Educational Session

**Started from the Bottom Now We’re Here: Building a Centralized Transfer Center on a Decentralized Campus**

Partnerships and Collaboration, Transition Programs and Services

To achieve holistic transfer student success, practitioners must work alongside campus partners to understand the role they play in cultivating a transfer-specific, student-centered culture. Within this session, transfer change agents in search of skills to navigate their political landscape will cultivate relevant strategies to build stakeholder relationships in efforts to support student success, while hearing the experiences of this institution’s efforts to launch a centralized transfer center.

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University of California, San Diego
Started from the Bottom, Now We’re Here

Building a Centralized Transfer Center on a Decentralized Campus

Jackie Duerr, Ed.D.
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Individual who attend this session will be able to:

- Apply critical questions to assess campus readiness for a transfer receptive culture
- Develop scalable transfer-centered support which is not bound by space or time
- Cultivate student leaders as transfer agents for transfer student success
- Utilize the campus community bell curve to identify stakeholders for creating a transfer receptive culture
Road Map

- Get to know the virtual room!
- The context of UC San Diego.
- How we built a transfer center by leveraging stakeholders...during a pandemic.
- How YOU can leverage your stakeholders!
Scenario:

You receive an important email from your campus president/chancellor. They want YOU to identify a committee you can work with to develop a proposal for transfer specific support. This proposal may gain access to unrestricted funds if it is cross-collaborative and works across silos. Which response sounds most like you:

- Excited! I have a ton of new ideas!
- This sounds new - I am on board.
- I've heard about successful steering committees like this and would love to give it a try.
- So many others have done this...I guess I will, too.
- Do I have to?
University Context: UC San Diego

- Research-based institution
- 30,794 Undergraduates
  - 7,520 transfers (~24%)
- College model with unique visions and GE patterns
- Colleges are not associated with majors
- **Result:** a matrixed organizational structure contingent on cross-campus collaboration
Student voices and staff advocacy bring about UC San Diego’s first centralized transfer support!

- October 2019: Centralized transfer support announced at UC San Diego
- January 2020: Physical doors open to the first Triton Transfer Hub
How did we survive the start-up stage, and thrive, even during a pandemic?

Focusing on innovation and building stakeholder support
People adopt an idea at different points of its integration into the social system.
## Roger’s Diffusion of Innovation Theory

<table>
<thead>
<tr>
<th>Segment</th>
<th>Description</th>
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<tbody>
<tr>
<td><strong>Innovators</strong></td>
<td>First to try an innovation, risk takers</td>
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<tr>
<td><strong>Early Adopters</strong></td>
<td>Embrace change, opinion leaders</td>
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<tr>
<td><strong>Early Majority</strong></td>
<td>Adopts before average, evidence seekers</td>
</tr>
<tr>
<td><strong>Late Majority</strong></td>
<td>Adopt ideas after majority, Skeptics</td>
</tr>
<tr>
<td><strong>Laggards</strong></td>
<td>Conservative in nature, traditionalists</td>
</tr>
</tbody>
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Scenario:

You receive an important email from your campus president/chancellor. They want YOU to identify a committee you can work with to develop a proposal for transfer specific support. This proposal may gain access to unrestricted funds if it is cross-collaborative and works across silos. Which response sounds most like you:

- Excited! I have a ton of new ideas! (Innovators)
- This sounds new - I am on board. (Early Adopters)
- I've heard about successful steering committees like this and would love to give it a try. (Early Majority)
- So many others have done this...I guess I will, too. (Late Majority)
- Do I have to? (Laggards)
Intentional Relationship Building

Building relationships with others to gain the support for the adoption of new ideas requires networking and boundary spanning.

A boundary spanner is an individual who links ideas across structures to those that have an impact on an idea.
Where do you concentrate your efforts?

Campus Community Bell Curve

Who are your…

- Opinion leaders
- Naysayers or Cynics
- Key Influencers
- Collaborators
- Activists

Habley, Bloom and Robbins (2012)
Differentiating across stakeholders

- **Cynics:** Start from NO
- **Skeptics:** Prove IT!
- **Collaborators:** Open to Change
- **Activists:** Start from Yes
So, how did build our centralized transfer center on a non-centralized campus?

1. Talked to our transfer champions
2. Built our “WHY” factor
3. Never worked alone
4. Shared the impact of our collaborative work
Step 1:

Talk to your transfer champions
Your transfer champions

- These are your key influencers, activists, and collaborators
- They will give you the lay of the land
What this looked like

Coffee dates where we...

- Shared stories, built trust
- Exchanged ideas on transfer student needs
- Listened to the political landscape
- Identified opportunities of partnership
Step 2:

Build your “why factor” - gather and distribute data
The WHY factor

- Data informs decision making
- Data justifies the work we do
- Data impacts our budget!
- Ensure action plan based on results are shared so skeptics and late majority folx hear about it.
What this looked like

Transfer Listening Campaign where we...

▫ Collected qualitative and quantitative data on desires for a Transfer Hub via survey
▫ Hosted focus groups to prioritize these needs
▫ Attended TYE courses and asked first-year transfers questions on needs
What this looked like

“*You Spoke, We Listened*” marketing campaign to...

- Share with transfers their feedback in action - sharing that their voice has impact
- Showcase to naysayers how our services will be guided by data and most importantly... students!
Step 3:

Never work alone
Collaborate

- Begin working on your plan with collaborators sharing the work

- The more individuals you collaborate with, the more the late majority and laggards will bear witness
What this looked like

Creating a collaborative mission statement with students and activists

Hosting specialized departments in the Hub

Reaching out to majors to co-facilitate workshops for their unique transfers

Contacting Advising on how our peer coaches can support students
Keep in mind...

When you pilot something new, not everyone needs to be on board. Work with your collaborators and activists who want to see you be successful so you can start your pilot strong.

Once you have your first attempt done, then begin reaching out to early and late majority partners, sharing the data you gathered along the way.
Step 4:

Continuously show the impact of your great work - and give away the credit
Share impact

- Showcase to opinion leaders your progress with partnerships along the way.

- The more individuals you collaborate with, the more the nay-sayers and laggards will bear witness
What this looked like

A progress report which showcased our goals, what we achieved, and who helped us get there, posted on the website!

Saying thank you often!
Where are we now:

**Growing Partnerships Has Increased Buy-In**
Had good student engagement despite virtual experience.

Hosted a **National Transfer Student Week** with 20+ campus partners - growing our footprint of collaborators.

Partnered with over 15 departments for Fall ’20 programs.

**FOMO is real**
Created a virtual, self-paced, interactive transfer ally training, spreading interest through word of mouth.

Hosting an art contest in which faculty/staff act as coaches & judges - turning volunteers away!

Reaching out to more partners as new projects arise, or pilots go into “Phase 2.”

As people see successful partnerships, they will also want to partner.
How you can survive and thrive?

1. Talk to your transfer champions
2. Build our “WHY” factor
3. Never work alone
4. Shared the impact of your collaborative work
Thank you!

Any questions?

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