Building a Culture of Transfer Across the Institution: 
Lessons from Transfer Pathways Initiatives

2022 Institute for Chief Academic Officers 
with Chief Financial and Chief Enrollment Officers
TENACIOUS. CONFIDENT. FORWARD-LOOKING.
Presenters

Nancy J. Evangelista, Provost, Muskingum University
Jeff Frederick, Provost, Wingate University
Melissa Perdue, Chief Financial Officer, Wingate University
Marcy Ritzert, Vice President for Enrollment, Muskingum University

Chair: Laura Furge, Provost, Muhlenberg College
Opening Poll

Who’s in the Room?
• How many participants are chief academic officers?
• How many participants are chief enrollment officers?
• How many participants are chief financial officers?

What was your institution’s transfer enrollment for 2021–2022?
• Under 50 students
• Between 50 and 100 students
• Over 100 students
Wingate
Profile and Context

• ~3,500 students; Bachelors to Doctoral; 56% first generation; 41% Pell; 41% non-white. Welcome.

• 30 Minutes from uptown Charlotte; Less than an hour from five community colleges (88K student pool) Proximity.

• Demography of Growth: North Carolina and Wingate area; Plausibility of approach.
The Business Case for Transfer Pathways

Why move in this direction?

The **volume argument**: 574K community college students and 28K *early college* students in North Carolina.

The **importance of (mission) diversity**: state-based research indicates underrepresented students benefit profoundly from early college.

**Create an Echo**: Campus Retention puzzle- lower cost to recruit and admit a transfer; higher retention; replace a first-year student that doesn’t persist.

The intersection of **capacity and opportunity**: space in upper-division courses

The **Backyard Value Proposition**.
How to make it work: Layers of support

On site recruiting; financial and scholarship advantages; data sharing; transfer team; FAFSA support; early access; advising; counseling; campus life; suite of success services.

- How do you smooth the transition? *People factors.*
- Do your data tool(s) allow for the 30 minute customer service standard? *Ours does not.*
- Is an online only component feasible? *Where will you grow next?*
Three Case Studies

Transfer Heterogeneity

• **Emily**: high achiever; commuter; cc graduate; double major; now works fulltime in campus success initiatives.

• **Andy**: commuter; cc graduate; year-and-a-half Covid pause; Wingate GPA is higher than high school or community college; family member and fiancé now attend as well.

• **Tammy**: residential; early college; high GPA; applicant to a Wingate health science doctoral program.
Questions?

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Supporting Transfer Students

- Access is a prominent value, including transfer student access
- Founded in 1837 to provide access to higher education to the farming families of the region; women admitted on an equal basis in 1854.
- Post WWII programs for adults formalized in 2004 as the Muskingum Adult Program (MAP)
- Transfer student admissions coordinator as a dedicated role
- Financial aid packages average 10% less for transfer students, still robust
OT 36 at Muskingum - Implementation

- Entering class of 2012 recruited using the Transfer Module
- Approved for Associate’s Degree or 60 credits completed
- All courses with passing grade accepted for transfer credit
- Courses without an equivalency are transferred as elective credit
- Completed transfer module fulfills most general education requirements

PLUS
- Transfer Seminar instead of First Semester Seminar
- One course from gen ed Moral Inquiry category
- Upper-level course designated to as a Writing Unit course
Trends at Muskingum University

Transfer Enrollment

- **Applications**: 178, 208, 171, 177, 169
- **Accepts**: 115, 141, 127, 126, 98
- **Deposits**: 63, 72, 50, 47, 37

Labels:
- 18/FA
- 19/FA
- 20/FA
- 21/FA
- 22/FA
Transfer Pathways to the Liberal Arts in Ohio - The Program

- CIC & OFIC grant from Teagle and Arthur Vining Davis Foundations
- 14 private colleges & universities, 11 community colleges in Ohio
- Building common transfer pathways in English, Biology, Psychology
- Signing the new Pathways at the Ohio Statehouse on December 7, 2022
- Next phase – Building an Advising Framework
Questions?

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Final Takeaways

• **Recruit local talent**: Transfers that come from within an hour of the campus have a working knowledge of the university’s value.

• **Look beyond grades**: Many transfer students will do their best work at the university.

• **Build connections off-campus**: Partnerships and pathways are imperative to create seamless transitions.

• **Build collaboration on campus**: Successful transfer services require buy-in from University members and collaboration among departments.
For More on Transfer Pathways at 2022 CAOI

- **Monday, November 7:** Breakfast Roundtable on “Welcoming Community College Transfer Students” (7:30 to 8:45 a.m., Dallas Ball Room Grand Hall)

- **Tuesday, November 8:** Transfer Pathways Breakfast for Teagle/Arthur Vining Davis Foundations Grantees (7:30 to 8:45 a.m., State Room 3)
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THANK YOU

The Council of Independent Colleges
guidebook
Metz CULINARY MANAGEMENT