



CCRC COMMUNITY COLLEGE
RESEARCH CENTER
TEACHERS COLLEGE, COLUMBIA UNIVERSITY

Unpacking the Transfer Playbook: How Higher Education Institutions Can Improve Transfer Outcomes

Ontario Council on Articulation and Transfer Conference
May 2nd, 2017

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Community College Research Center

Teachers College – Columbia University

#TacklingTransfer

Tackling TRANSFER

 PUBLIC AGENDA

CCRC COMMUNITY COLLEGE
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THE ASPEN INSTITUTE

NATIONAL STUDENT CLEARINGHOUSE
RESEARCH CENTER



Tracking

**New Measures of
Effectiveness
College Student
Degrees**

January 2016



**How and Why Does
Influence Baccalaureate
Labor Market**

A CAPSEE

University

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The research reported here was supported by the Inst through Grant R305C110011 to Teachers College, C authors and do not represent views of the Institute or Community College Research Center who helped us

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THE TRANSITION ESSENTIAL TWO- AND FOUR-



A Longitudinal Analysis of Community College Pathways to Computer Science Bachelor's Degrees

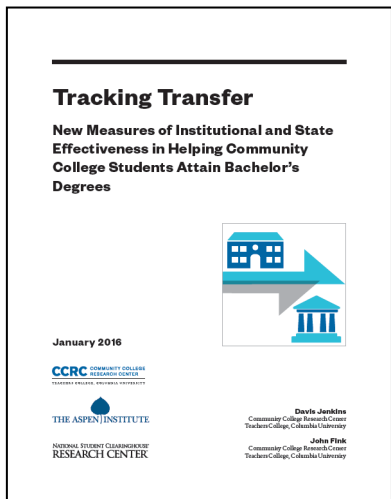
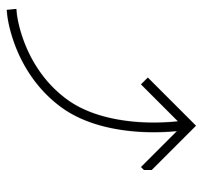
2016



Tracking Transfer: Five New Measures



COMMUNITY COLLEGE



1. Transfer-Out Rate
2. Transfer-with-Award Rate
3. Transfer-Out Bachelor's Completion Rate

5. Community College Cohort Bachelor's Completion Rate



4. Transfer-In Bachelor's Completion Rate



FOUR-YEAR COLLEGE

The vast majority of students who enroll in a community college plan to one day earn a bachelor's degree.

Most never make it.

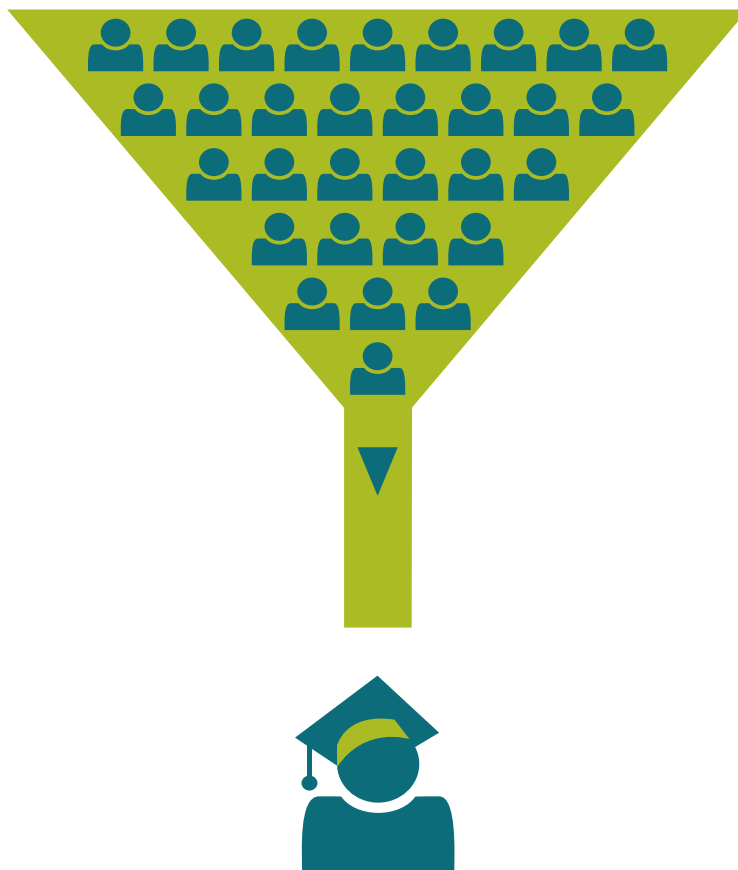
1.7 Million

new students enroll in a
community college each year



80%
plan to get a
bachelor's degree
or higher

We tracked **720,000** community college students who started in the fall of 2007 in pursuit of a college credential



Only 100,000 earned a bachelor's after 6 years

Source: Jenkins & Fink (2016)

Too few students manage to make the leap



Just **33%** of students who started community college in fall of 2007 transferred to a four-year school

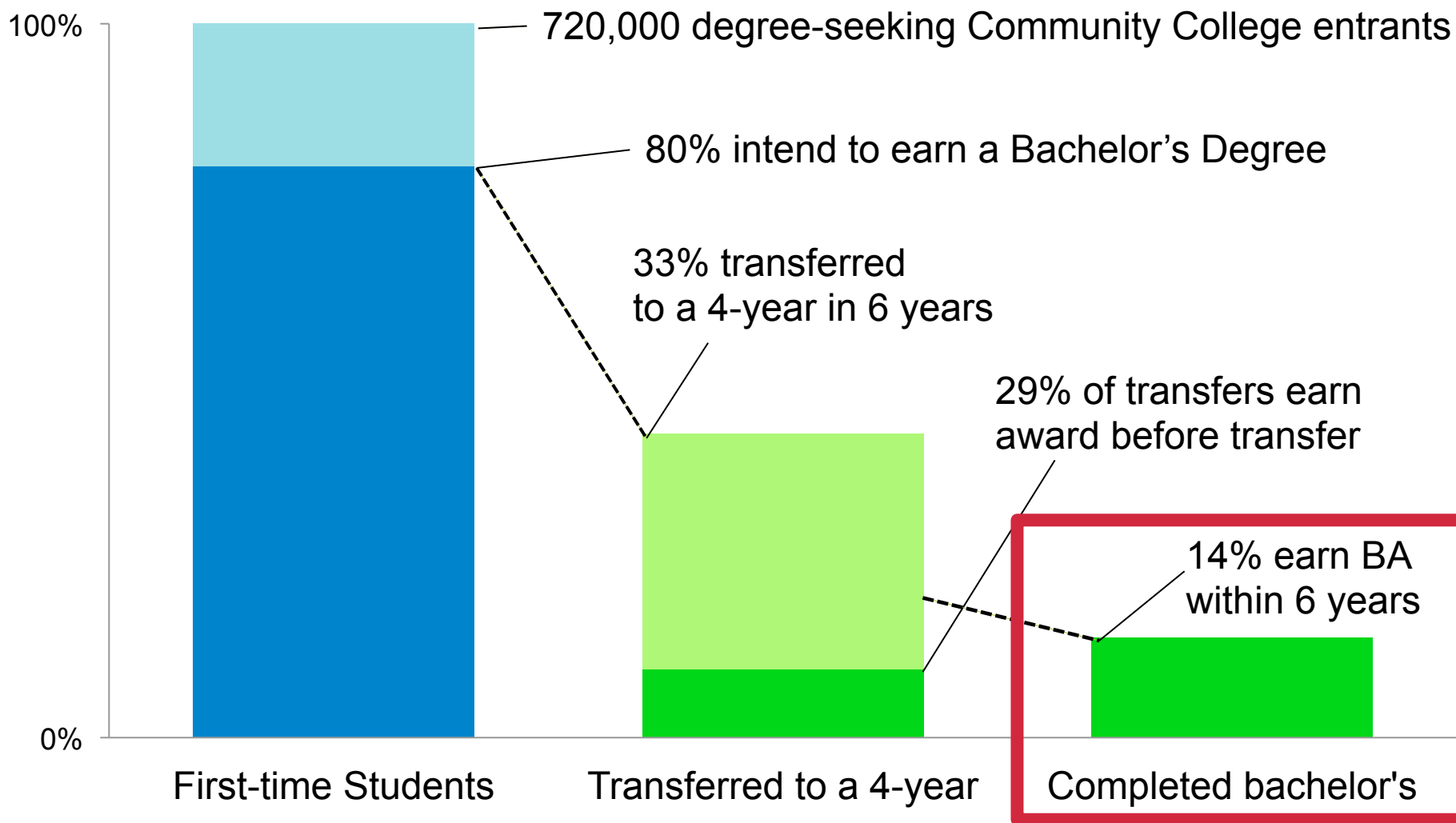
Even when they transfer, we're still failing them

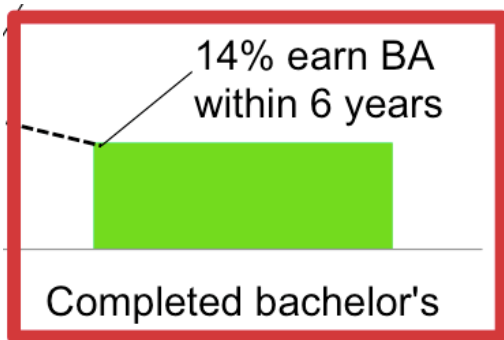


Of the students who successfully transferred, **only 42%** went on to get a bachelor's within 6 years of starting

Source: Jenkins & Fink (2016)

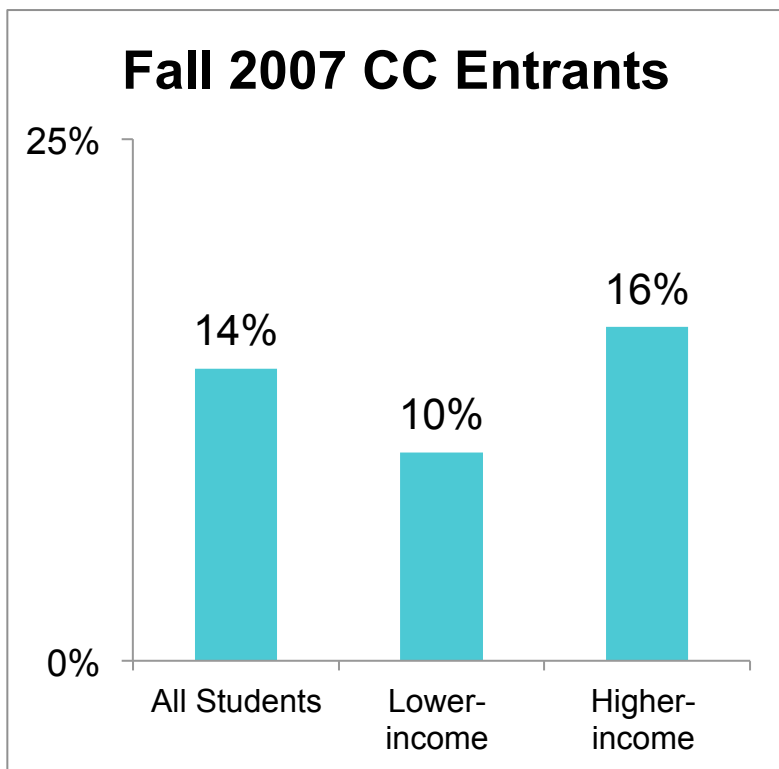
Few Transfer, Even Less Complete



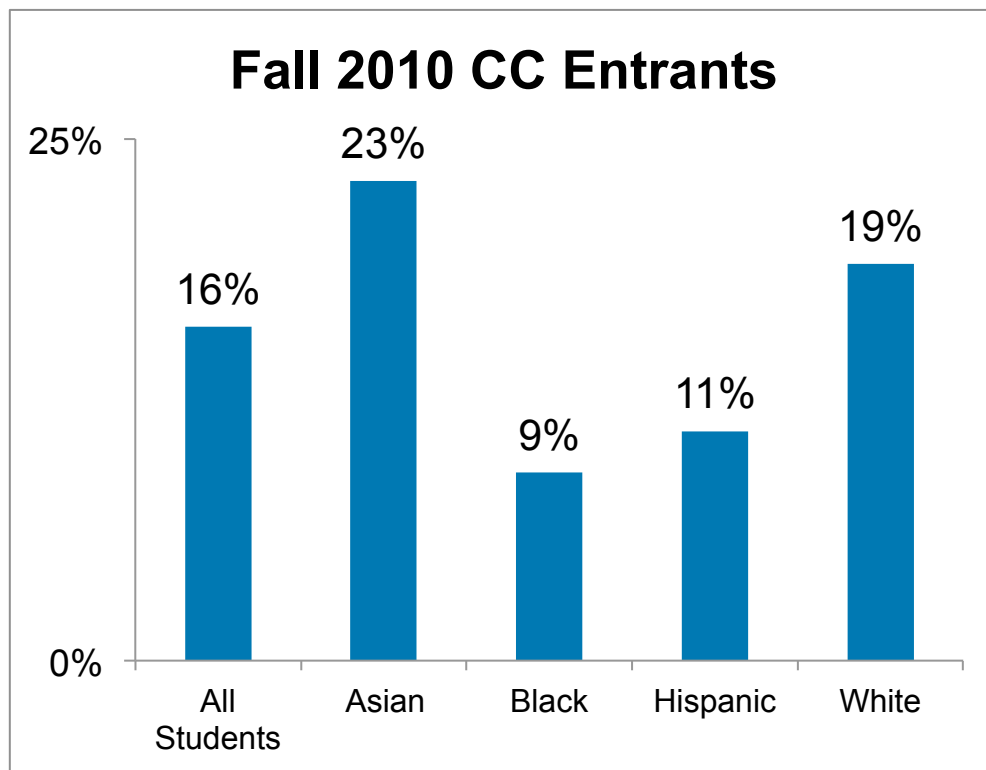


Achievement gaps, by Race & Income

6-yr Bachelor's Completion Rate

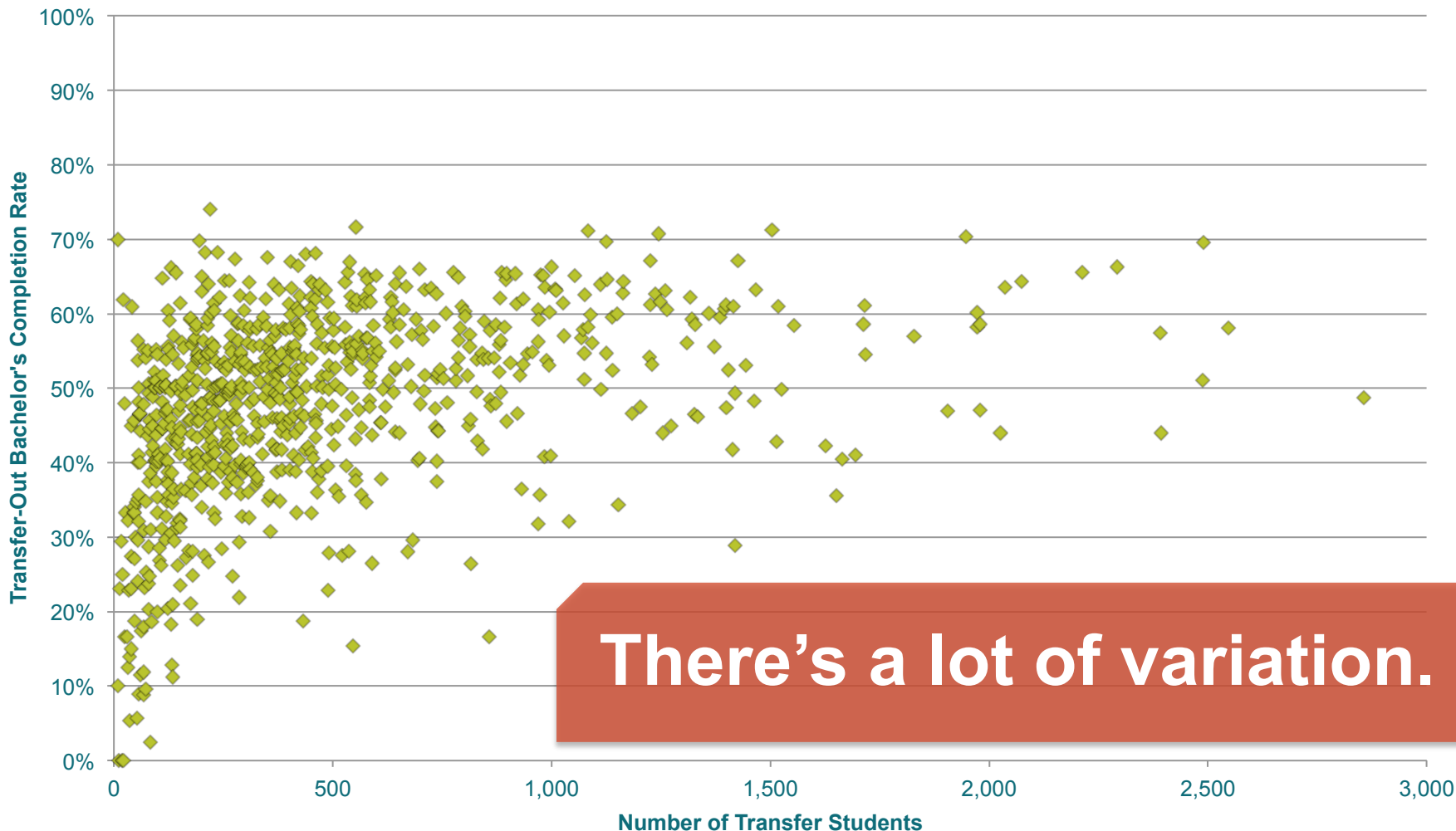


Jenkins & Fink, 2016

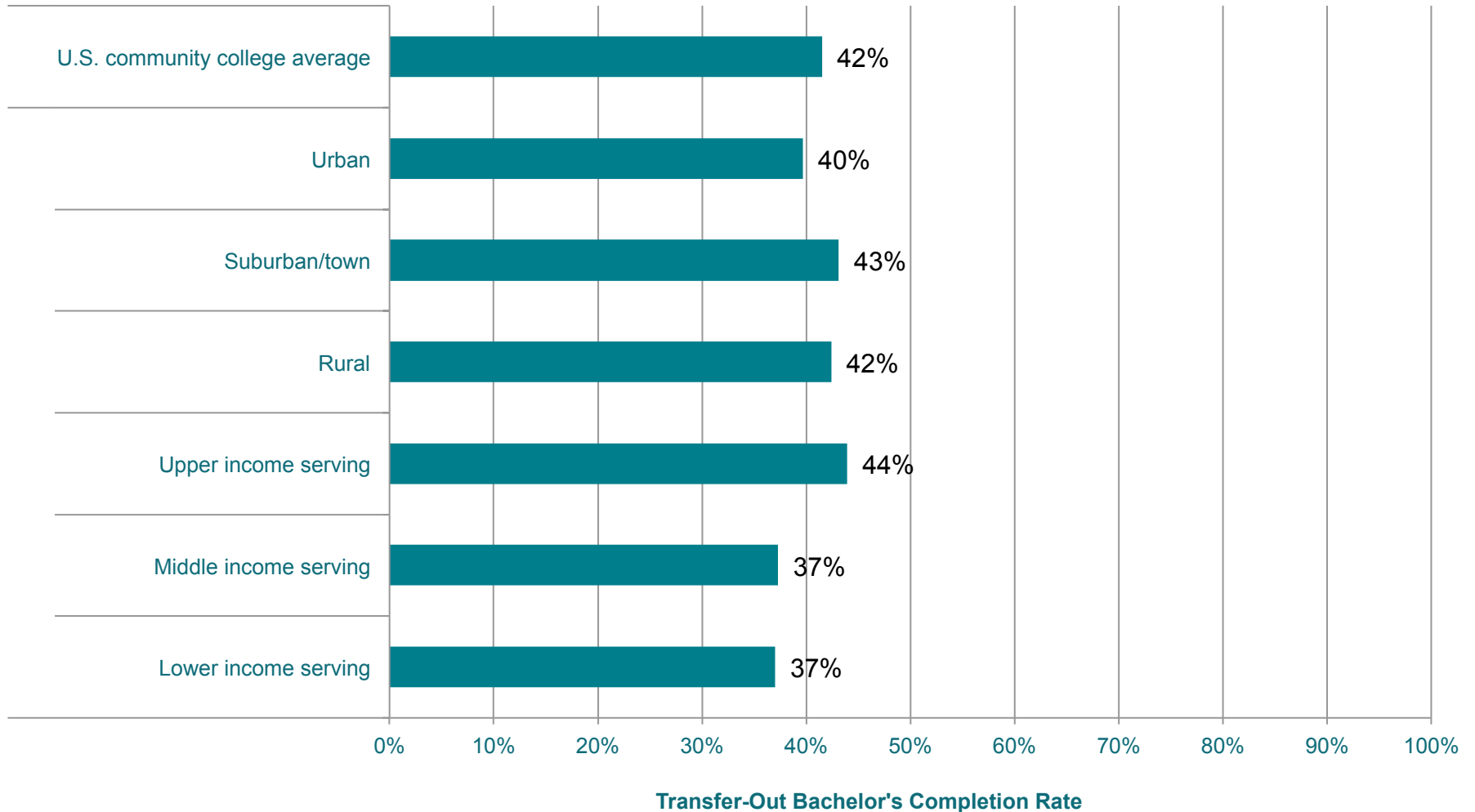


Shapiro et al., 2017

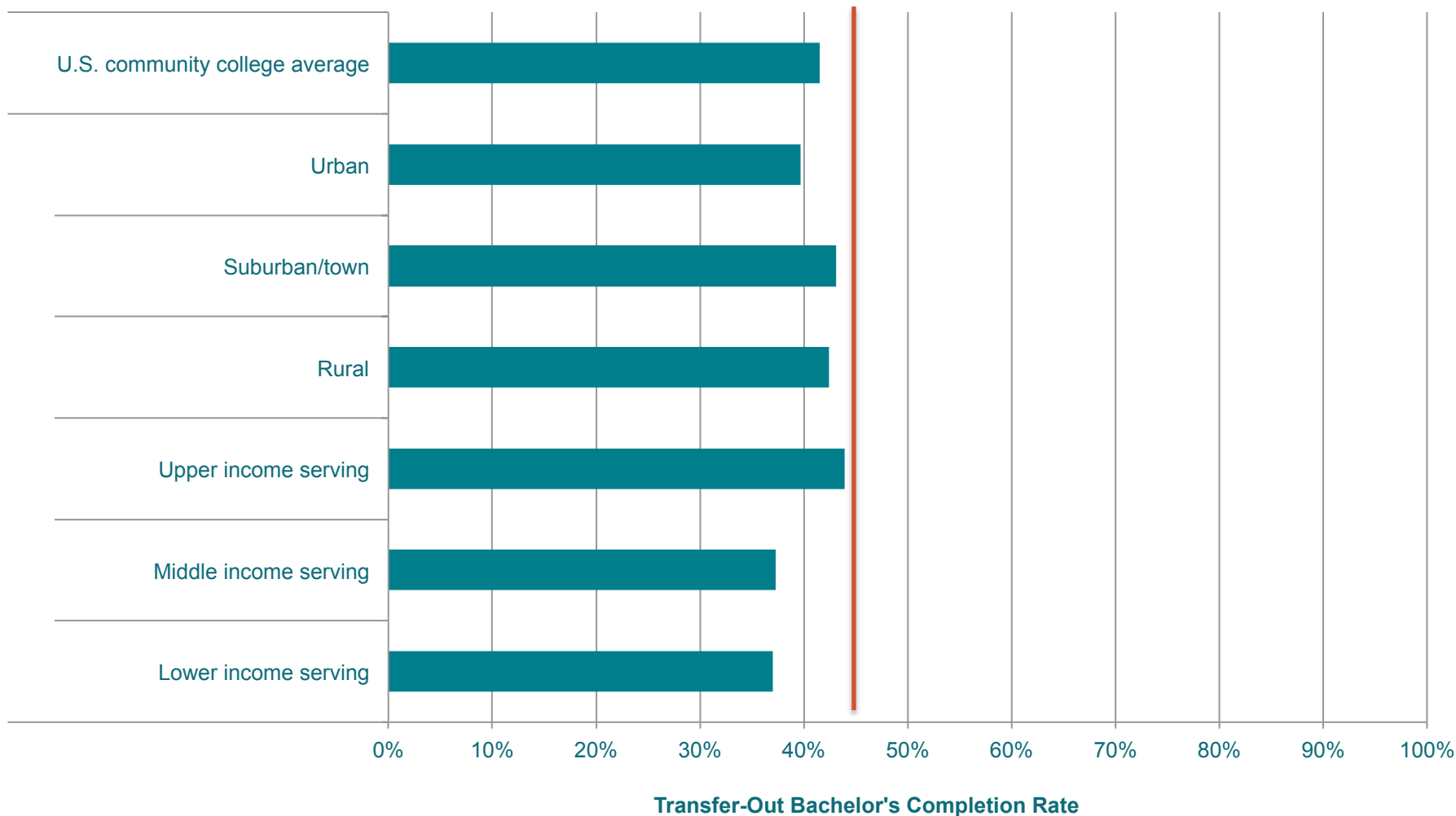
These are the bachelor's completion rates for transfer students, by individual community college.



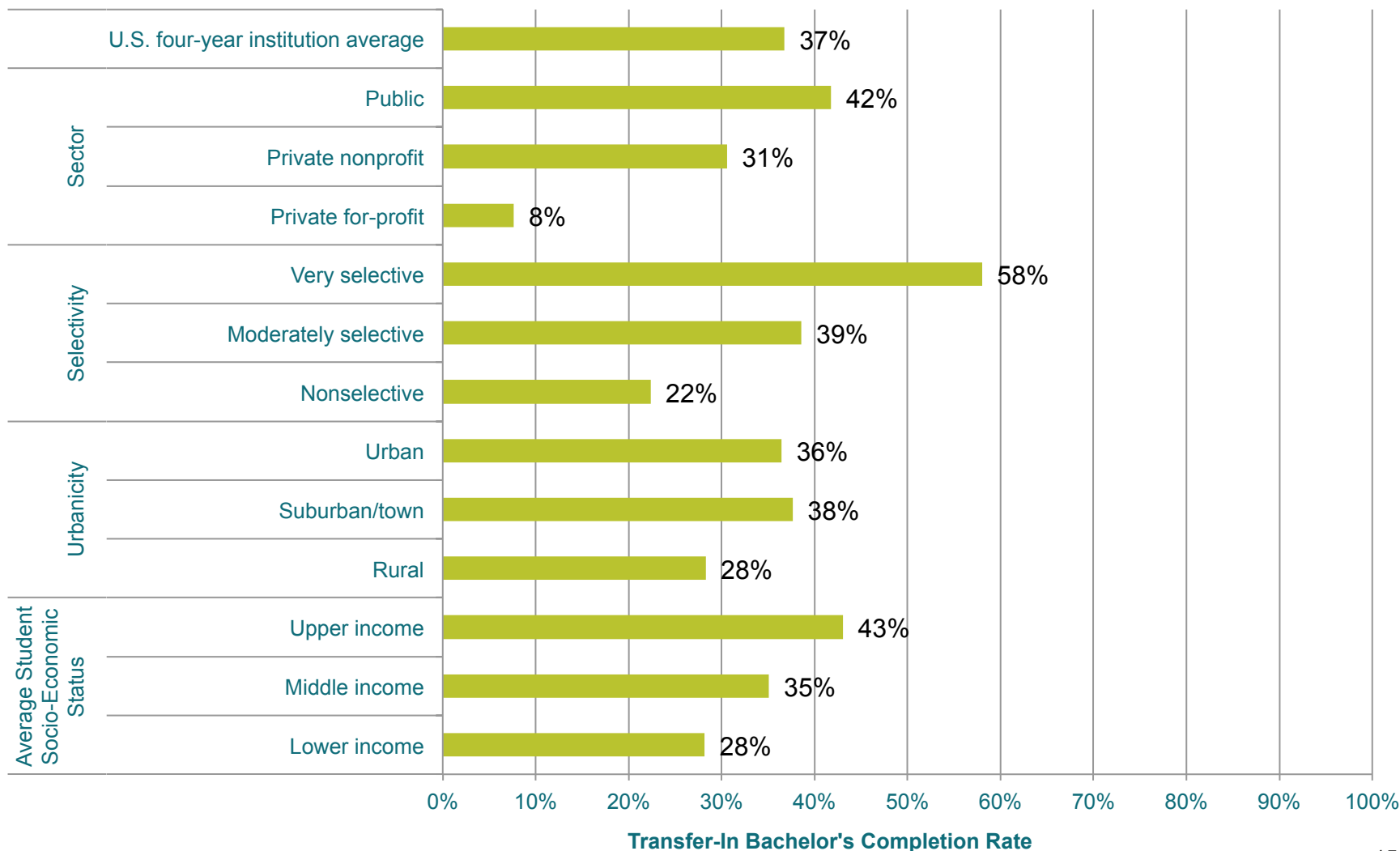
Average Transfer-Out Bachelor's Completion Rates by Institutional Characteristics



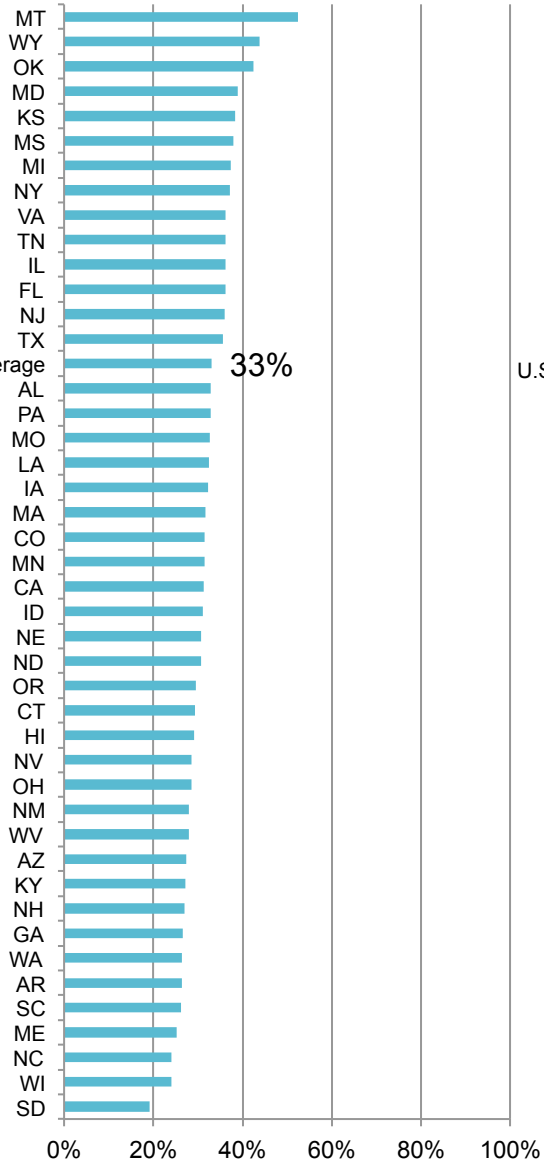
While outcomes at community colleges vary, what we might imagine would predict variation **doesn't**.



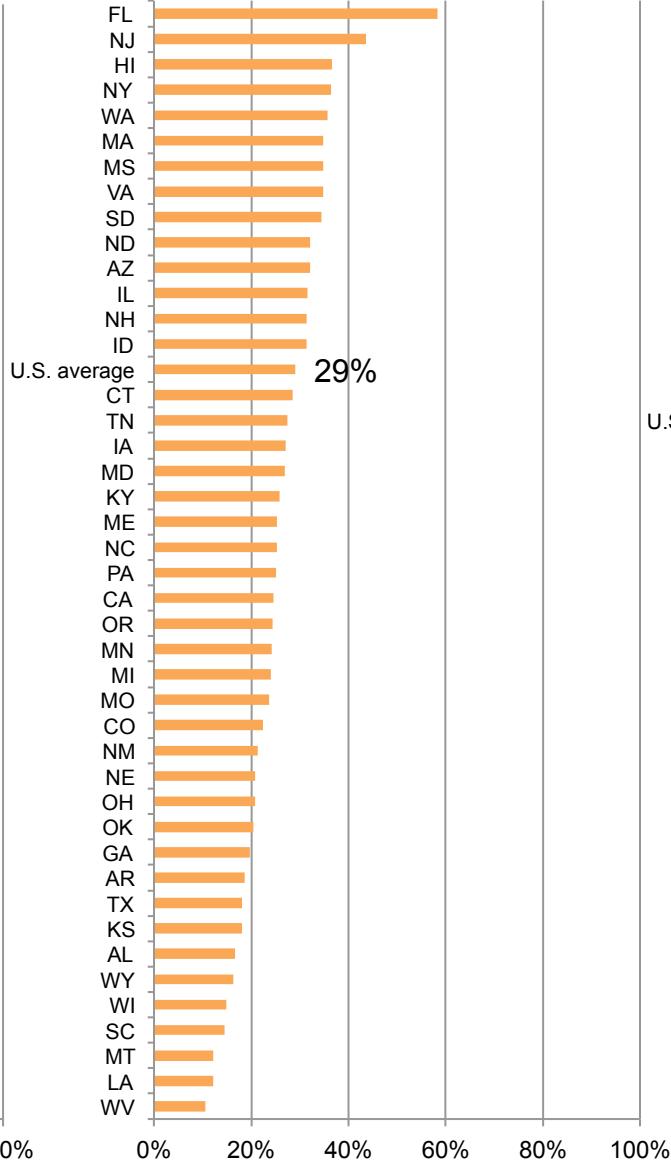
On the other hand, the characteristics of 4-year schools matter when it comes to how many transfer students get a bachelor's.



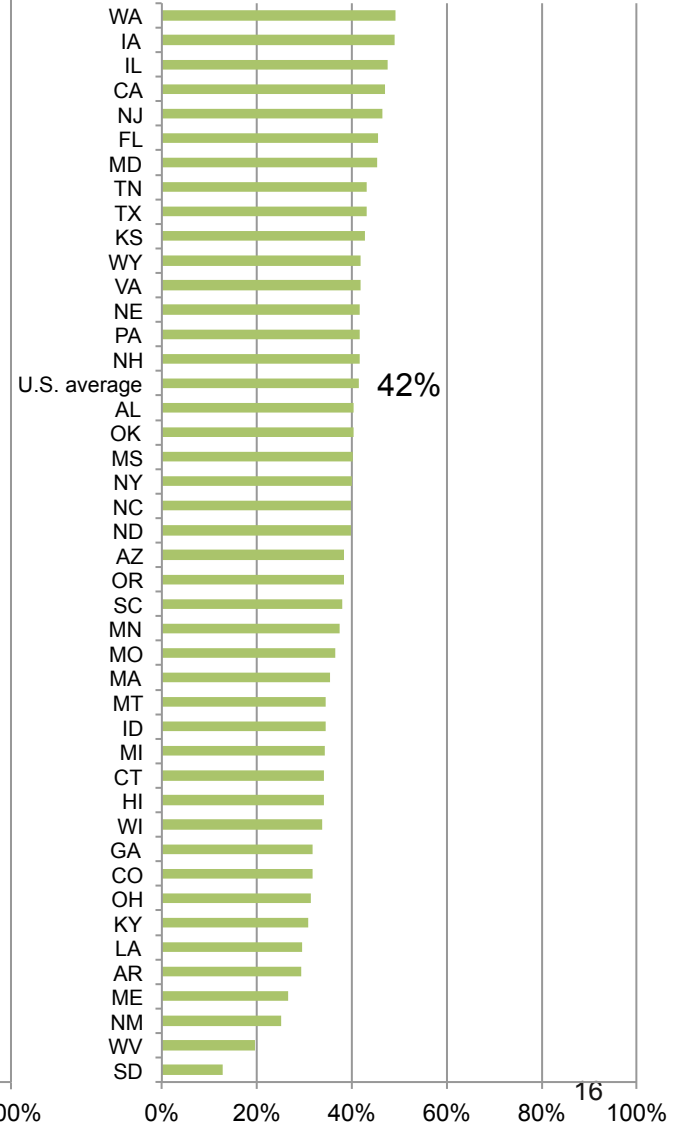
Transfer-Out Rates



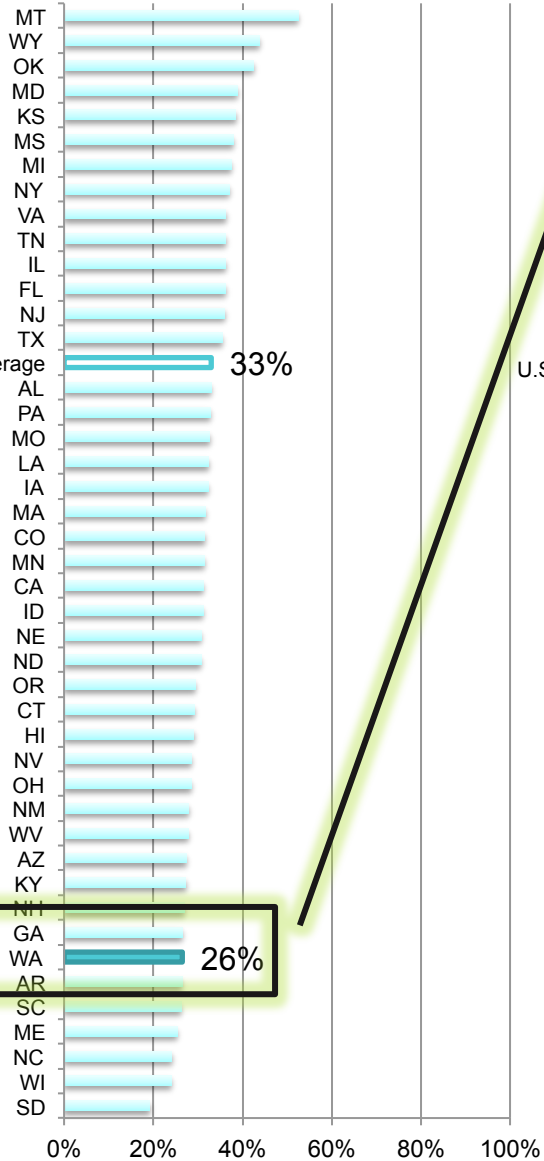
Transfer-With-Award Rates



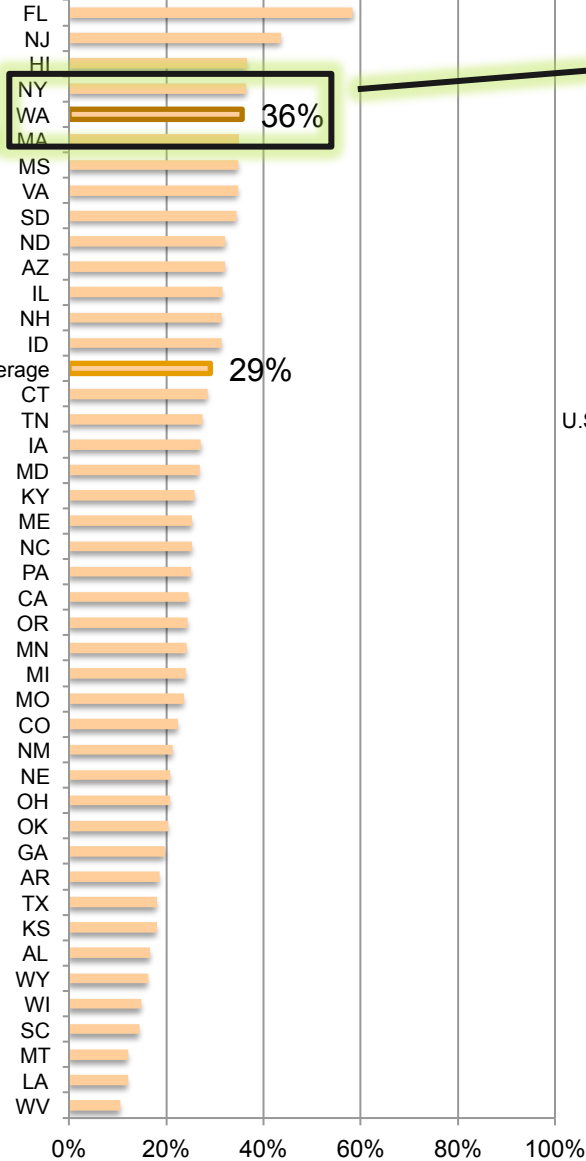
Transfer-Out Bachelor's Completion Rates



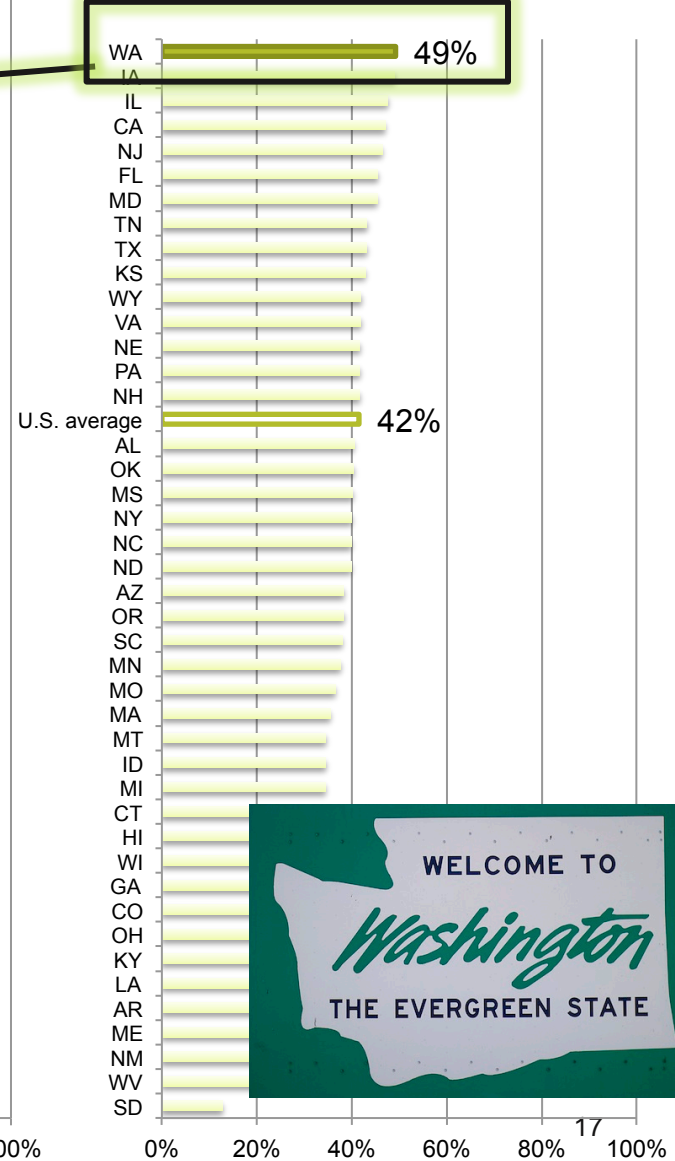
Transfer-Out Rates



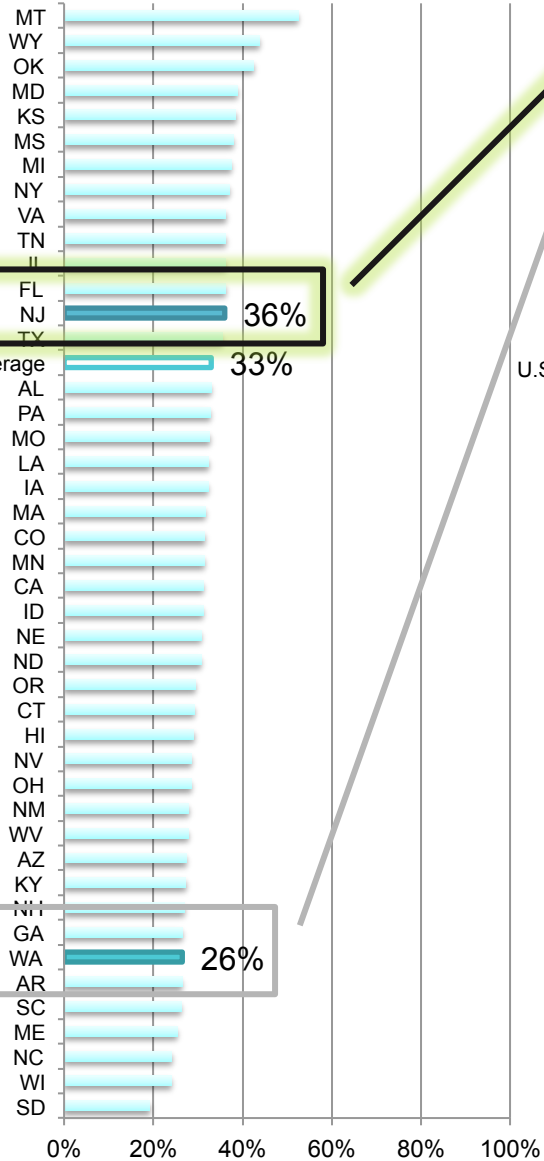
Transfer-With-Award Rates



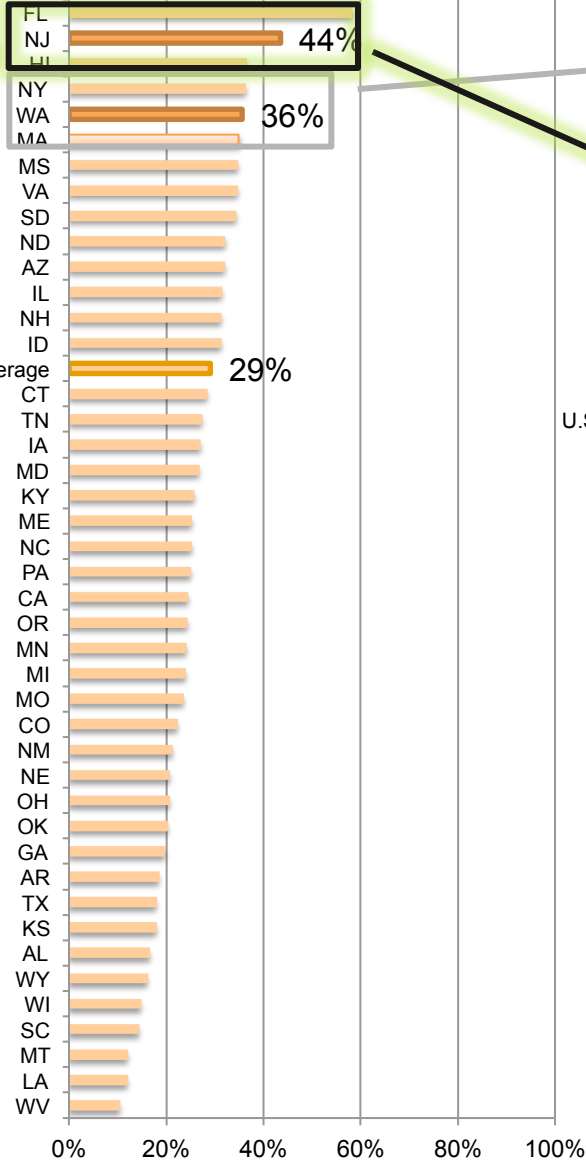
Transfer-Out Bachelor's Completion Rates



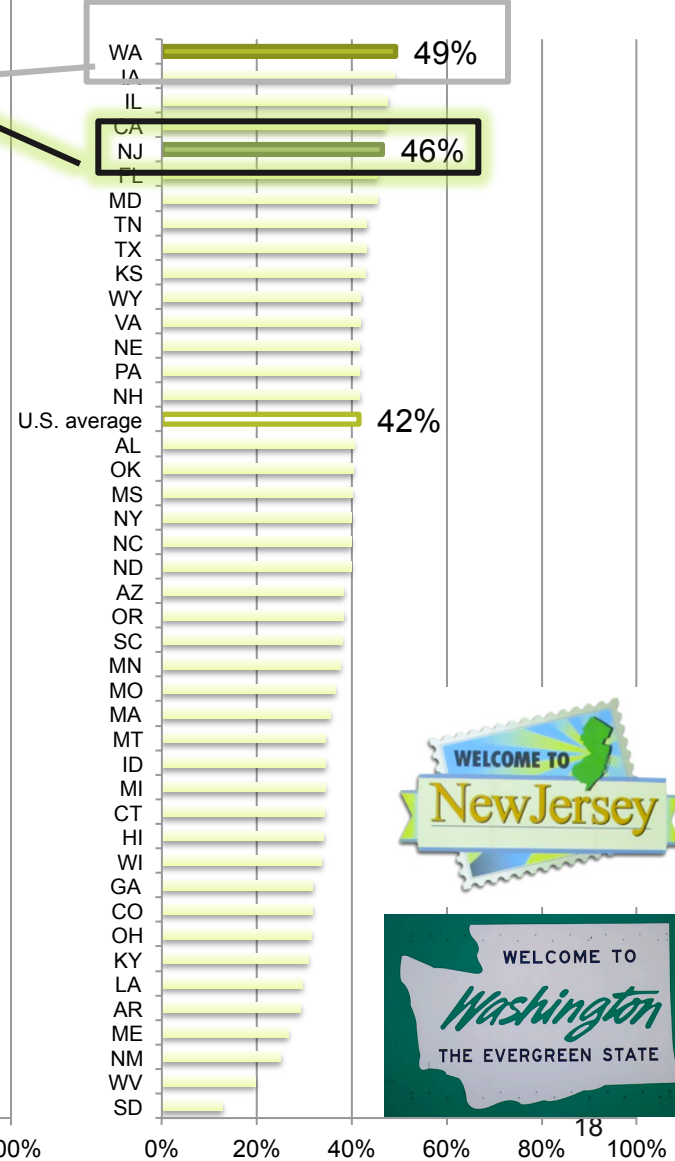
Transfer-Out Rates



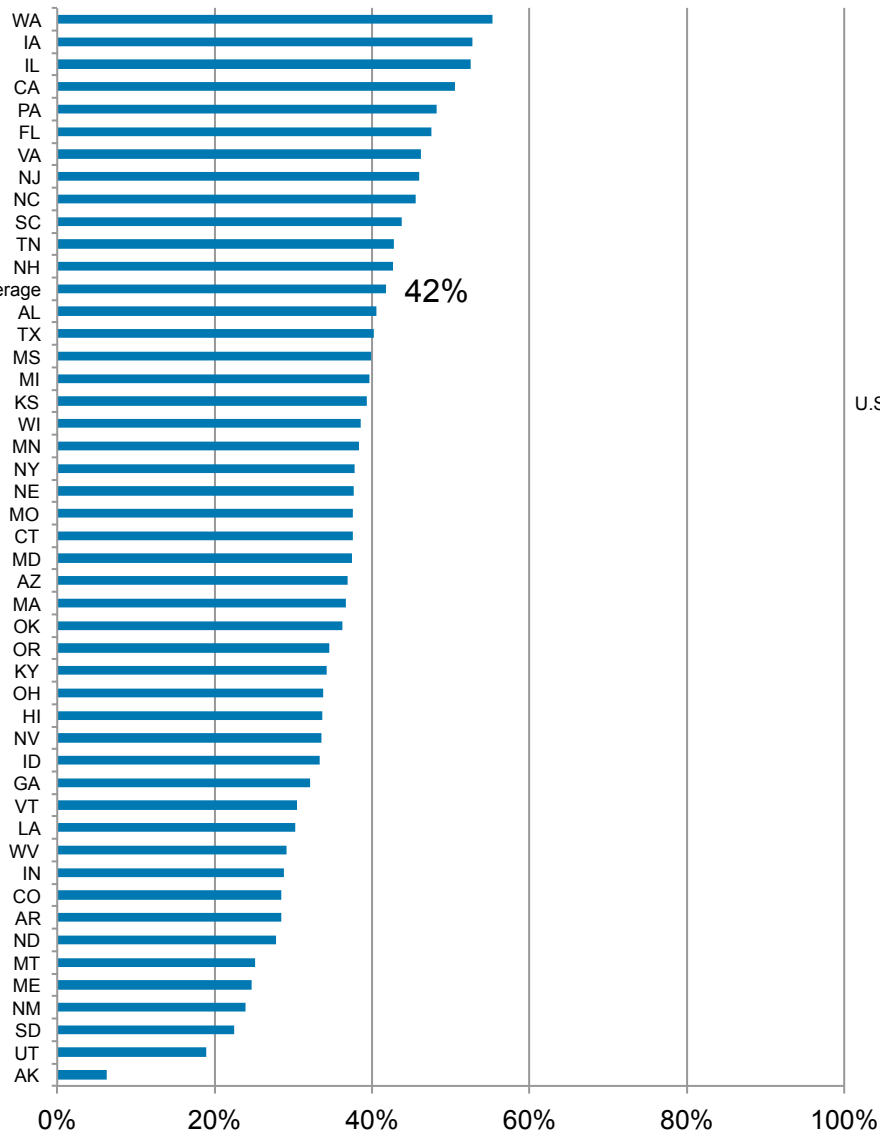
Transfer-With-Award Rates



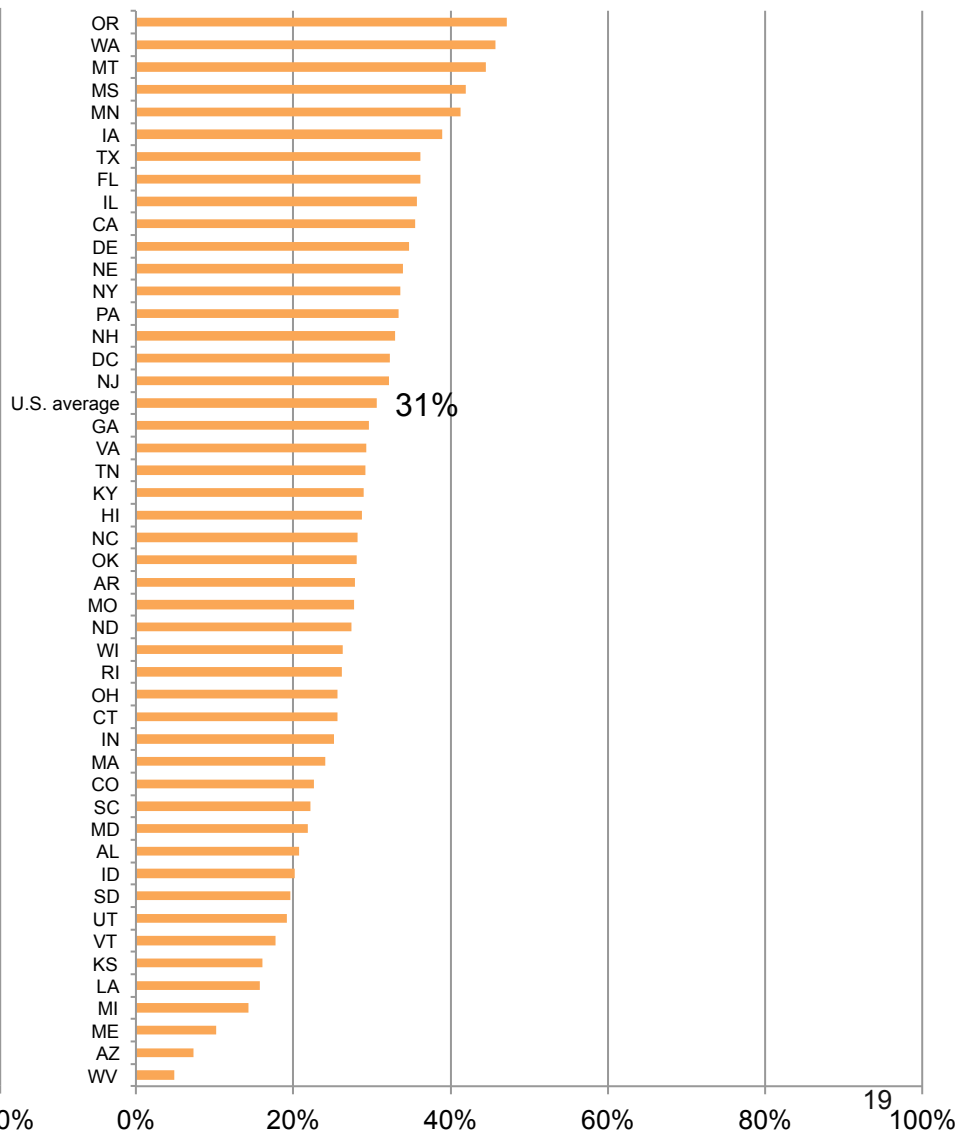
Transfer-Out Bachelor's Completion Rates



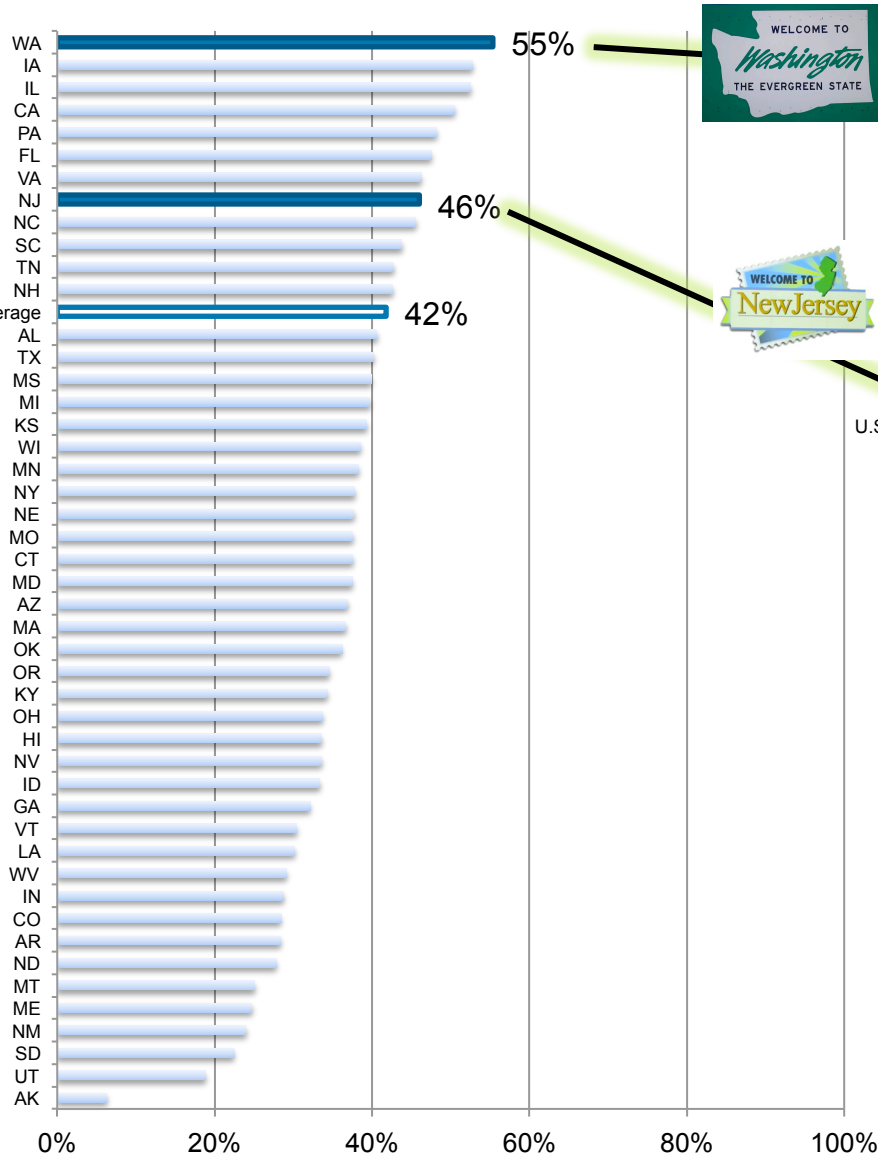
Transfer-In Bachelor's Completion Rates at Public Four-Year Institutions



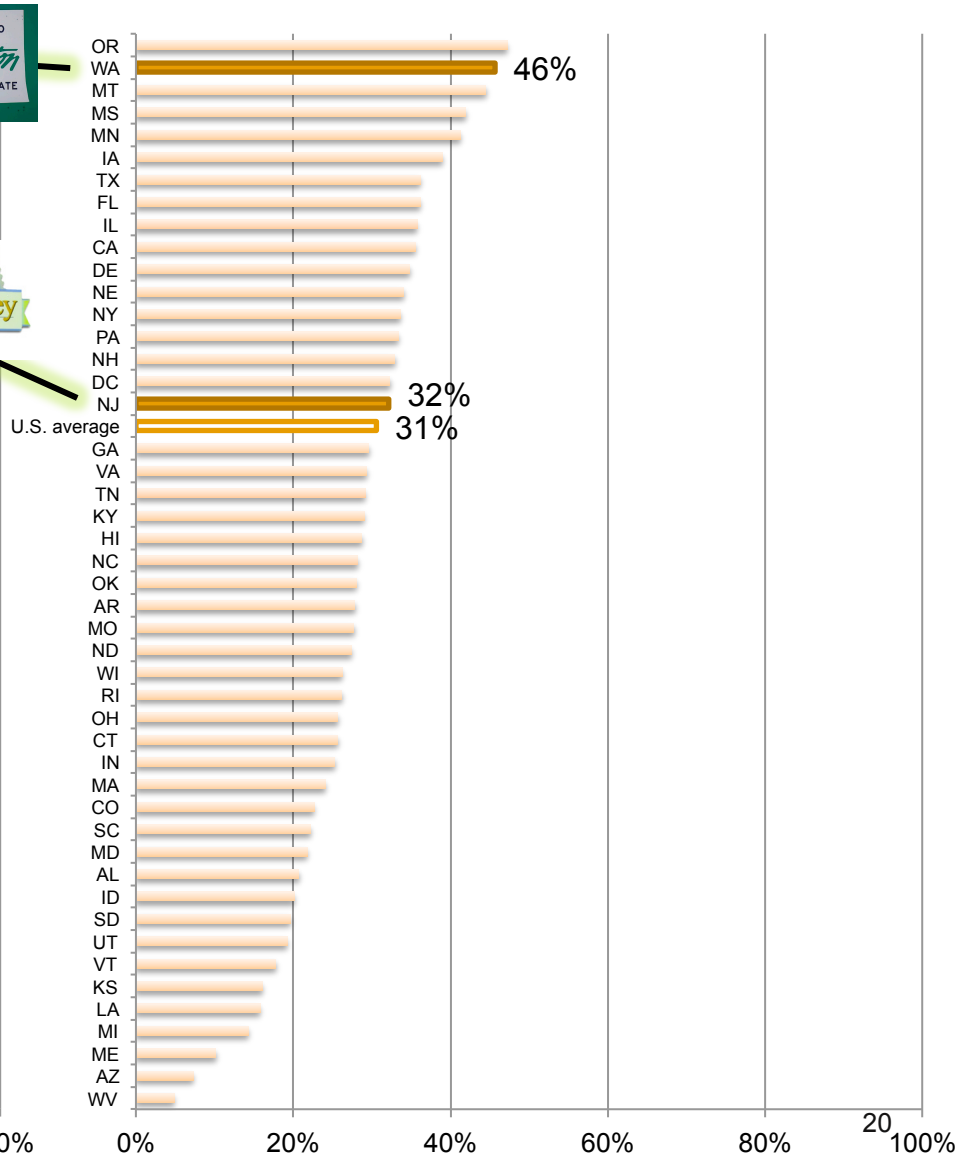
Transfer-In Bachelor's Completion Rates at Private Nonprofit Four-Year Institutions



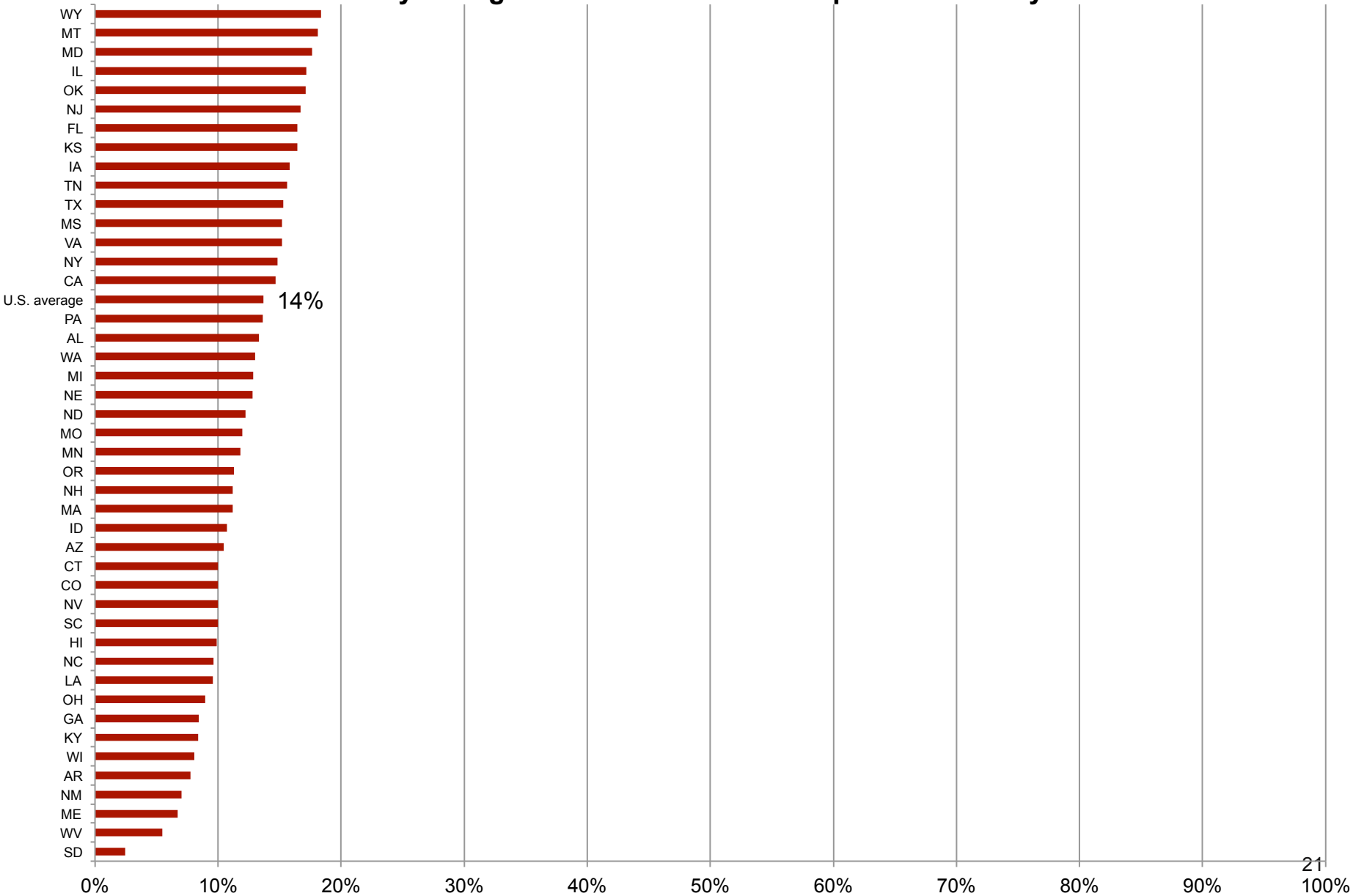
Transfer-In Bachelor's Completion Rates at Public Four-Year Institutions



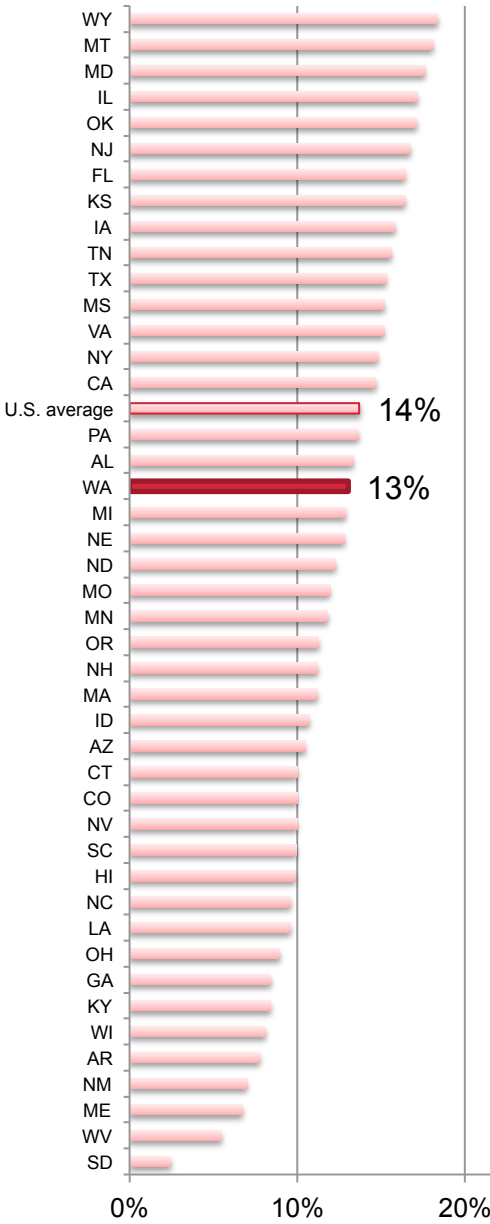
Transfer-In Bachelor's Completion Rates at Private Nonprofit Four-Year Institutions



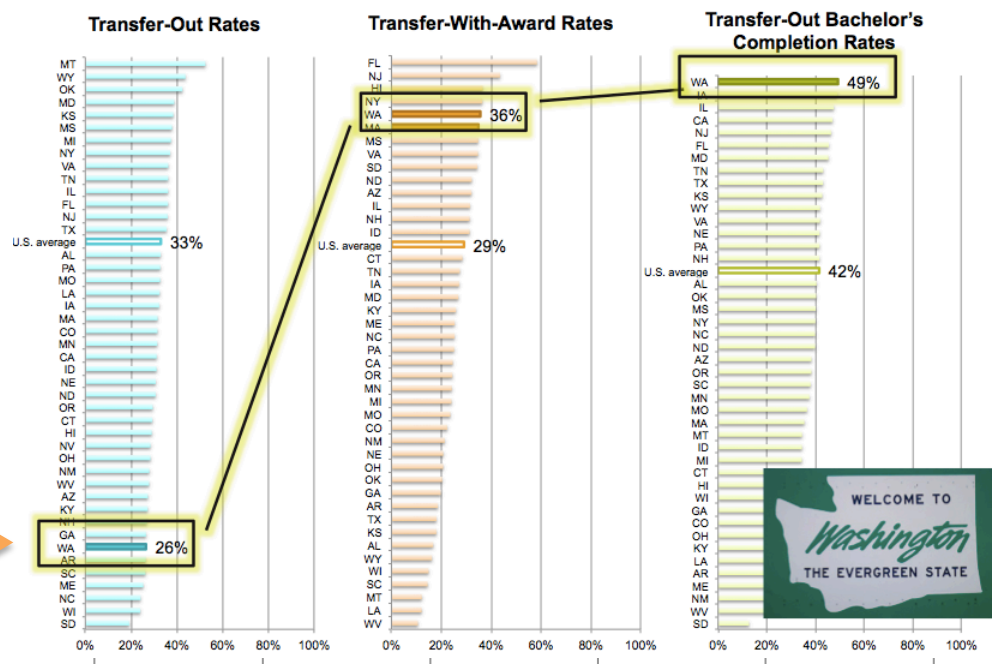
Community College Cohort Bachelor's Completion Rates by State



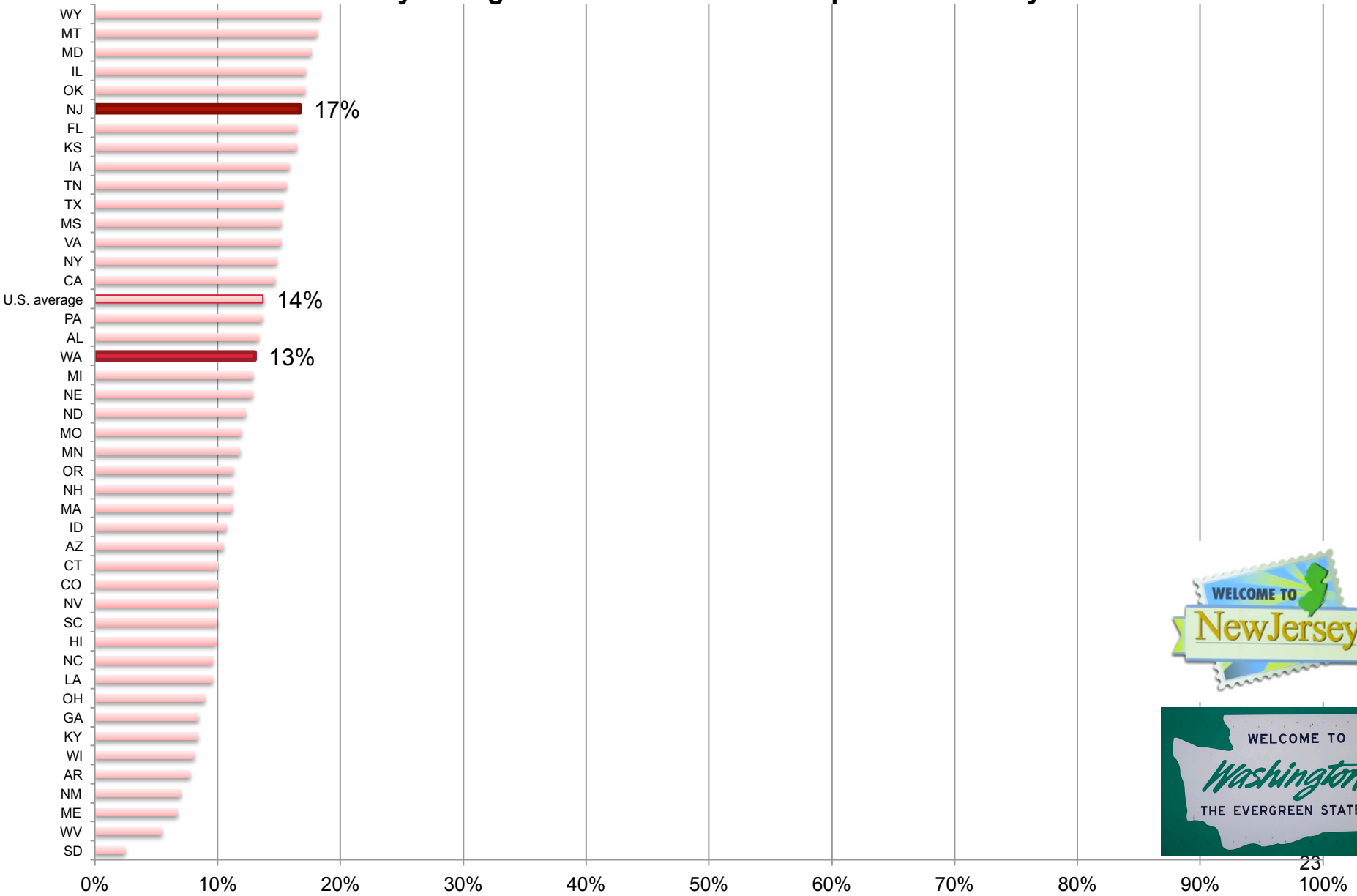
Community College Cohort Bachelor's Completion Rates by State



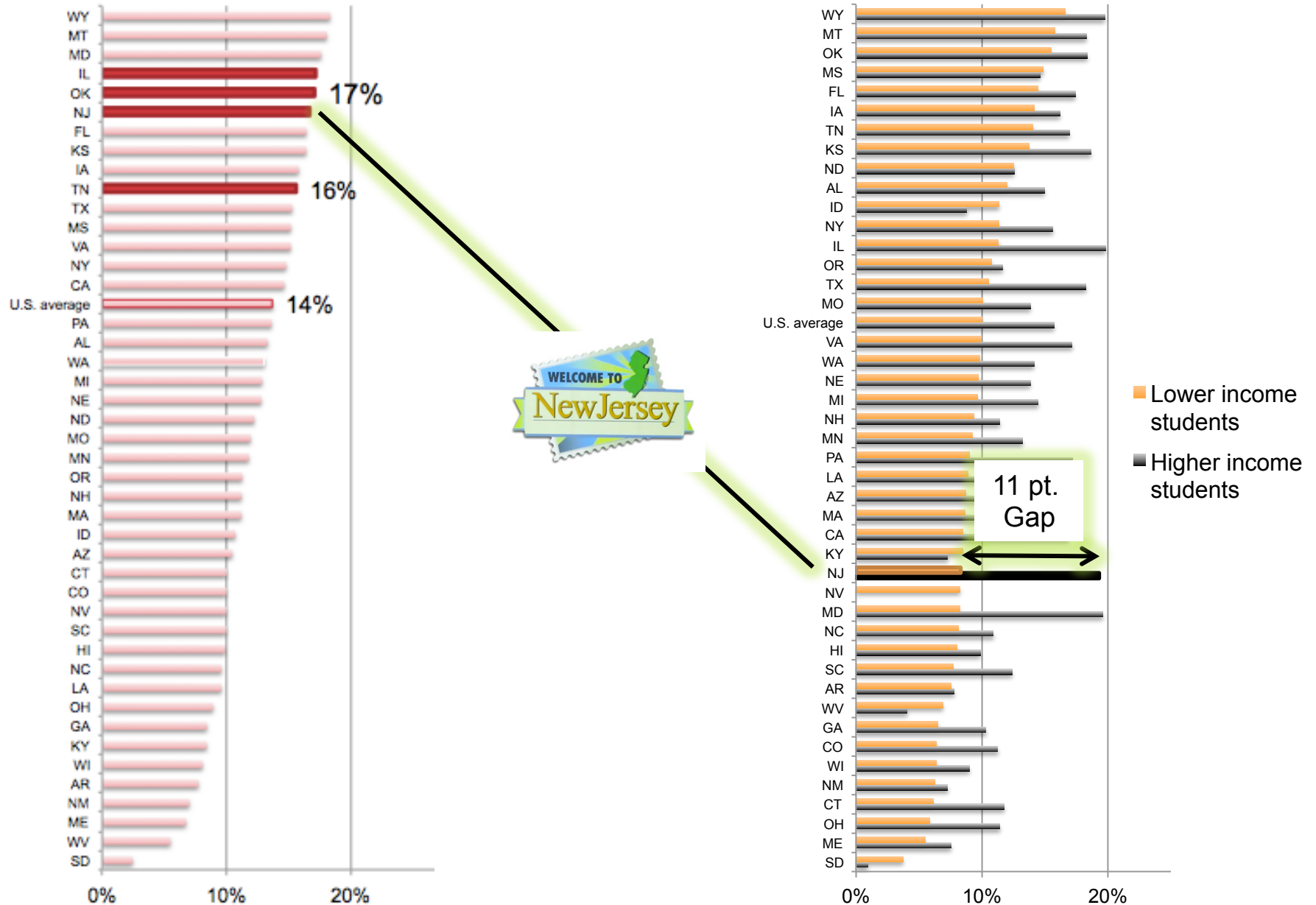
COMMUNITY COLLEGE RESEARCH CENTER




Community College Cohort Bachelor's Completion Rates by State



Community College Cohort Bachelor's Completion Rates, by Student Income

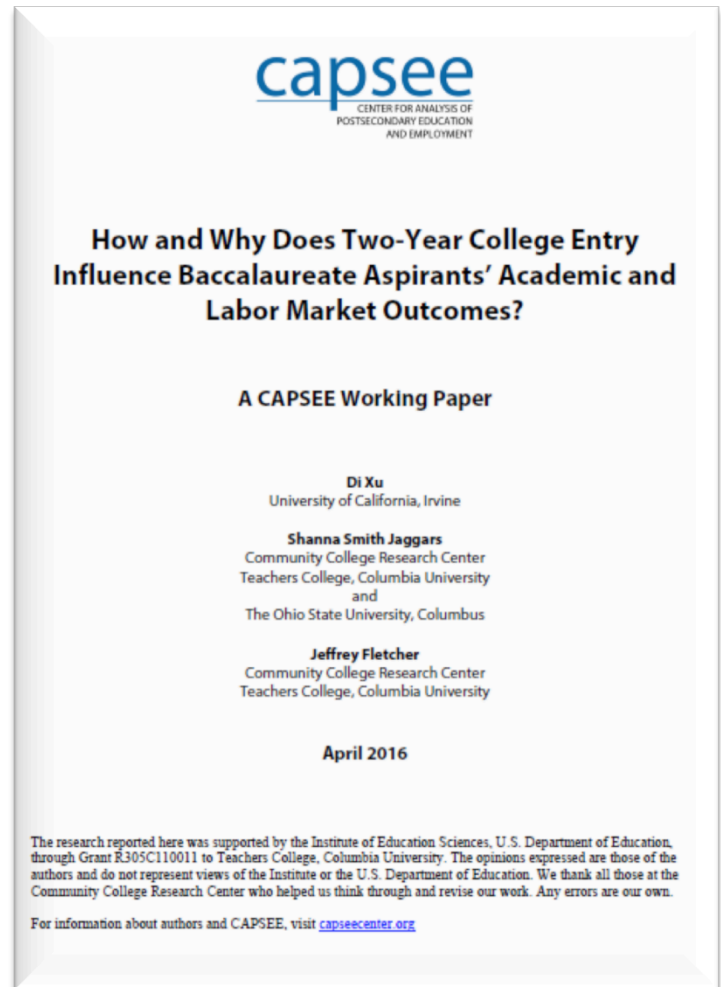




Our conclusion: Transfer outcomes depend on what community colleges and 4-year colleges do to teach and support their students.

Understudied Barriers to Transfer Success

- 1) Lack of early momentum
- 2) Students make progress, don't transfer
- 3) Transfer paths unclear
- 4) Transfer credit loss

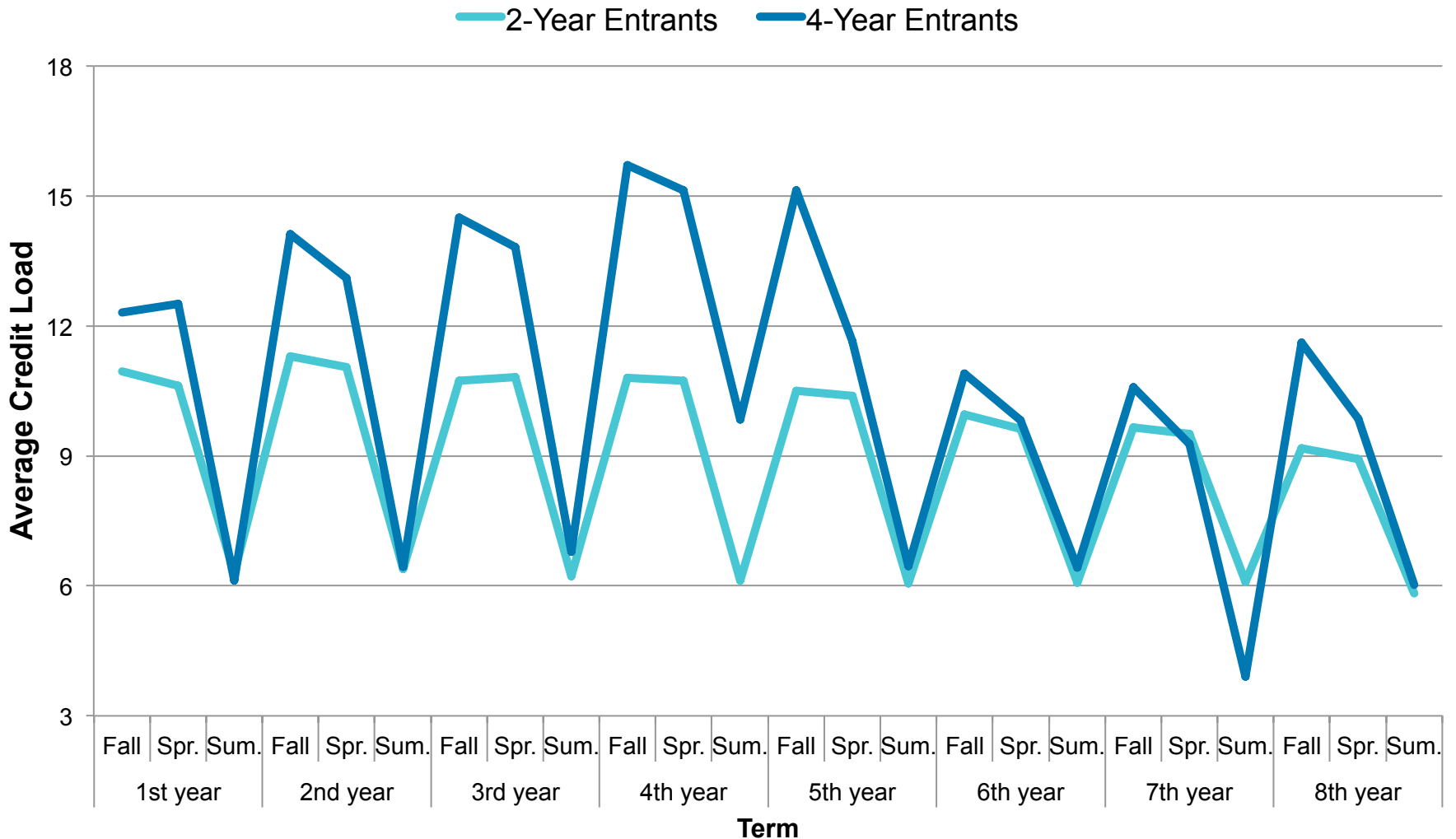


Understudied Barrier #1

Lack of Early Momentum

Understudied Barrier #1: Lack of Early Momentum

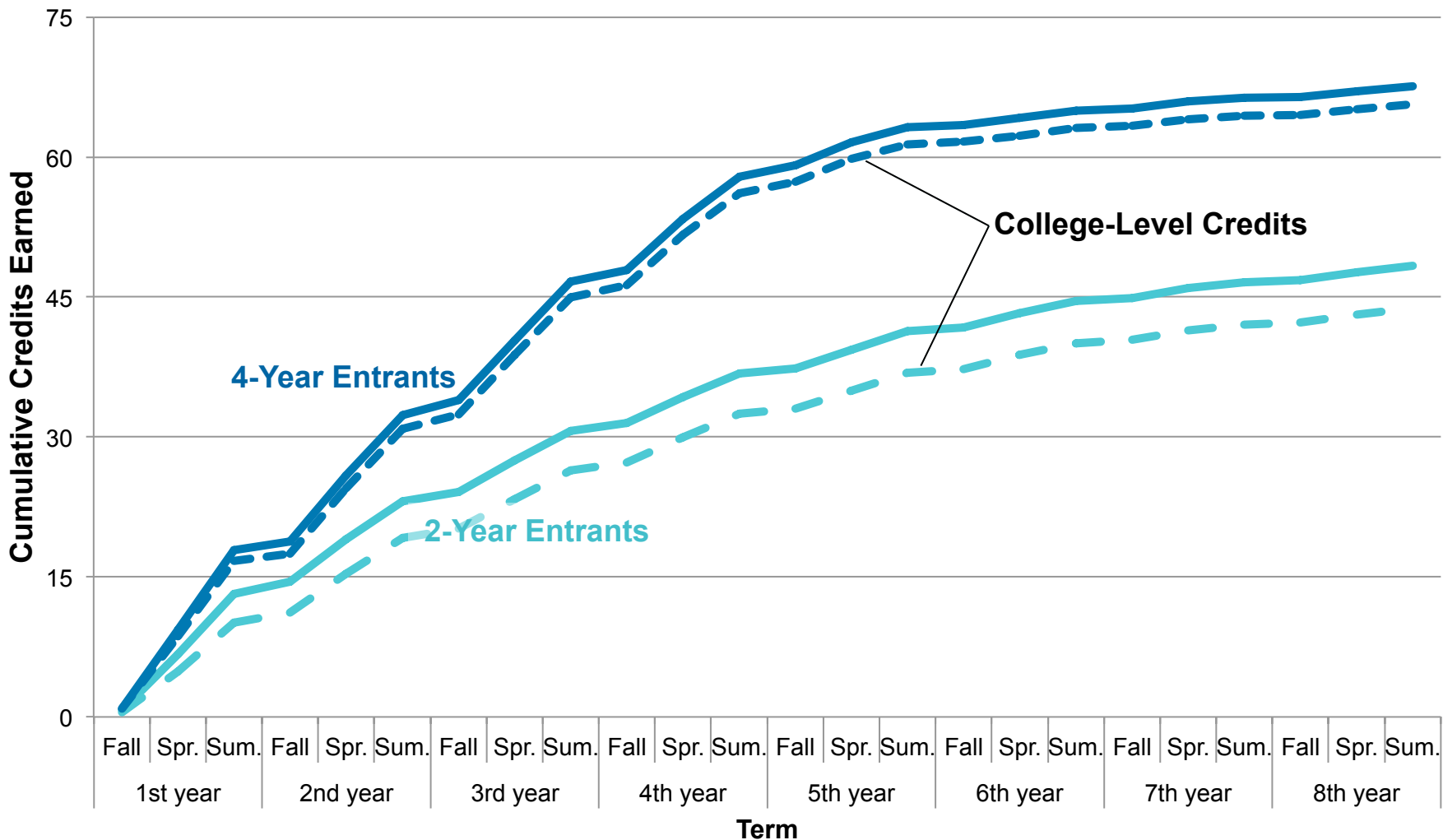
VA Fall 2004 Matched 2- and 4-Year Entrants, Average Credit Load by Term



Source: Xu, Jaggars, & Fletcher, 2016.

Understudied Barrier #1: Lack of Early Momentum

VA Fall 2004 Matched 2- and 4-Year Entrants, Cumulative Credits Earned by Term



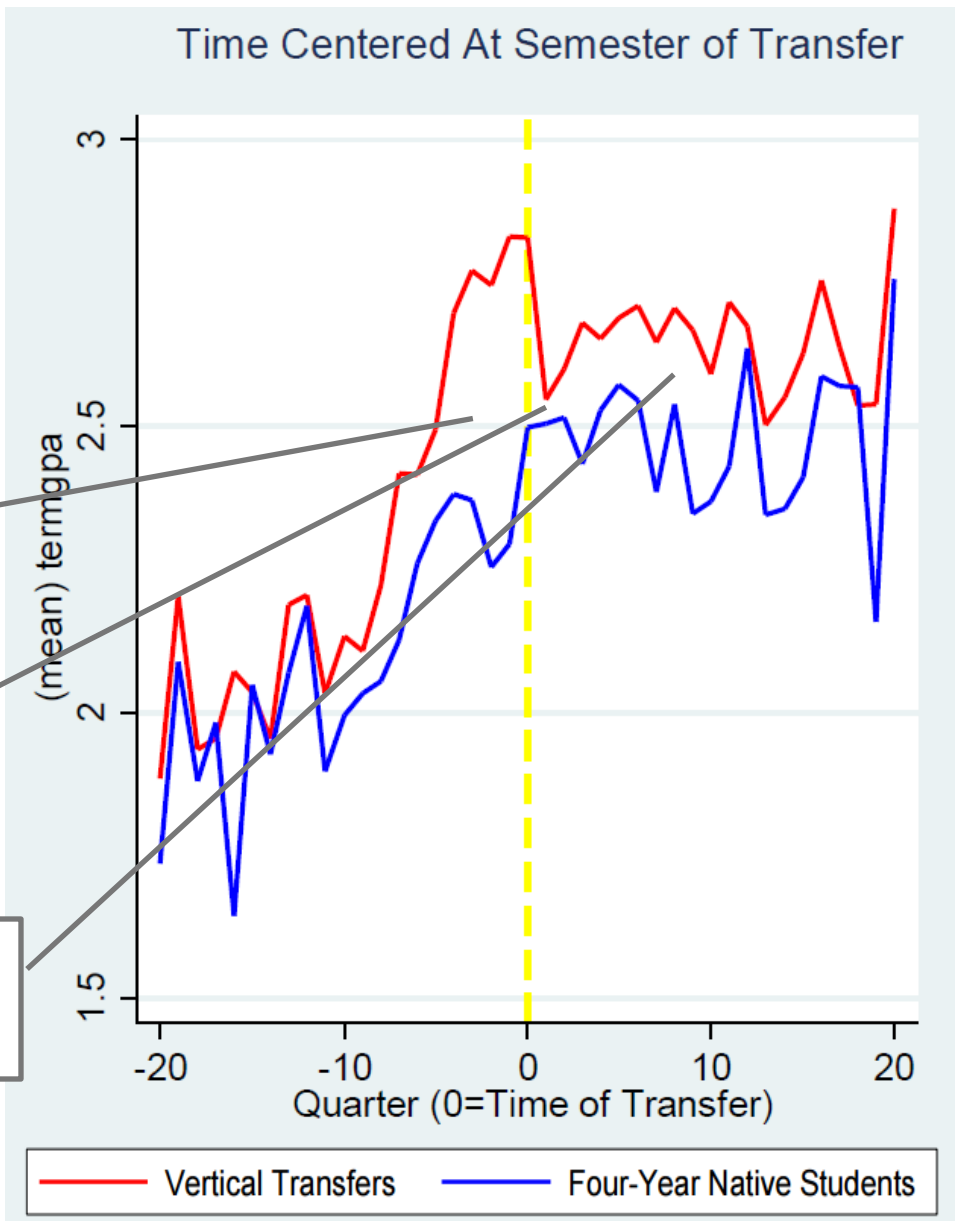
Source: Xu, Jaggars, & Fletcher, 2016.

Term-by-Term Fluctuations in GPA Among Transfers and Matched Native Students

Transfer student community college GPAs pre-transfer much higher than matched sample of 4-Year Entrants

“Transfer Shock” initial drop in GPA; still higher than matched sample of 4-Year Entrants

Transfer Student GPA consistently higher than matched sample of 4-Year Entrants

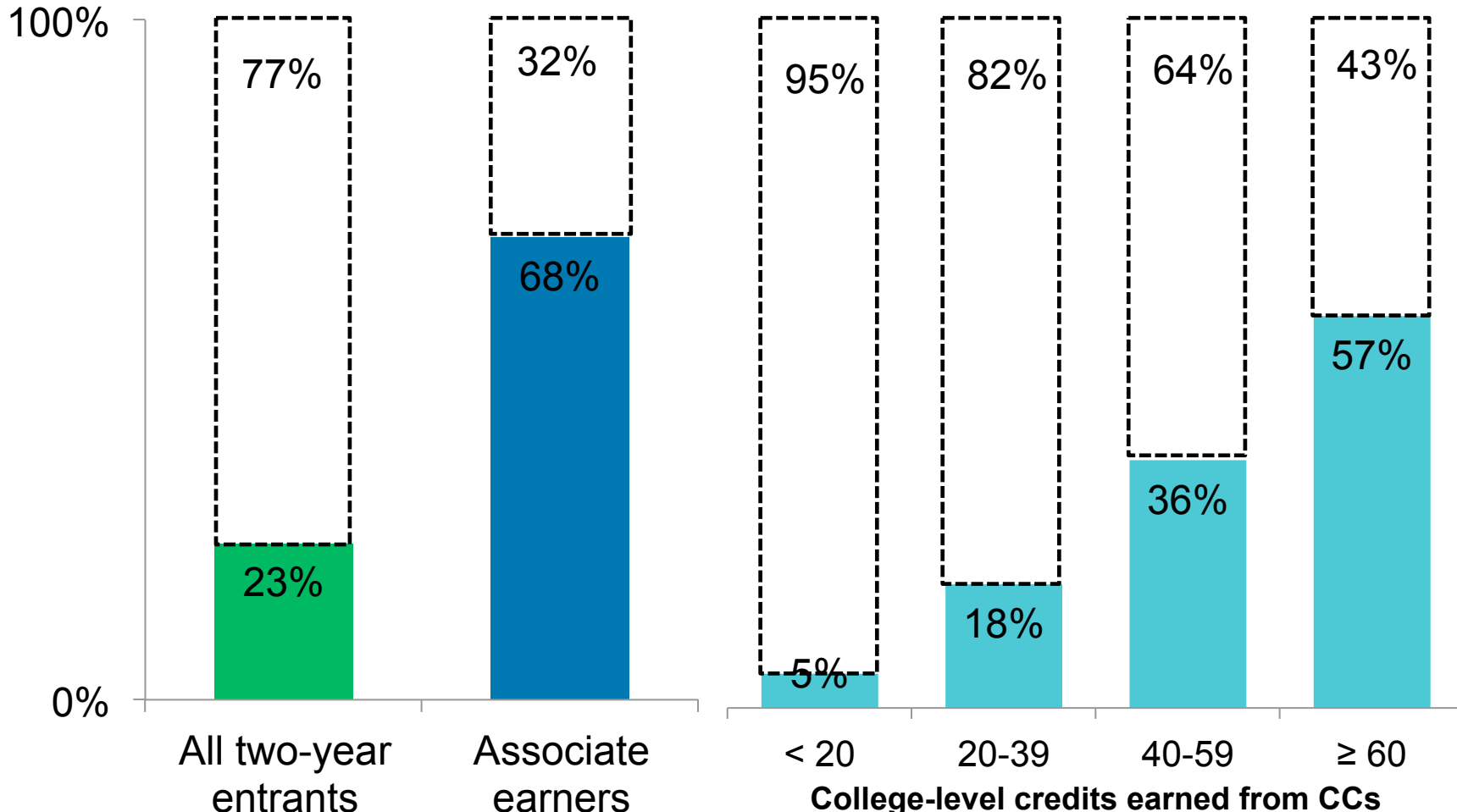


Understudied Barrier #2

Students make progress, don't transfer

Understudied Barrier #2: Students make progress, don't transfer

Bachelor's Degree-Seeking 2-year Entrants in VA,
Rate of Transfer to Four-year Colleges



Source: Xu, Jaggars, & Fletcher, 2016, Table 9.

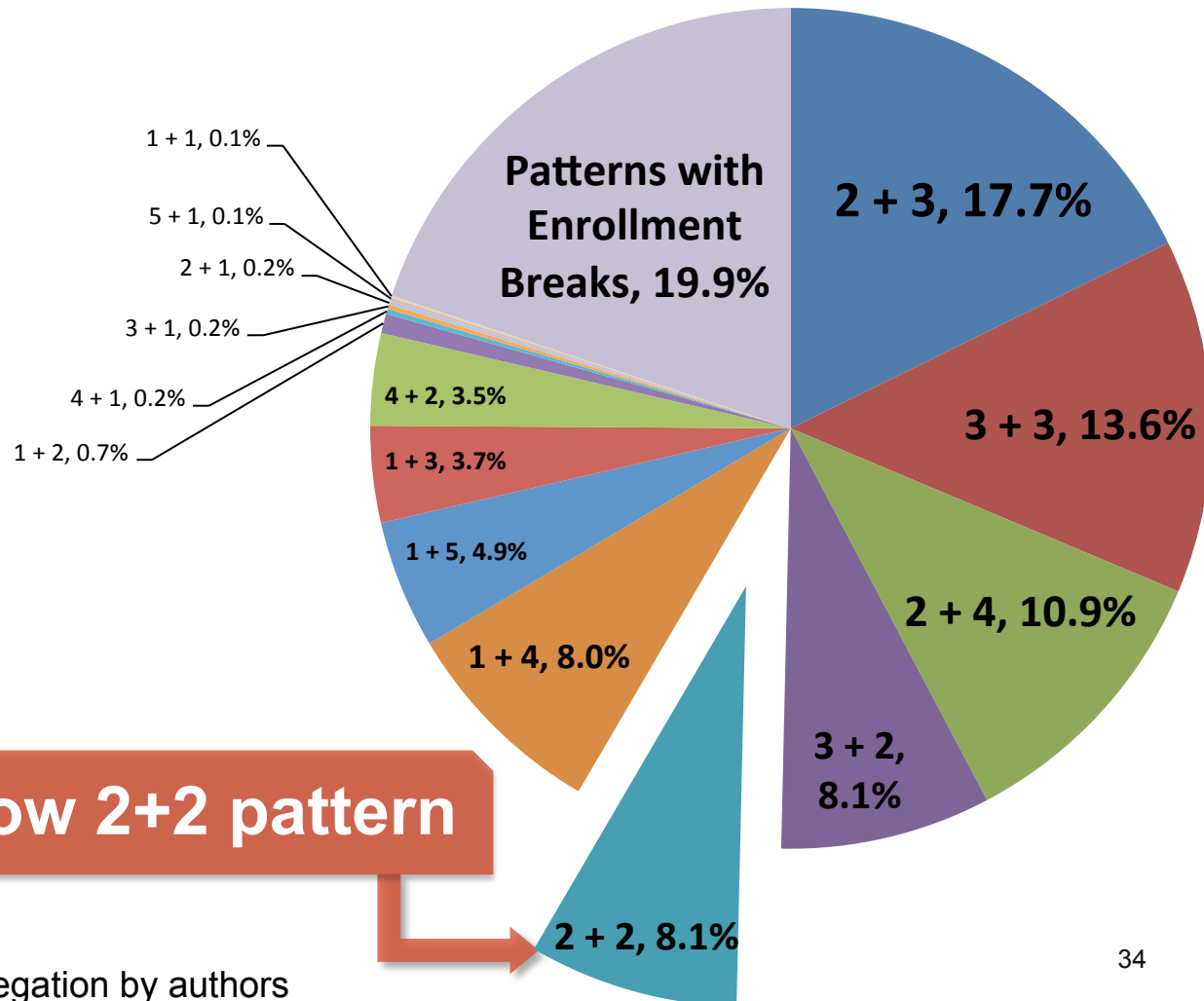
Understudied Barrier #3

Transfer paths unclear

Understudied Barrier #3: Transfer paths unclear

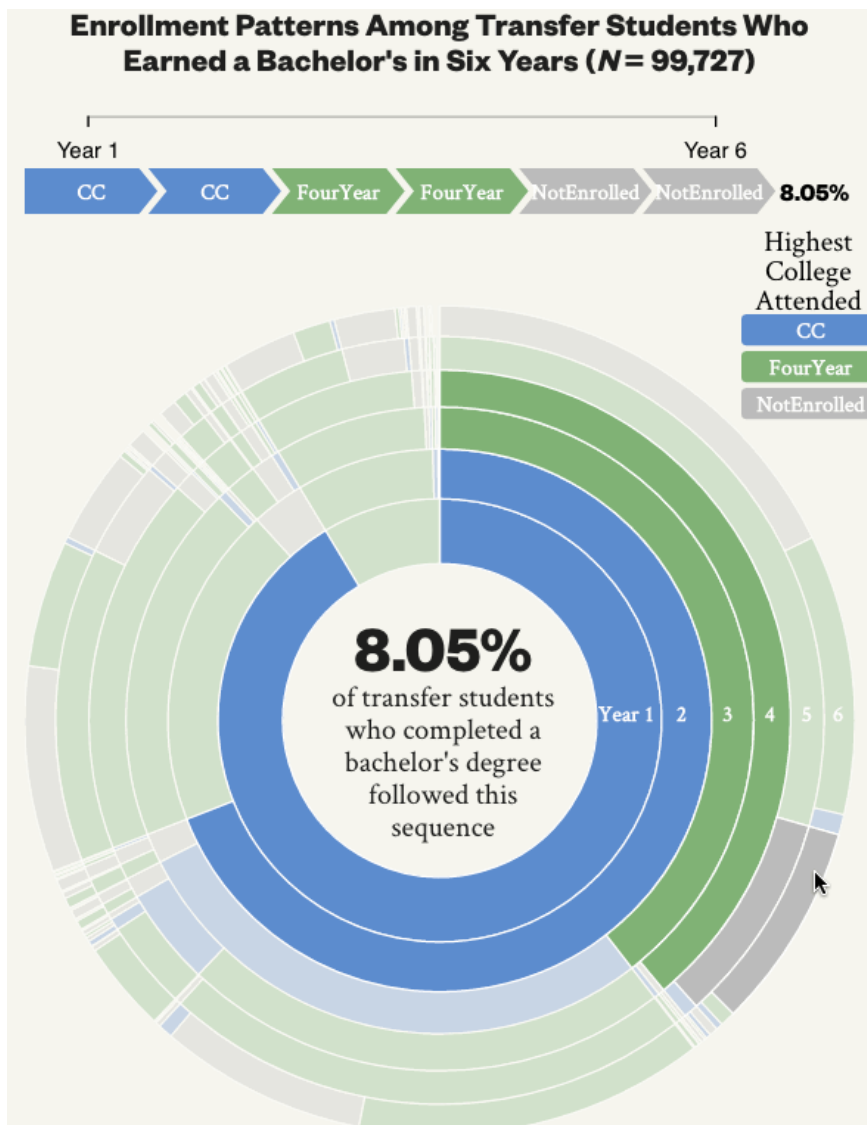
Enrollment Patterns among ~100K Bachelor's Degree Completers who Started at a Community College

years at CC
+
years at 4yr



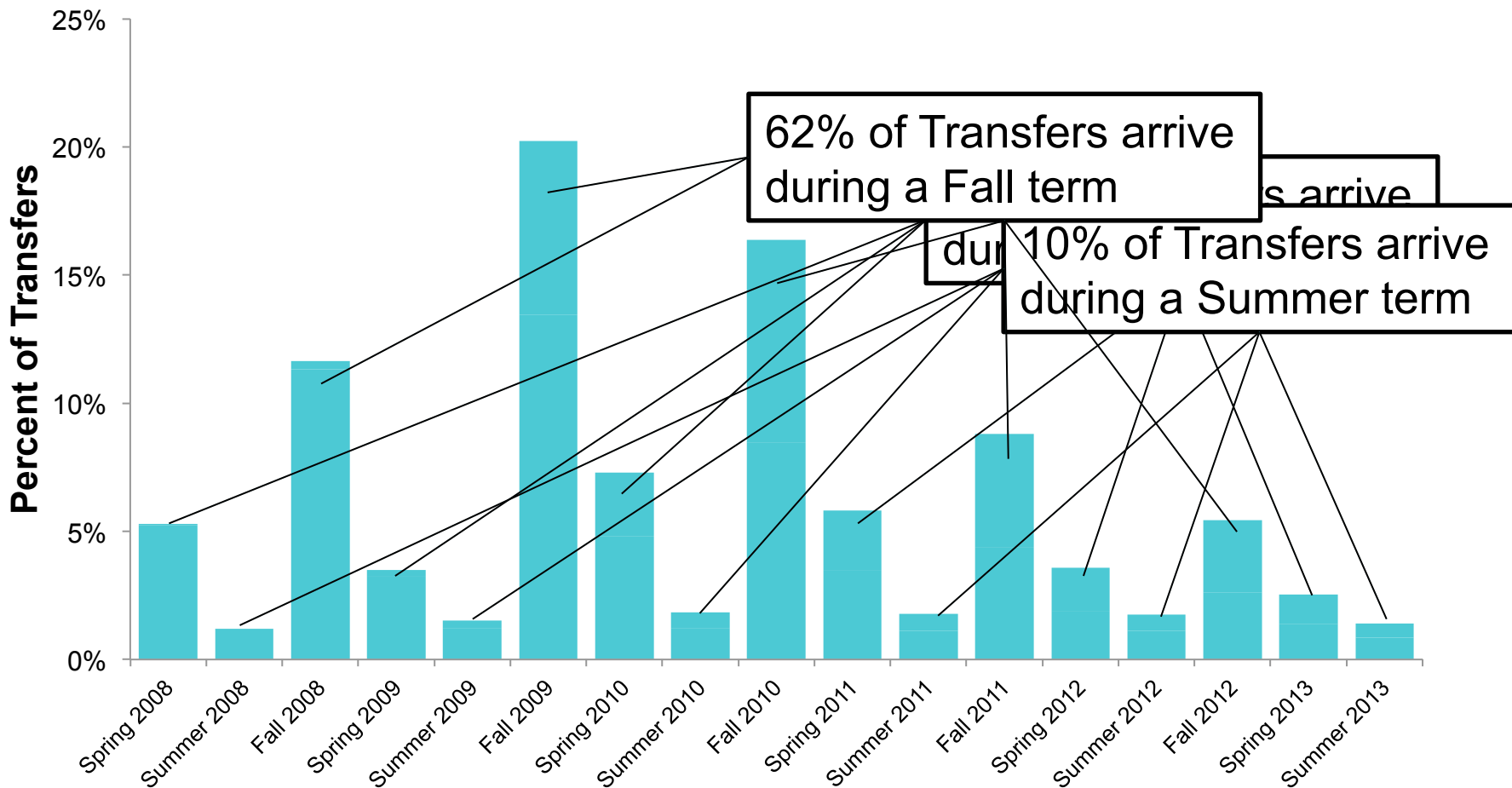
Few graduates follow 2+2 pattern

Understudied Barrier #3: Transfer paths unclear



Understudied Barrier #3: Transfer paths unclear

National Fall 2007 Degree-Seeking CC Entrants
who Transferred within Six Years
N = 230K Transfer Students



Transfer Arrival at Four-year Colleges: Earliest Transfer Term

No “Well-Trodden” Transfer Pathway to Degrees in STEM and Computer Science

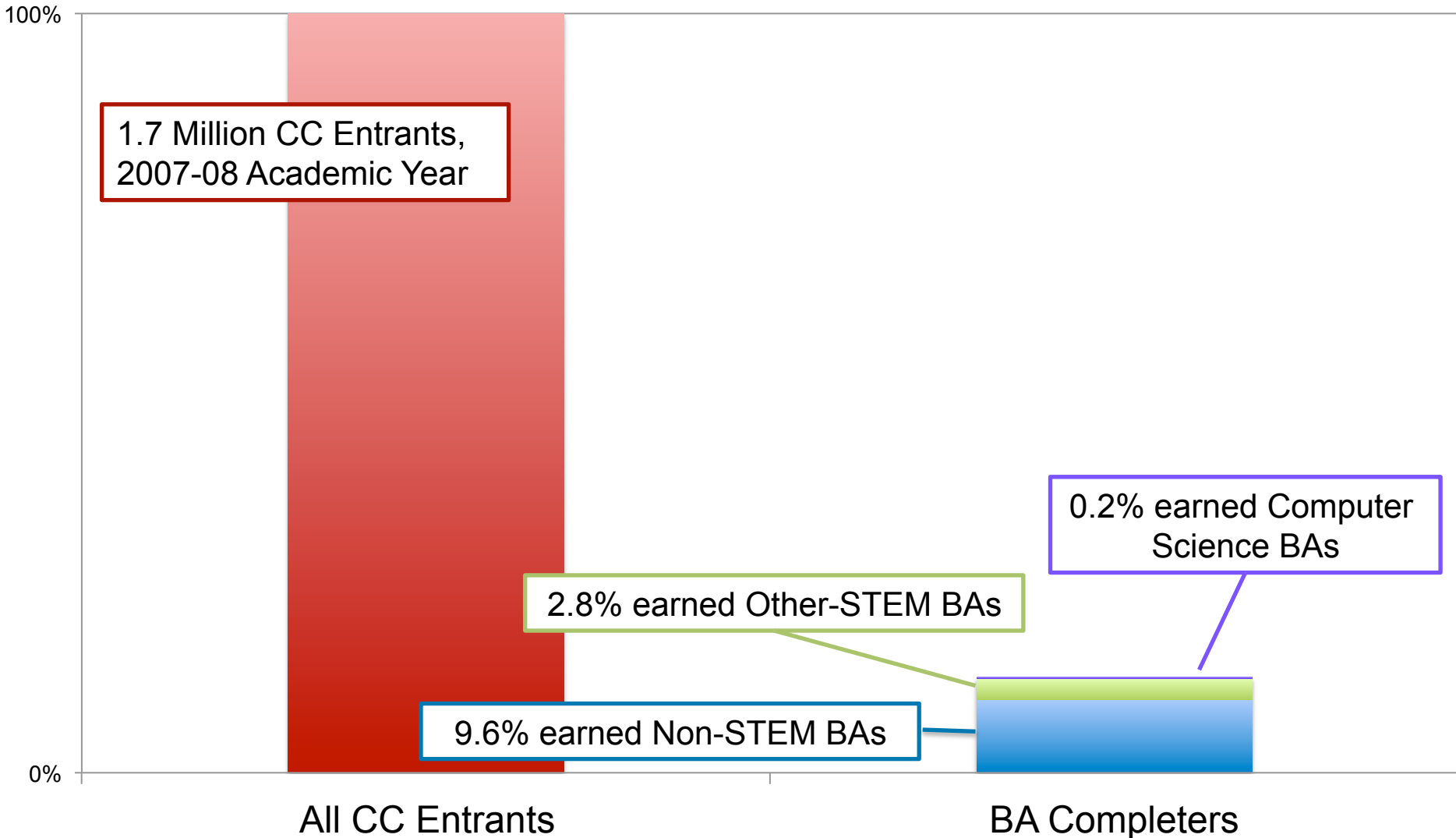
Google

A Longitudinal Analysis of Community College Pathways to Computer Science Bachelor's Degrees

2016



Few students who started at a Community College earned a bachelor's degree in Computer Science within 7 years

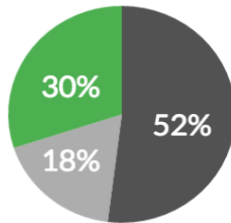


Not representative of the greater community college population

1.8M 2007 community college entrants



51% male

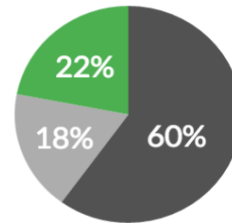


- bottom two neighborhood SES quintiles
- middle neighborhood SES quintile
- top two neighborhood SES quintiles

3,290 who earned CS bachelor's



87% male

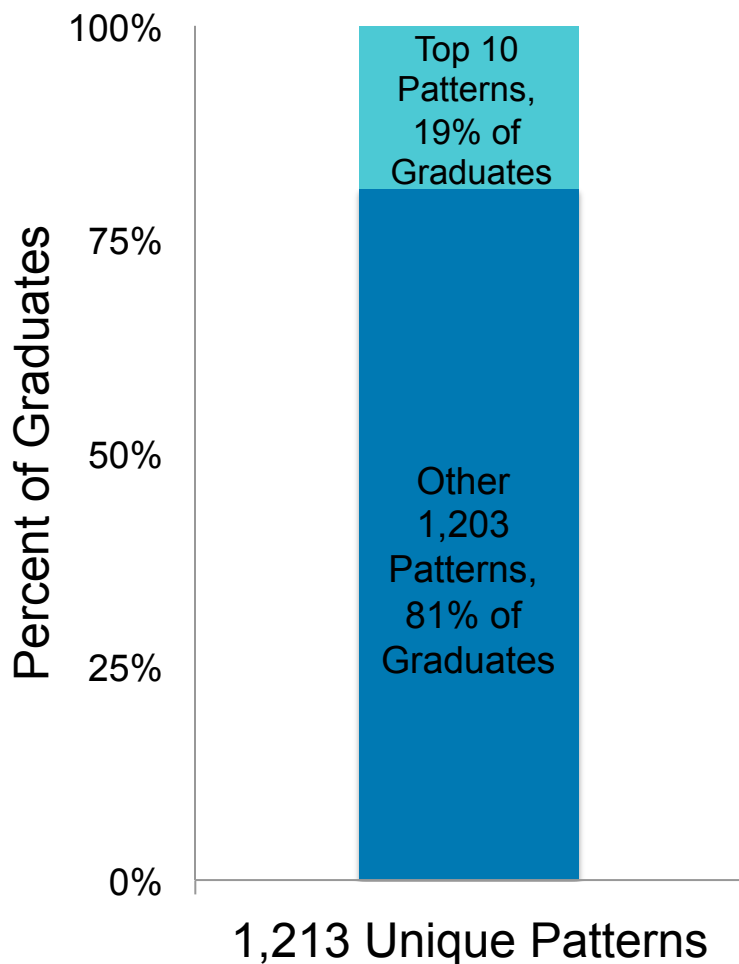


NO DEFINED
PATHWAY
to CS bachelor's
degrees

1,213

unique pathways among 3,290 CS degree earners

No “Well-Trodden” Transfer Pathway: Unique, Term-by-Term Enrollment Patterns among 3,290 Computer Science Graduates



Top Pattern, 5% of CS Graduates:

1 Year at Community College

+

4 Years at Four-Year Institution

‘Traditional’ Transfer Pattern:

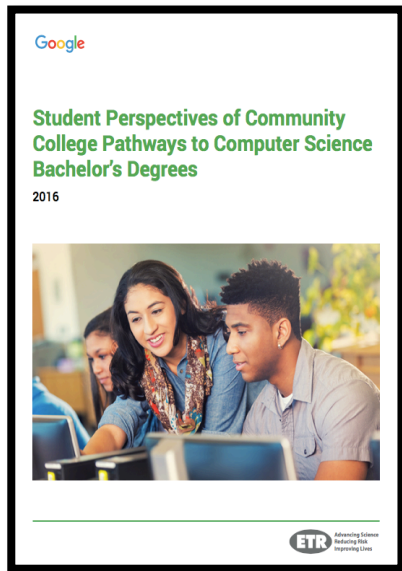
2 Years at Community College

+

2 Years at Four-Year Institution

Accounts for 1% of CS Graduates

Companion report surveyed prospective CS students at two California Community Colleges



Key themes:

- Students are confused about transfer pathways in CS
- Students struggle to progress through complex chain of prerequisites in preparation for transfer into CS major
- Students have limited knowledge of CS profession

Barriers to students' development of interest and progression into CS:

- Necessary prerequisite classes are over-enrolled
- Math requirements are “daunting”
- Students lack confidence to succeed in needed courses
- Competing responsibilities interfere

Understudied Barrier #4

Transfer credit loss

Understudied Barrier #4: Transfer Credit Loss



Just **58%** of students successfully transferred 90% of their credits.



And **15%** can't transfer any credits at all.

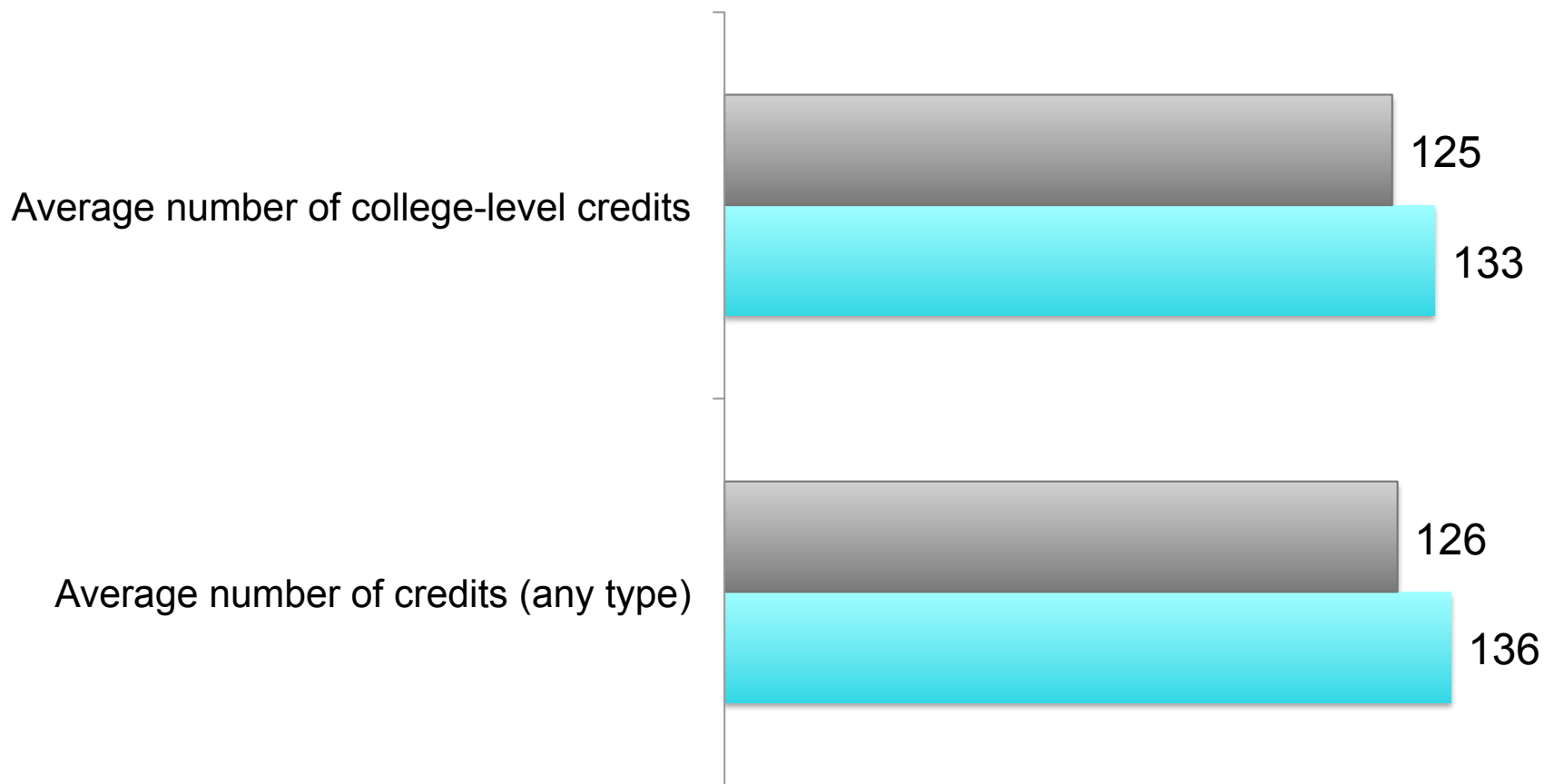


Students who can transfer 90% of their credits were **2.5x** more likely to get their bachelor's degree, compared to those who transfer half or less.

Understudied Barrier #4: Transfer Credit Loss

VA Fall 2004 Matched 2- and 4-Year Entrants,
Total Credits Earned at Graduation

■ 4-Year Entrants ■ 2-Year Entrants

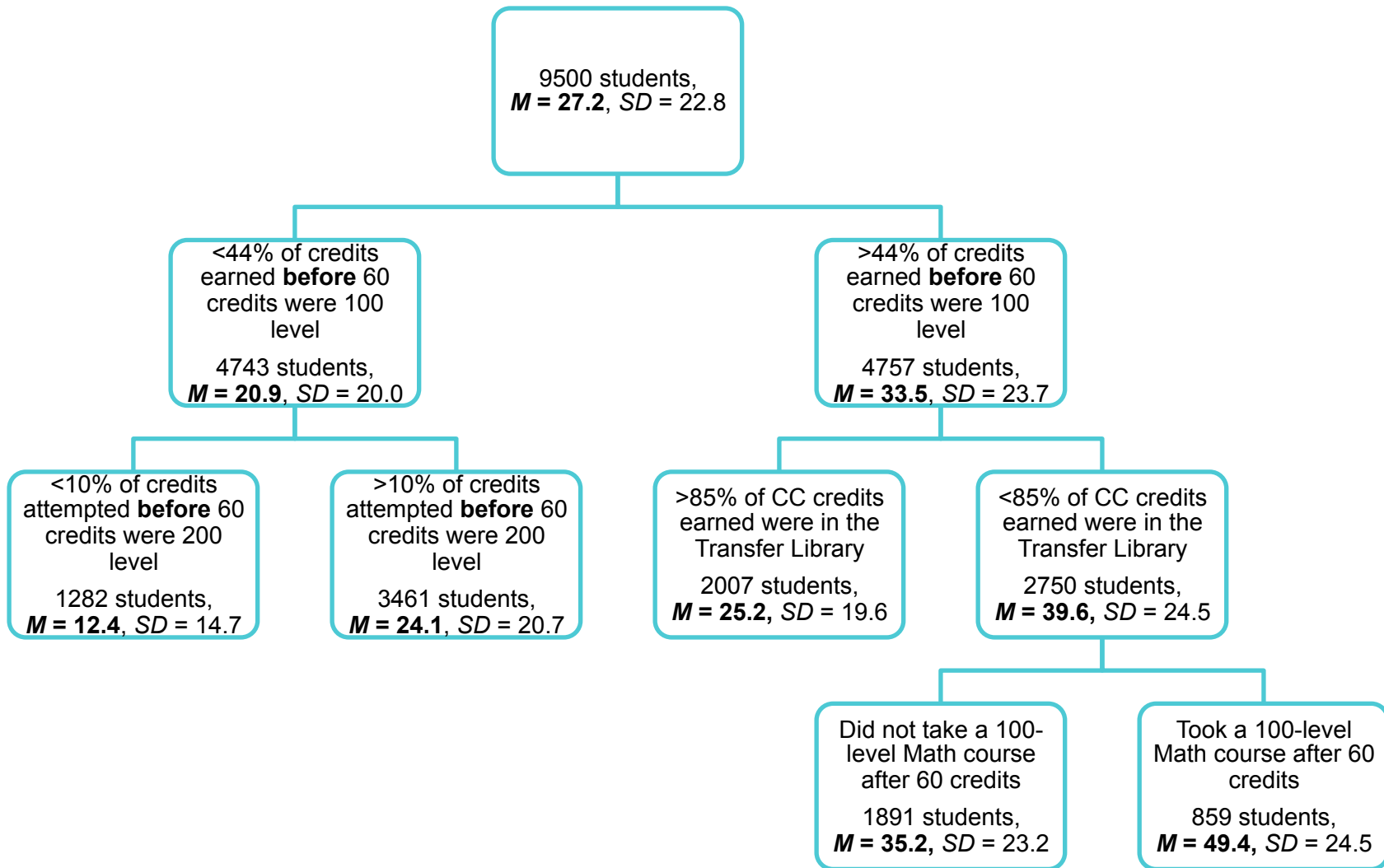


Credit Transfer Efficiency

- Important to understand: both a barrier to completion and source of extra cost
- Measures of credit transfer efficiency:
 - **Transferability:** Credits are accepted at receiving institution
 - **Applicability:** Credits are counted toward major/degree at receiving institution
 - **Excess Credit:** Students attempted/earned more credits than the total required for their degree
- APPAM 2016: Exploratory study of excess credits among BA completers who started a two- and four-year institutions in two states:
 - Created a rich set of variables to capture the curricular pathways students take in pursuing a bachelor's degree
 - Used data mining techniques to identify variables associated with efficient or inefficient bachelor's degree pathways
 - Dependent Variable: Excess Credits among BA completers

Simplified Partition Tree:

State B, 2-year Entrants, Excess Credits Attempted



Understudied Barriers to Transfer Success

- 1) Lack of early momentum
- 2) Students make progress, don't transfer
- 3) Transfer paths unclear
- 4) Transfer credit loss

What can we do to address these barriers?

How Can Community College and Four-Year Partners Achieve Strong Transfer Outcomes?

THE TRANSFER PLAYBOOK: ESSENTIAL PRACTICES FOR TWO- AND FOUR-YEAR COLLEGES



The Transfer Playbook: Essential Practices for Two- and Four-Year Colleges

State	Community College	Universities
Colorado	<ul style="list-style-type: none"> • Front Range CC 	<ul style="list-style-type: none"> • Colorado State University
Connecticut	<ul style="list-style-type: none"> • Manchester CC 	<ul style="list-style-type: none"> • Eastern Connecticut State U
Florida	<ul style="list-style-type: none"> • Broward College 	<ul style="list-style-type: none"> • Florida International U • Florida Atlantic U
Louisiana	<ul style="list-style-type: none"> • LSU-Eunice 	<ul style="list-style-type: none"> • U of Louisiana - Lafayette
Mass.	<ul style="list-style-type: none"> • Holyoke CC 	<ul style="list-style-type: none"> • U Mass Amherst
Washington	<ul style="list-style-type: none"> • Everett CC 	<ul style="list-style-type: none"> • University of Washington • Western Washington U

The Transfer Playbook: Essential Practices for Two- and Four-Year Colleges

- ✓ **STRATEGY 1:** Prioritize Transfer
- ✓ **STRATEGY 2:** Create Clear Programmatic Pathways with Aligned High-Quality Instruction
- ✓ **STRATEGY 3:** Provide Tailored Transfer Student Advising
- + Build strong transfer partnerships

STRATEGY 1: Prioritize Transfer

- ✓ Communicate transfer as a key component of the institution's mission
- ✓ Share data to increase understanding of the need to improve transfer student outcomes – and the benefits of doing so
- ✓ Dedicate significant resources to support transfer students

**“EVERYONE ASKS,
‘WHERE ARE YOU GOING NEXT?’”**

– STUDENT AT HOLYOKE COMMUNITY COLLEGE

STRATEGY 2: Create Clear Programmatic Pathways with Aligned High-Quality Instruction

- ✓ Work collaboratively with colleagues from partner institutions to create major-specific program maps
- ✓ Provide rigorous instruction and other high-quality academic experiences to prepare students for four-year programs
- ✓ Establish regular, reliable processes for updating and improving program maps
- ✓ Design unconventional pathways, as necessary

STRATEGY 2: Create Clear Programmatic Pathways with Aligned High-Quality Instruction

For this program of study...

- What learning outcomes are essential in the first two years so the student can transfer to a four-year college with junior standing?
- What essential elements of the “native” freshman and sophomore learning experience may be hard to replicate for community college transfer students?
- What alternatives to these hard-to-replicate learning experiences can be provided so that the students’ junior-year standing is not compromised?

STRATEGY 2: Create Clear Programmatic Pathways with Aligned High-Quality Instruction

THREE IMPORTANT TOPICS FOR CONTINUOUS IMPROVEMENT CONVERSATIONS AMONG TRANSFER PARTNERS:

1. CURRICULAR CHANGES: Community colleges and four-year colleges should review any current or anticipated changes in program design and requirements since the prior meeting.

2. ACCESS ISSUES FOR TRANSFER STUDENTS: Four-year colleges should identify any degree programs where transfer students may face significant barriers to entry as a result of limited slots, high demand, resource constraints, or changed admission standards.

3. STUDENT SUCCESS DATA: Four-year colleges should present data on the following transfer student outcomes for each of their main community college “sending” partners:

- Percentage of transfer credits accepted overall
- Percentage of transfer credits that are accepted toward particular majors
- Student grades in upper-level courses
- Number of years it takes transfer students to graduate

Where possible, transfer student outcomes should be broken out by major or field and compared to those of native students.

Overview of program

Business Transfer DTA

GENERAL INFORMATION

This degree satisfies general undergraduate requirements for a major in economics through a university in the sciences or business. This degree meets statewide guidelines for transfer to the following Washington State universities subject to exceptions and qualifications outlined in this guide: Central Washington University, University of Washington, Washington State University, Western Washington University, Gonzaga University, Heritage University, Pacific Lutheran University, Saint Martin's University, Seattle Pacific University, Seattle University, Walla Walla University, and Whitworth University.

Information on common transfer destinations

Central Washington University (CWU) www.cwu.edu	Seattle Pacific University (SPU) www.spu.edu/depts/sbe
Eastern Washington University (EWU) www.ewu.edu	University of Washington (UW) www.foster.washington.edu/academic www.uwb.edu/business (Bothell); www.tacoma.uw.edu/milgard-school
Pacific Lutheran University (PLU) www.plu.edu/busa	Washington State University (WSU) www.business.wsu.edu
Seattle University (SU) www.seattleu.edu/albers	Western Washington University (WWU) www.cbe.wvu.edu

Students interested in earning a bachelor's degree in Hospitality Management (via WSU's program at Eastern Washington University) should contact the program advisor at the following phone number: 425.388.9364; dhu@everettcc.edu

GETTING STARTED AT EVERETT

Enrollment Services provide information on transfer requirements; contact Enrollment Services at 425.388.9364; advising should contact 425.388.9364.

PROGRAM ADVISORS

Students are required to complete an academic plan. Registrar's Office: Dongwa Hu, Olympus 216; 425.388.9364; dhu@everettcc.edu
Chad T. Lewis, Olympus 216; 425.388.9559; ctLewis@everettcc.edu

Lynne Muñoz, Olympus 216; 425.388.9175; lmunoz@everettcc.edu

If there is no answer, please call the Division Office at 425.388.9364

Program advisor information

Bill Reed, Monte Cristo 122; 425.388.9538; mreed@everettcc.edu

BUSINESS TRANSFER—DTA/MRP DEGREE REQUIREMENTS

Must earn a C grade (2.0) or better in all required courses. Courses may be subject to prerequisites.

BASIC COMMUNICATION SKILLS (10 credits)					
Course	Course Title	Credits	Grade	Quarter	Year
ENGL& 101 or ENGL& 101D	English Composition I	5			
ENGL& 102, ENGL& 102D or CMST& 220	Composition II or Public Speaking (CMST& 220 required at EWU)	5			

BASIC QUANTITATIVE SKILLS (10 credits)					
Course	Course Title	Credits	Grade	Quarter	Year
MATH 138 or &141 or &144 or &148 or &151 (or higher)		5			
MATH& 148 or &151 or higher		5			

HUMANITIES (15 credits with no more than 10 credits from any one discipline on the AAS DTA Humanities Distribution list. No more than 5 credits of foreign language and performance arts credits can be listed. Two quarters at EvCC or two years in high school of the same world language is required for admission to all UW campuses. Students interested in a business major should consult with the specific transfer institution regarding foreign language requirements.)

Course	Course Title	Credits	Grade	Quarter	Year
		5			
		5			
		5			

SOCIAL SCIENCE (15 credits; 10 credits in economics; 5 credits other than economics from the AAS DTA Social Science distribution list. BUS &101 recommended as a social science distribution course.)

Course	Course Title	Credits	Grade	Quarter	Year
ECON& 201	Micro Economics	5			
ECON& 202	Macro Economics	5			
BUS& 101 (recommended)	Introduction to Business	5			

NATURAL SCIENCE (15 credits; 5 credits in statistics; 5 credits each from the AAS DTA Natural Science distribution lists Part A and B.)

Program-specific "degree-sheets"

Notes:

- To earn a certificate or degree, the courses must be completed with a cumulative GPA of 2.0 (C) or better.
- Gonzaga requires a course equivalent to its BMIS 235, Management Information Systems.
- PLU requires a course equivalent to its Computer Applications CSCE 120 or MOS certification; CL 101 may suffice to fulfill this requirement.
- SPU requires a course equivalent to its BUS 1700 or MOS certification (MOS 77-420); BT 242 may suffice to fulfill this requirement.
- WWU requires a course equivalent to its MIS 220 Introduction to Computer Systems; CL 101 may suffice to fulfill this requirement. The WWU Manufacturing and Supply Chain Management program requires additional coursework, some of which may also be taken as elective credit at EvCC. Management program web site is www.wvu.edu/node/731/.

Notes:

- To earn a certificate or degree, the courses must be completed with a cumulative GPA of 2.0 (C) or better.
- Gonzaga requires a course equivalent to its BMIS 235, Management Information Systems.
- PLU requires a course equivalent to its Computer Applications CSCE 120 or MOS certification; CL 101 may suffice to fulfill this requirement.
- SPU requires a course equivalent to its BUS 1700 or MOS certification (MOS 77-420); BT 242 may suffice to fulfill this requirement.
- WWU requires a course equivalent to its MIS 220 Introduction to Computer Systems; CL 101 may suffice to fulfill this requirement. The WWU Manufacturing and Supply Chain Management program requires additional coursework, some of which may also be taken as elective credit at EvCC. Management program web site is www.wvu.edu/node/731/.

FIU FLORIDA INTERNATIONAL UNIVERSITY **MyMajor** **Apply**

UNDERGRADUATE DEGREE SEARCH

MyMajor provides in-depth information on all FIU Undergraduate majors, their admissions criteria, career opportunities, and their departments' contact information. Use this tool to help find where you fit at FIU.

All areas of interest
 Administration and Management
 Biological and Environmental Sciences
 Global and Social Sciences
 Honors
 Humanities and Arts
 Health Sciences
 Physical Sciences and Engineering

Search using career/major name

Select an area of interest

GSI: GRADUATION SUCCESS INITIATIVE

MyMajor is part of the Graduation Success Initiative, a set of innovations dedicated to helping students learn more about GSI, please visit

FIU FLORIDA INTERNATIONAL UNIVERSITY **MyMajor**

Undergraduate Degree Search

Physical Sciences and Engineering | All campuses | or by college/school: Architecture and the Arts

BROWSE MAJORS

Majors	Degree	Major Maps	College/School	Campuses
Biomedical Engineering	Bachelor of Science	2-year Transfer, 4-year Freshman	Engineering and Computing	MMC
Chemistry (BA)	Bachelor of Arts	2-year Transfer, 4-year Freshman	Arts and Sciences	MMC
Chemistry (BS)	Bachelor of Science	2-year Transfer, 4-year Freshman	Arts and Sciences	MMC
Chemistry: Biochemistry	Bachelor of Arts	2-year Transfer, 4-year Freshman	Arts and Sciences	MMC
Computer Engineering	Bachelor of Science	2-year Transfer, 4-year Freshman	Engineering and Computing	MMC
Computer Science	Bachelor of Science	2-year Transfer, 4-year Freshman	Engineering and Computing	MMC

Program description

COMPUTER SCIENCE, BACHELOR OF SCIENCE

Engineering and Computing
Campus: Modesto Maidique Campus

Program Description

The BSCS degree presents a course of study that

Select a major map for course sequence and prerequisites to finish in two years

Admission Requirements

Career Opportunities

Related Occupations:
Computer Scientist; Control System Computer Scientist; Scientific Programmer Analyst.

Most of these occupations require graduate school. For example, they may require a master's degree, and some require a Ph.D., M.D., or J.D. (law degree).

Wages & Employment Trends for :

Florida Median income	\$90,910
Florida rate of growth	+5%
National Median wages	\$108,360
National Projected growth	+15 to 21%

Source and more information:
<http://www.onetonline.org/link/summary/15-1011.00>

FIU FLORIDA INTERNATIONAL UNIVERSITY

Undergraduate Major Map

Catalog Year: 2015
College / School: Engineering
Major: Computer Science - BS
Track / Concentration: Career Path
Two Year Transfer

Fall Term 2015

Course Group	Course Required	Course Description	Credit Hours	Crit Ind	Course Notes
Core Courses	CDA 3103	Fund Computer Systems	3		
Additional Courses	ENC 3249	Prof Tech Writing Comp	3		
Core Courses	COP 3337	Programming II	3		
Core Courses	STA 3033	Prob & Stat For Cs	3		
Core Courses	MAD 2104	Discrete Mathematics	3		

Spring Term 2016

Course Group	Course Required	Course Description	Credit Hours	Crit Ind	Course Notes
Core Courses	CDA 4101	Structure Comp Org	3		
Core Courses	CGS 3095	Technology in the Global Arena	3		
Core Courses	COP 3530	Data Structures	3		
Core Courses	COT 3541	Logic For Comp Sci	3		
Core Courses	COP 4710	Database Management	3		

Summer Term 2016

Course Group	Course Required	Course Description	Credit Hours	Crit Ind	Course Notes
Core Courses	COP 4338	Programming III	3		

FIU FLORIDA INTERNATIONAL UNIVERSITY

Undergraduate Major Map

Fall Term 2016

Course Group	Course Required	Course Description	Credit Hours	Critical Indicator	Course Notes
Core Courses	CDA 4010	Software Org I	3	C	
Electives	CNT 4713	Networks Computing	3		
Core Courses	MAD 3812	Theory Algorithms	3		Please see PDA for list of approved courses.
Electives			3		Please see PDA for list of approved courses.
General Electives			3		Please see PDA for list of approved courses.

Spring Term 2017

Course Group	Course Required	Course Description	Credit Hours	Critical Indicator	Course Notes
Core Courses	CSB 4011	Senior Project	3		
Core Courses	COP 4500	Phil Of Prog Lang	3		
Core Courses	COP 4610	Operating Syst Princ	3		Please see PDA for list of approved courses.
Electives			3		Please see PDA for list of approved courses.

Summer Term 2017

Use this semester to catch up on coursework if necessary.

General Requirements

2 year plan assumes student has completed an Associates of Arts Degree from a Florida Public Institution as well as the following pre-requisite courses for the major: CGS 1800, COP 2210, MAC 2310, MAC 2312, PHY204A, PHY204B, PHY204C, PHY 204BL, BSC 1010 and BSC 1011L OR BSC 1011 and BSC 1011L, MAD 2104

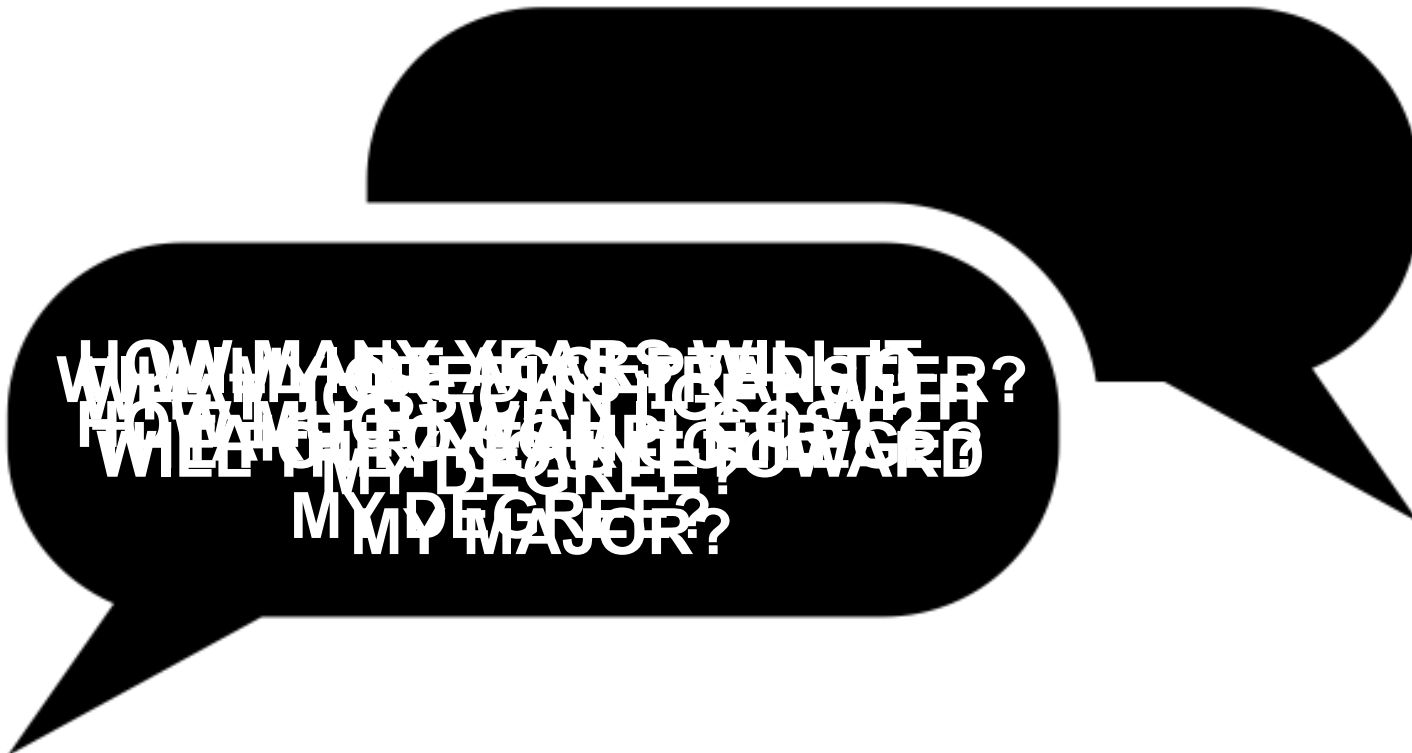
Critical Indicator is the minimum grade indicated in specific courses to demonstrate proficiency and progress in major. Earning less than the minimum grade is a trigger for a conversation with advisor.

GENERAL UNIVERSITY REQUIREMENTS

Transfer students are assumed to have completed an Associates of Arts Degree from a Florida Public Institution or completed 60 credits and the University Core Curriculum Requirements.

In addition, the following courses are required of incoming transfer students:
Global Learning Requirement for Transfers: Transfers entering FIU Fall 2011 or later are required to take two Global Learning courses.

STRATEGY 3: Provide Tailored Transfer Student Advising



STRATEGY 3: Provide Tailored Transfer Student Advising



**COMMUNITY COLLEGE
ADVISING PRACTICES**

- ✓ Clearly articulate students' transfer options and help them determine, as early as possible, their field of interest, major, and preferred transfer destination
- ✓ Continuously monitor student progress, provide frequent feedback and intervene quickly when students are off-track
- ✓ Help students access the financial resources necessary to achieve their goals

WEBSITE EXERCISE

Imagine you are a student about to register for classes at your community college.

You want to study marketing and transfer to a local four-year university. Go to **YOUR COLLEGE'S** website, and find the information that you need to select your courses and transfer successfully. Try to figure out what courses you will need to in order to transfer and enter the marketing program at the four-year institution.

Think about the following questions **AS THE STUDENT**:



Getting Off on the Right Start: What marketing programs are available at nearby universities? What career options are available to you after you transfer and complete the degree? What do salaries look like for these career options? Is this information available to you on either website?



Planning for Program Requirements: What are the requirements for admission to the university's marketing programs? What classes will the student need to take at **YOUR COLLEGE** if you want to transfer into a marketing program at the university? How easy or difficult was it to find this information? How many clicks did it take?



Locating In-Person Help: Who would you need to go to at **YOUR COLLEGE** to get information on transfer in marketing? Where would you go to on your campus to find that person? How easy or difficult was it to find this information on your website?

STRATEGY 3: Provide Tailored Transfer Student Advising

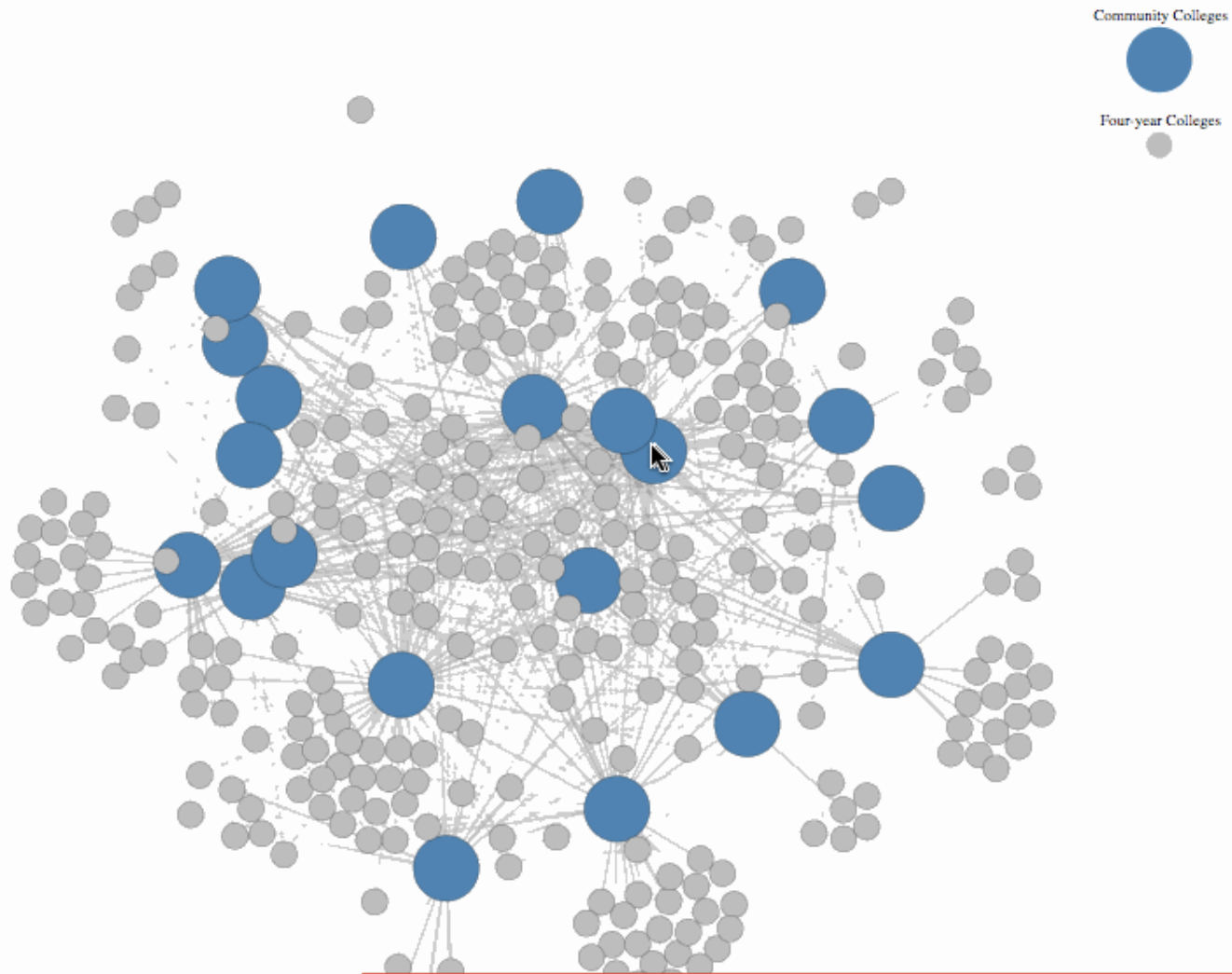


**FOUR-YEAR COLLEGE
ADVISING PRACTICES**

- ✓ Commit dedicated personnel, structures, and resources for transfer students
- ✓ Assign advisors and clearly communicate essential information to prospective transfer students
- ✓ Strongly encourage transfer students to choose a major prior to transfer
- ✓ Replicate elements of the first-year experience for transfer students
- ✓ Exercise fairness in financial aid allocation

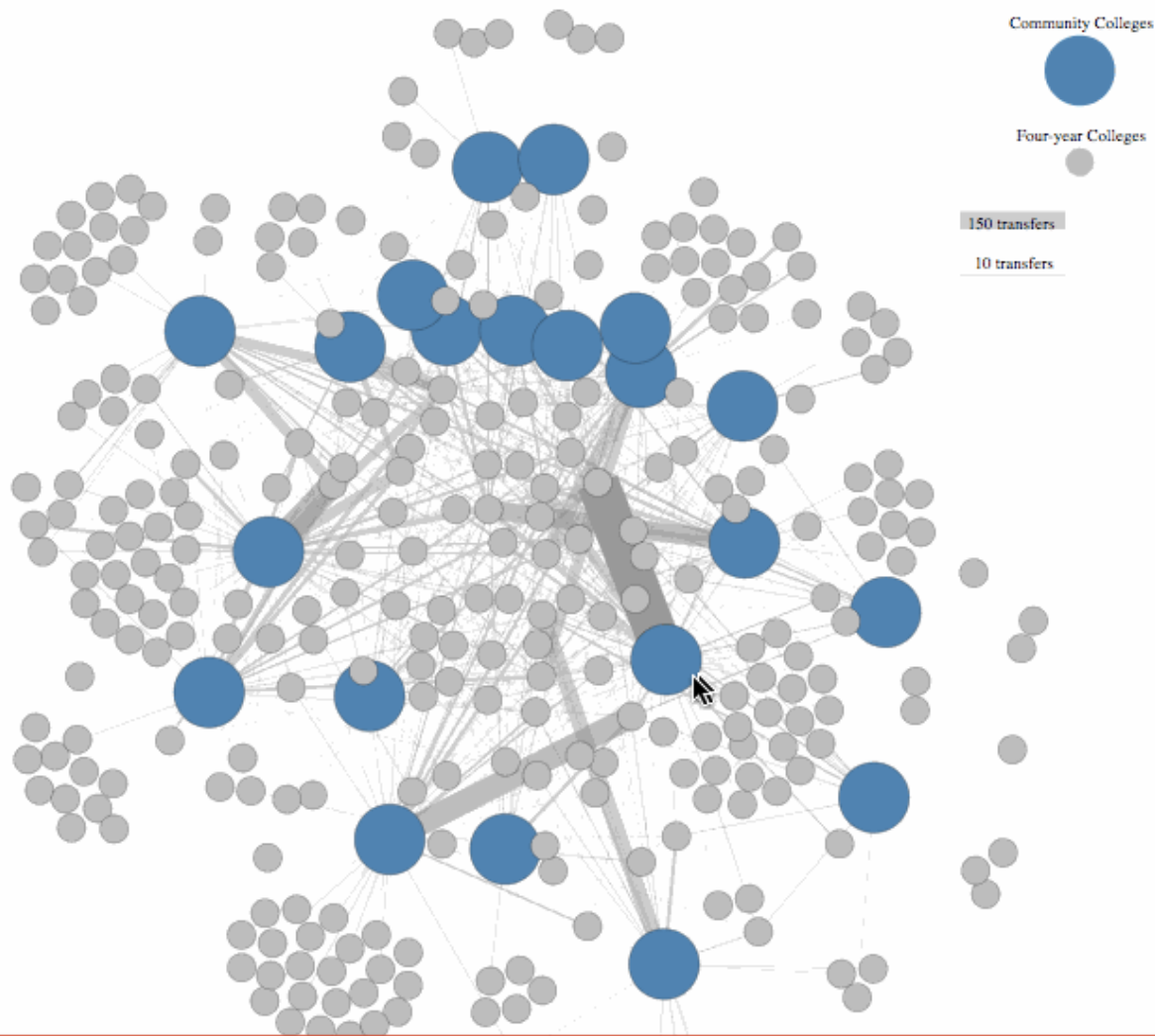
Build Strong Transfer Partnerships

Weight links by number of transfers | Add color for completion rates | Reset



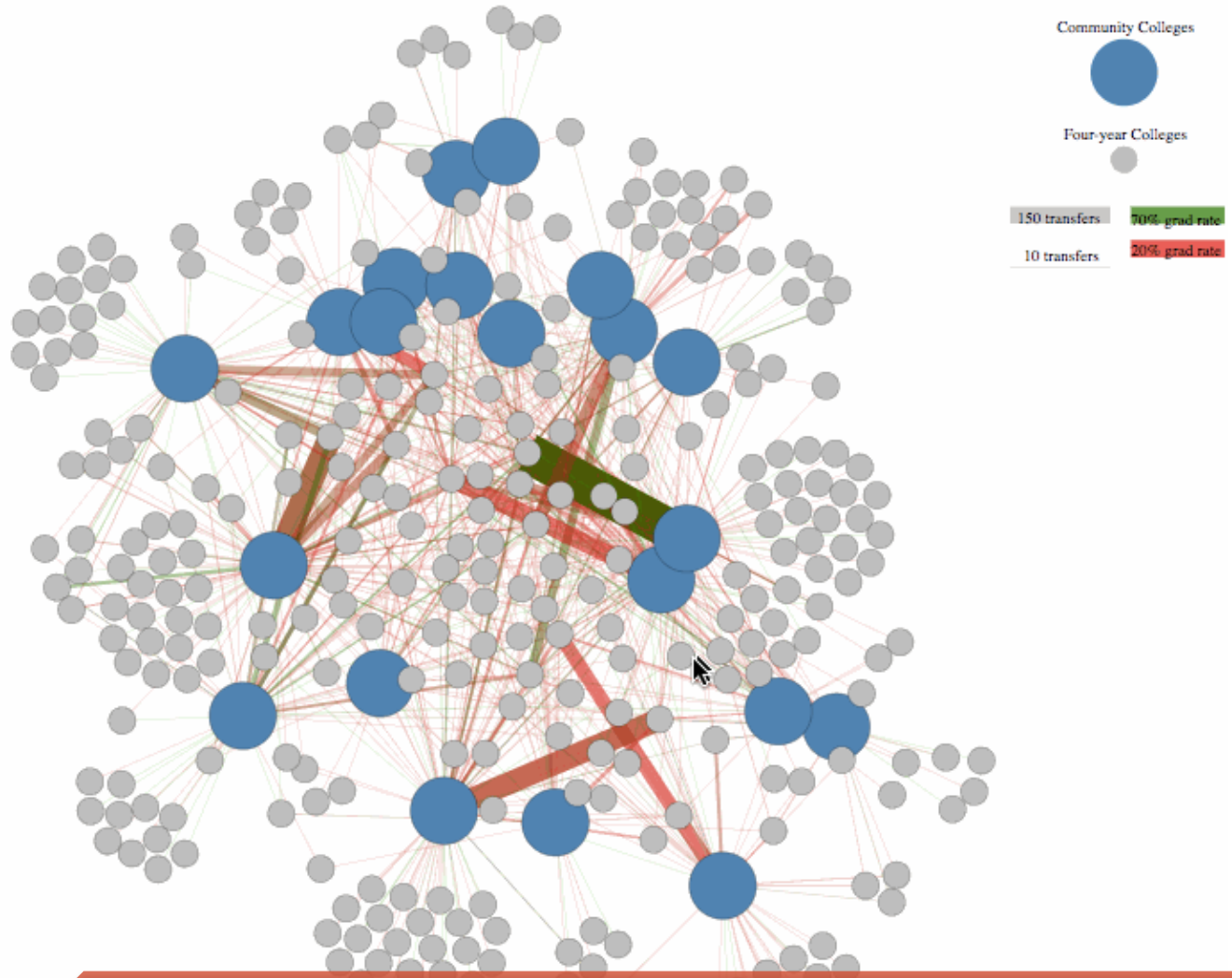
Transfer Networks are complex

Weight links by number of transfers Add color for completion rates Reset



Colleges are prioritizing major partners

Weight links by number of transfers Add color for completion rates Reset



...and looking at success by partner

Build Strong Transfer Partnerships

- ✓ Build trusting relationships with partners and communicate frequently at all levels.
- ✓ Share data on transfer student experiences and outcomes.
- ✓ Jointly invest in shared support services and strategic initiatives to benefit transfer students.
- ✓ Collaborate on improving instruction and support services for transfer students.
- ✓ Designate “transfer champions” to serve as liaisons to transfer partners.

Institution Name: _____

Overview: This tool is designed to help your institution assess the alignment of your community college transfer student practices with those described in *The Transfer Playbook: Essential Practices for Two- and Four-Year Colleges*, published in May 2016 by the Aspen Institute's College Excellence Program and the Community College Research Center at Columbia University's Teachers College. These practices were identified based on research on two- and four-year institutional partnerships that have achieved exceptional transfer and baccalaureate completion rates for students who start at community colleges (controlling for student and institutional characteristics).

How to use this tool: The assessment is organized around four categories of essential practices: 1) prioritize transfer, 2) create clear, rigorous program pathways, 3) provide tailored transfer advising, and 4) build effective transfer partnerships. Within the four categories, please use the following scale to rate how systematically each sub-practice is implemented at your college. By "systemic," we mean that the practice is implemented routinely and at scale, and that it is part of the regular operation and culture of the college. The tool offers questions to consider as you conduct the assessment, and space to identify possible next steps.

Scale of Adoption
(1) Minimal
(2) Beginning
(3) Building
(4) Systemic

We recommend that a core team be assembled to complete the assessment to ensure that those with relevant knowledge of transfer student practices and policies are included. Possible members of the team might include: deans from at least two colleges or academic divisions, department chairs from at least two academic divisions, a financial aid staff member, and advisors who work with transfer students. Once a diverse, inclusive core team has completed the assessment, members should then engage others at the institution in conversation about the results, beginning with the president and her/his cabinet and followed by a broader group of faculty and staff. Ideally these discussions should help refine the assessment, build shared understanding of the ways your institution does and does not support transfer students, and motivate college leaders to continue to engage the wider college community in planning and implementing improvements.

For help using this tool: Contact Josh Wyner of the Aspen Institute (josh.wyner@aspeninstitute.org) or Davis Jenkins at CCRC (davisjenkins@gmail.com).

To share feedback or comments on the report, please contact John Fink (john.fink@tc.columbia.edu).

Institution Name: _____

Date: _____

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Scale of Adoption	Definition
(1) Minimal	The college does not engage in this practice in a significant way (i.e., routinely and/or at scale)
(2) Beginning	The college is beginning to engage in this practice, but has not moved toward systematizing it
(3) Building	The college engages in this practice and is moving toward systemic implementation
(4) Systemic	The college engages in this practice systemically

We recommend that a core team be assembled to complete the assessment to ensure that those with relevant knowledge of transfer student practices and policies are included. Possible members of the team might include: deans from at least two colleges or academic divisions, department chairs from at least two academic divisions, a financial aid staff member, and advisors who work with transfer students. Once a diverse, inclusive core team has completed the assessment, members should then engage others at the institution in conversation about the results, beginning with the president and her/his cabinet and followed by a broader group of faculty and staff. Ideally these discussions should help refine the assessment, build shared understanding of the ways your institution does and does not support transfer students, and motivate college leaders to continue to engage the wider college community in planning and implementing improvements.

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DRAFT FOR FIELD TESTING AND REVIEW

DRAFT FOR FIELD TESTING AND REVIEW
COMMENTS WELCOME

ESSENTIAL TRANSFER PRACTICES

Institution

Overview
Essential
Research
have achieved
character

How to use
3) provide
systematic
and the
space to

We recommend
that service
student should
of faculty
transfer

For help

To share feedback

a. The institution and other senior college transfer outcomes is institution's	ESSENTIAL TRANSFER PRACTICE #2: CREATE CLEAR, RIGOROUS PROGRAM PATHWAYS	Stage of Adoption at Our Institution	Questions to Consider	Next Steps: Easy Wins and Opportunities for Long-Term Improvement
b. Transfer student reflected as institution's (e.g., strategic self-study, self-planning documents, etc.).	a. Programs of study for community college transfer students are clearly mapped.	<input type="checkbox"/> Minimal <input type="checkbox"/> Beginning <input type="checkbox"/> Building <input type="checkbox"/> Systemic	<ul style="list-style-type: none"> Do the transfer maps clearly indicate: <ul style="list-style-type: none"> recommended lower-division courses, course sequences, and progress milestones by academic term for specific majors? clear information on special requirements and procedures for specific majors or colleges? notes to clarify particularly confusing articulation with major feeder colleges? information on career opportunities in each field? Are the maps easily accessible on the institution's website? Is there a mechanism for keeping transfer program requirements and maps up-to-date? 	
c. The institution and widely transfer student the effective practices.	b. Community college coursework and extra-curricular activities provide students with rigorous preparation aligned to expectations for their junior and senior years at your institution.	<input type="checkbox"/> Minimal <input type="checkbox"/> Beginning <input type="checkbox"/> Building <input type="checkbox"/> Systemic	<ul style="list-style-type: none"> What does your institution do to ensure that the lower division instruction offered by partner community colleges is aligned with the requirements for your major programs, both in content and level of rigor? Are your academic departments actively involved in reviewing the content and quality of partner community college offerings? Is there a process for your academic departments to communicate needed improvements to partner community colleges? If so, how well does this process work? 	
	c. Alternatives to traditional 2+2 transfer pathways have been developed for circumstances where those are not the best routes to a bachelor's degree.	<input type="checkbox"/> Minimal <input type="checkbox"/> Beginning <input type="checkbox"/> Building <input type="checkbox"/> Systemic	<ul style="list-style-type: none"> For which students or programs do 2+2 arrangements work best? For which does the 2+2 arrangement work least well? What new structures have been put in place to improve outcomes (e.g., 1+3; 3+1; reverse transfer)? 	

For more information

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<http://ccrc.tc.columbia.edu>

where you can download presentations, reports,
and briefs, and sign-up for news announcements.

We're also on [Facebook](#) and [Twitter](#).

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E-mail: ccrc@columbia.edu Telephone: 212.678.3091



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