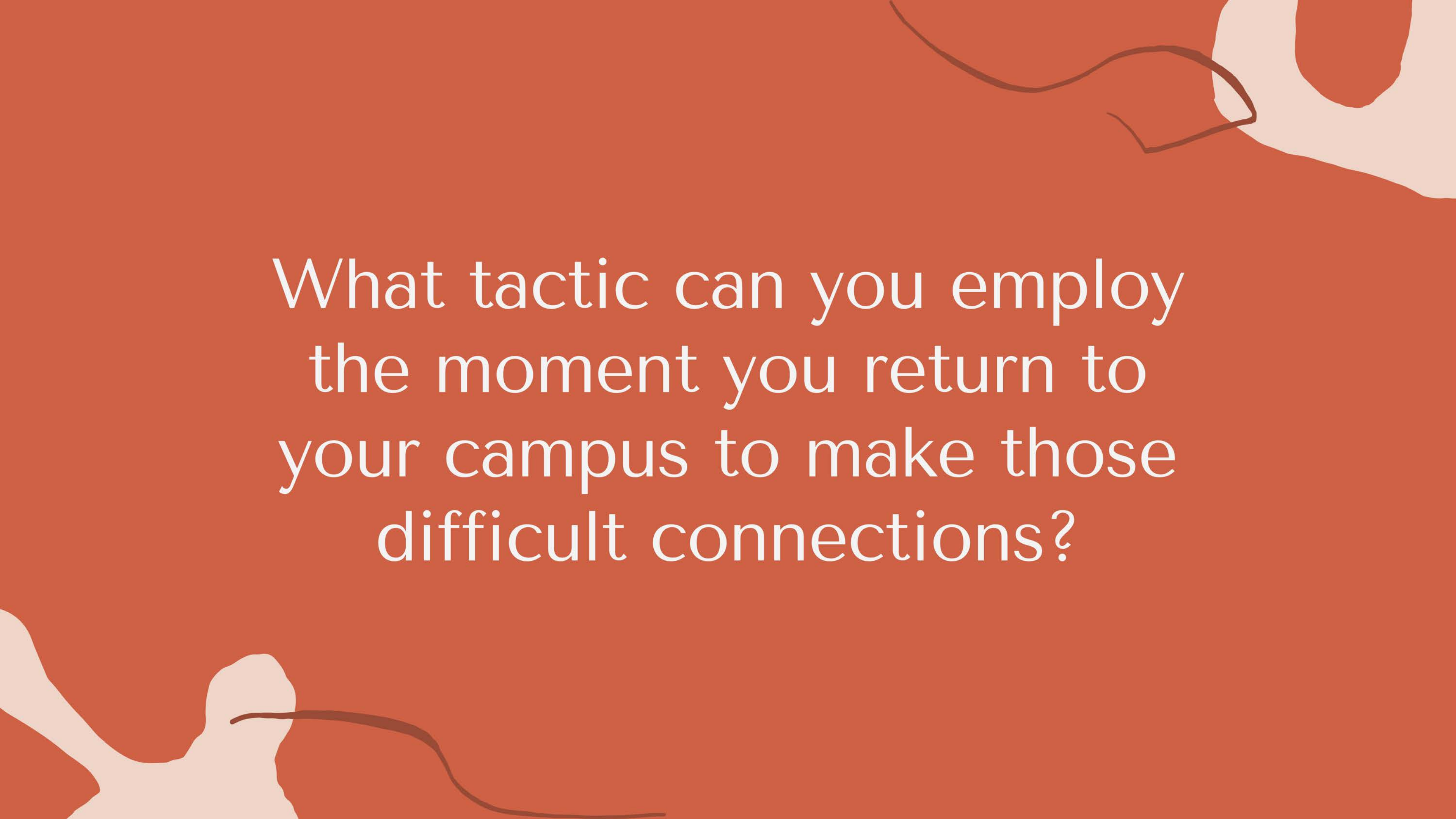
# Staying Resilient

Celebrating Small Wins

Building Support  
Networks

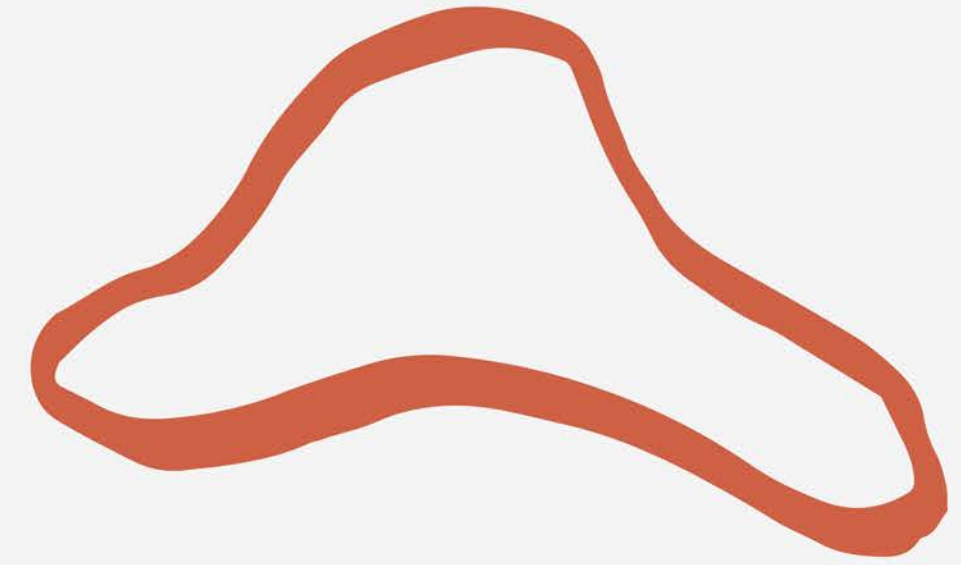
Appreciating the Process



The background is a solid, vibrant orange color. In the top right corner, there is a white abstract shape that resembles a stylized face or a large letter 'O'. A thin, dark brown line curves from the top right towards the center. In the bottom left corner, there is another white abstract shape, possibly representing a hand or a stylized figure. A thin, dark brown line curves from the bottom left towards the center, mirroring the line in the top right.

What tactic can you employ  
the moment you return to  
your campus to make those  
difficult connections?

# Thank you!



HOLLY HERRERA, PHD

[hherrera@colum.edu](mailto:hherrera@colum.edu)

KERI WALTERS, M.S.

[kwalters@methodist.edu](mailto:kwalters@methodist.edu)