Educational Session

2835 - It Takes a Village to Recruit a Transfer Student
Credits and Degree Pathways, Credits and Degree Pathways

This interactive session will focus on how you can build cross-departmental transfer champions, create efficiencies in administrative systems and processes, and use best practices to market your institution to transfer students.
Through a combination of expert speakers, peer-to-peer networking, and facilitated activities, participants leave the session with a better answer to the question, how do I make my institution more transfer-friendly?

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1 Building Cross-Department Transfer Champions

2 Creating Efficiencies in Systems and Processes

3 Positioning as Transfer-Friendly Destination through Partnerships

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Building Cross-Department Transfer Champions

1

Goals and Planning

1

Transfer goals are defined, with a strategic enrollment or transfer recruitment plan in place to guide implementation of activities.

Transfer Data

2

Data are used by unit leaders and community college partners to inform decisions and strategy.

Transfer Team and Student Experience

3

Transfer is a defined area of focus for the Enrollment Management Committee (EMC) and/or a Student Success Committee.

Transfer Landscape and Your Regional Market

Economists expect traditional student pipelines to continue shifting and some regions will be more impacted.

- Factor these changes into your enrollment strategies and consider the future needs of your transfer student demographic.

Feeder Institutions and Transfer Pipeline

Examine your top feeder institutions to better understand which strategies need revisiting.

- Example: Compare yield and degree conferment rates, anticipated growth, and shifts to major offerings/core curricula at feeder institutions. Apply insights to shift recruitment strategy and transfer pathways.

Transfer Policies or State Initiatives

Increasingly, policymakers are creating guidelines for institutions to follow (e.g., transfer credit acceptance benchmarks, associate degree-to-bachelor degree requirements, etc.).

- These policies can have immense implications for transfer enrollment, awareness, and competitive landscape.

Transfer Competition

Identify your key competitors, their competitive threat, and risk to your market share.

- Consider their transfer-in rate (available on IPEDS) and key components of their transfer program.
- Craft responses to maintain or grow market share based on your analysis.

Understanding Your Transfer Student Population and Support Needs

Demographic Data

Assess how/if the transfer student population differs from your general student population.

Example data points:
- Age, Gender, Ethnicity/Race
- First-Generation Status
- Part Time vs. Full Time
- Academic College/Major

Transfer-Specific Data

Uncover support needs and resources for incoming students and those early in their career at your institution.

Example data points:
- Name and type of feeder institutions
- Number of transferred credits
- Incoming GPA
- GPA in first and second terms

Institutional Data

Analyze existing institutional data with a transfer lens to help justify transfer programming and support.

Example data points:
- Retention between terms and years
- Graduation rates
- Percentage of graduating class who transferred

Purpose and Responsibilities

- Understand transfer market and make recommendations regarding 1–3-year transfer enrollment forecasts
- Identify barriers that impact strategic transfer enrollment and student success goals
- Develop strategies and action plans that align with goals and address barriers
- Ensure that the institution moves forward with identified initiatives and accountability metrics are in place
- Continuously monitor and evaluate progress, provide opportunities for updates and discussion, iterate as needed

Recommended Committee Members

Co-chairs: VPEM and VPAA

Core Cross-Functional Team Members:
- Enrollment Management and Admissions
- Registrar
- Credit Evaluation/Degree Audit reps
- Academic Deans or Department Chairs
- Academic Advising
- Student Affairs (Orientation)
- Marketing and Website

As needed:
- Financial Aid
- Information Technology
- Institutional Research
- Finance and Business Office
- International Student Office

Breakout Questions

1. Is your institution's **leadership** supportive of transfer students?

Why or why not? How involved are they?

2. Do you have any existing **groups** that look at transfer student enrollment or student success?

What's the structure?

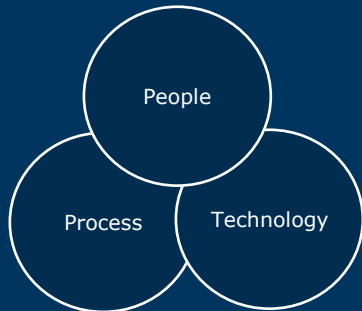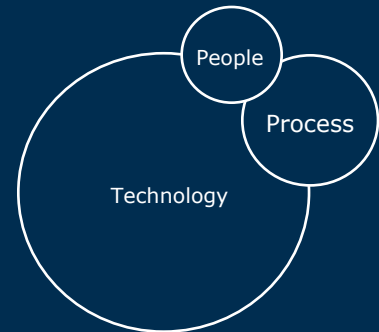# Creating Efficiencies in Systems and Processes

2

How Does Transformation Happen?

People $+$ Process $+$ Technology

How it Should Look

How it Frequently Looks

Managing the Quality of Touchpoints is Everyone's Job and No One's Job

Higher Ed Touchpoints Varied and Decentralized

Touchpoint: Any point of contact or interaction between a business and its customers

| Website | Sporting Events | Ads | Admission Letters | Bills | Course Registration | Move-in Day | Health Center Visits | Classes | Advisor Visits |

Touchpoint Math: Satisfaction Is a Multiplier

| Inquiry | Apply | Admit Events | Enroll |

Touchpoint satisfaction   80% **X** 70% **X** 50% → 28% Journey satisfaction
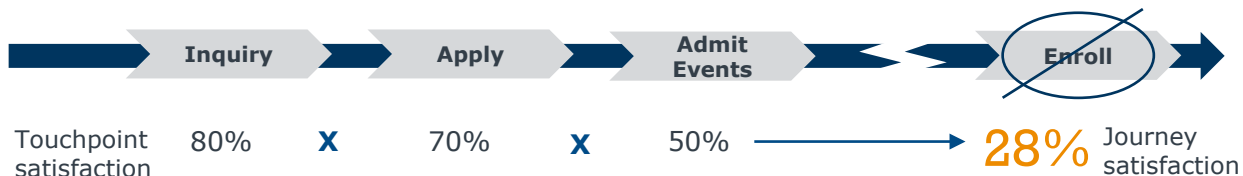
Source: RHB "The Importance of Delighting Customers: Customer Experience in Higher Education",2017, http://www.rhb.com/designing-customer-experiences-in-higher-education/. NM, KN, RP, "From Touchpoints to Journey: Seeing the World as Customers do", http://www.mckinsey.com/business-functions/marketing-and-sales/our-insights/from-touchpoints-to-journeys-seeing-the-world-as-customers-do. EAB interviews and analysis.

Following a Customer Identifies Milestones, Touchpoints Across the Journey

Customer Journey Maps

These are visual illustrations of a customer's experience with a product or service, from initial discovery through purchase and usage.

- Popularized in the 1990's
- Common among marketing-savvy firms

Awareness of a problem

Make a purchase

Explore solutions

Repurchase and/or recommend the product

Compare and evaluate options

Key Touchpoints
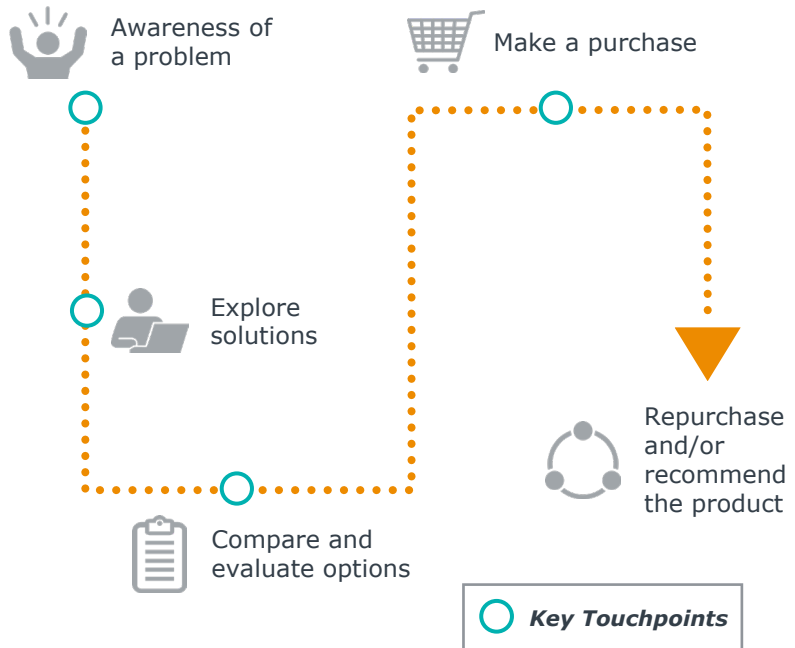
Use Process Mapping to Visualize the Student Journey and Staff Steps

Onboarding Journey Stages

1st Day of Classes
(or other enrollment
census milestone)

Registration

Transition to
Advisor (at
admission)

Deposit

Admitted

Applied

Student

Aware

Inquire

Staff
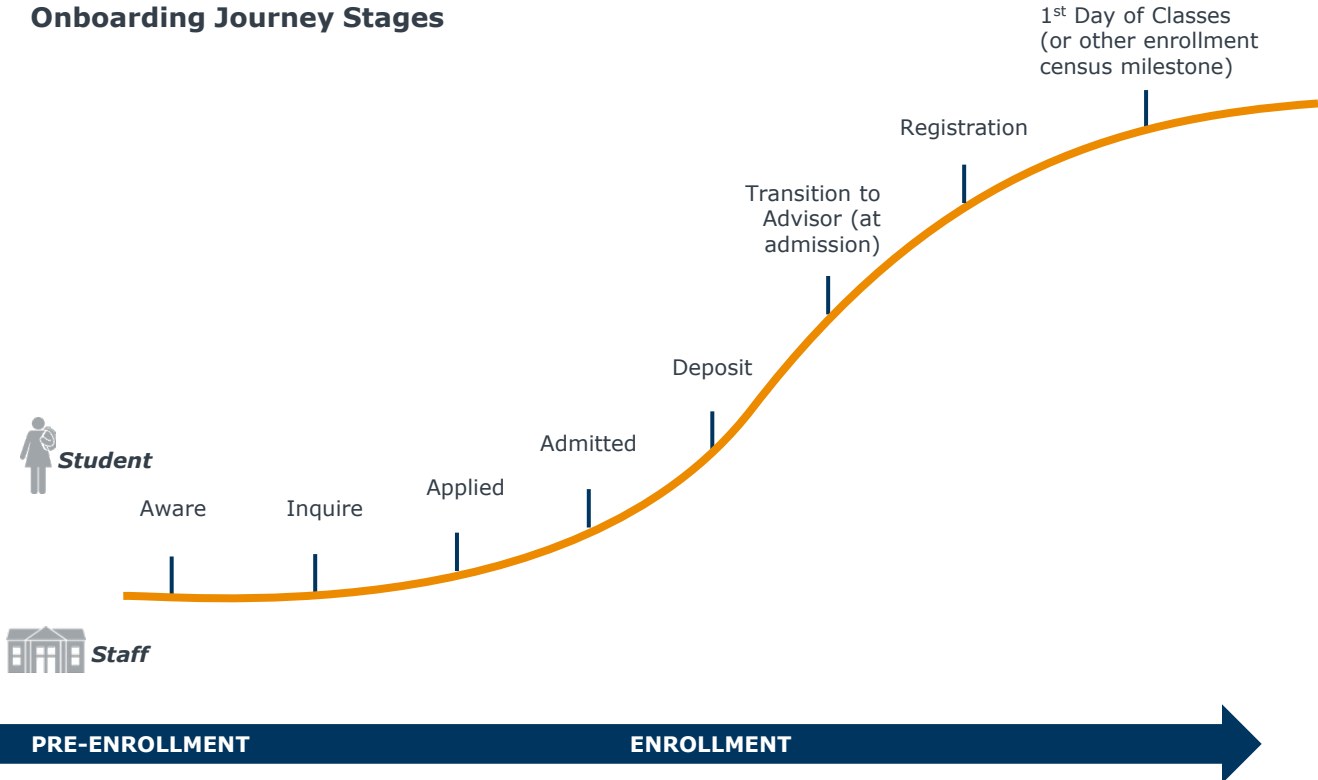
PRE-ENROLLMENT   **ENROLLMENT**

Process Mapping Steps to Change

1 **Identify a Specific Process**
- Gather stakeholders

2 **Choose Your Map**
- Depends on your process
- Populate your map

3 **Assess the Status Quo**
- Clear sense of the process
- What is happening?

4 **Identify the Issues**
- Remove steps that don't make sense or are duplicative
- Identify obvious gaps

5 **Redesign the process**
- Brainstorm ideas
- Refine and improve

6 **Iterate on Steps 3-5**
- Until you have a process that best serves your students

Source: Bridget Burns and Alexandria Aljets, "Using Process Mapping to Redesign the Student Experience," *Educause Review,* March 26, 2018

Kent State University

▶ **Goal:** To coordinate all university activities related to the recruitment and retention of transfer students.

▶ **Participants:** Current Transfer Students, Admissions, One Stop, Financial Aid, Registrar, Bursar, College Advising, Credit Transfer, Curriculum Services, Articulation, Orientation, Student Success, Housing, Information Service, Marketing and Communications, Enrollment Management, College Credit Plus

▶ **Activity:** LEAN Review conducted to analyze all transfer related activities on campus to determine potential organizational change, efficiencies, and provide more effective student service.

▶ **Insight:**

- Strategic Enrollment Management for Transfers.

- Transfer enrollment and student services needed to be coordinated better.

- Development of transfer credit tools (Flash Credit Estimator).

- Centralized transfer activities such as enrollment, articulation, degree pathways

- Coordination of process map, dates and benchmarks of all transfer initiatives.

Breakout Questions

1.What are the major barriers your **students** experience in their enrollment journey?

2. What are the major barriers your **staff** experience with supporting incoming transfer students?

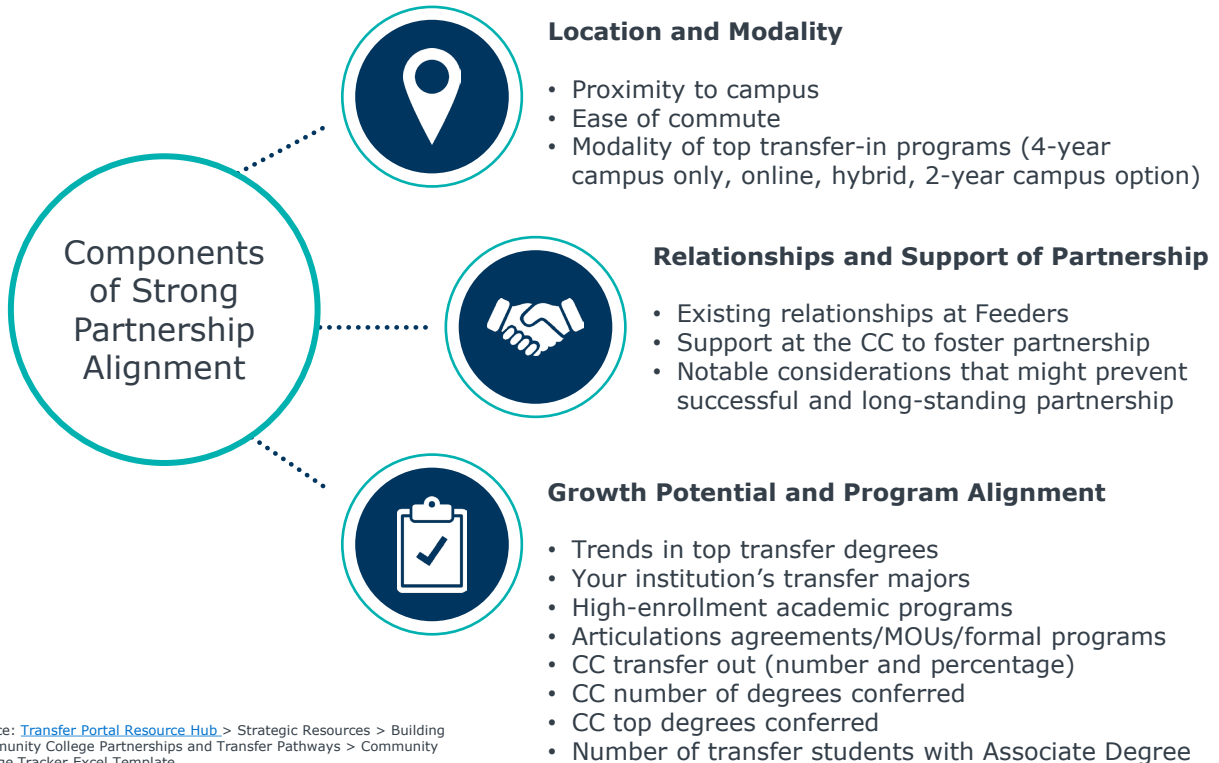3. Do you have any **tech systems** that help or hinder?

Positioning as Transfer-Friendly Destination through Partnerships

3

Community College Identification

Analyze Transfer Data to Inform Partner Identification

Components of Strong Partnership Alignment

Location and Modality

- Proximity to campus
- Ease of commute
- Modality of top transfer-in programs (4-year campus only, online, hybrid, 2-year campus option)

Relationships and Support of Partnership

- Existing relationships at Feeders
- Support at the CC to foster partnership
- Notable considerations that might prevent successful and long-standing partnership

Growth Potential and Program Alignment

- Trends in top transfer degrees
- Your institution's transfer majors
- High-enrollment academic programs
- Articulations agreements/MOUs/formal programs
- CC transfer out (number and percentage)
- CC number of degrees conferred
- CC top degrees conferred
- Number of transfer students with Associate Degree

Source: Transfer Portal Resource Hub > Strategic Resources > Building Community College Partnerships and Transfer Pathways > Community College Tracker Excel Template.

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Research and Identification, Activation, Partnership Management

1 Coordinate transfer-specific internal meetings

2 Research 2-year partners using data

3 Define 2-year target institutions

6 Build and implement admissions outreach plans

5 Engage internal stakeholders and 2-year partners

4 Formalize relationship-building activities

7 Create materials to support admissions

8 Manage 2-year partnerships and maintain relationships

Source: Transfer Portal Resource Hub > Strategic Resources > Building Community College Partnerships and Transfer Pathways >2-Year Partnership Development Toolkit

1

Conduct Data Discovery
- Identify the barriers to transferring credits
- Establish the trends in top transfer degrees and high academic programs

2

Involve the Right People
- Get the right people involved to determine how, what, and why the pathway is important (staff, faculty, etc.)
- Designate accountability

3

Prioritize Pathways
- Prioritize the most important transfer pathways and majors to focus on
  - Pathways should benefit both institutions and their students

4

Develop a Plan
- Identify key components
- Establish a firm process (review, development, promotion, signatures, implementation, and evaluation process)

5

Execute the Plan
- Develop pathways
- Schedule regular meetings to share curriculum updates, finalize content & track pathways
- Notify your campus community once a pathway is developed (faculty, advisors, student, etc.)

6

Integrate Continuous Improvement
- Determine a process to evaluate and update the process
- Use data to provide feedback on the success of the pathway

Breakout Questions

1. How have you developed and maintained **community college partnerships**?

2. What are the benefits of **transfer pathways** for your institution and students?

Next Steps

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Email us with your questions!