

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**



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TENACIOUS. CONFIDENT. FORWARD-LOOKING.



The Council of
Independent Colleges

guidebook



Metz
CULINARY MANAGEMENT

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

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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

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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.



lab of
difference-
making

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?



Photo by [Jon Tyson](#) on [Unsplash](#)



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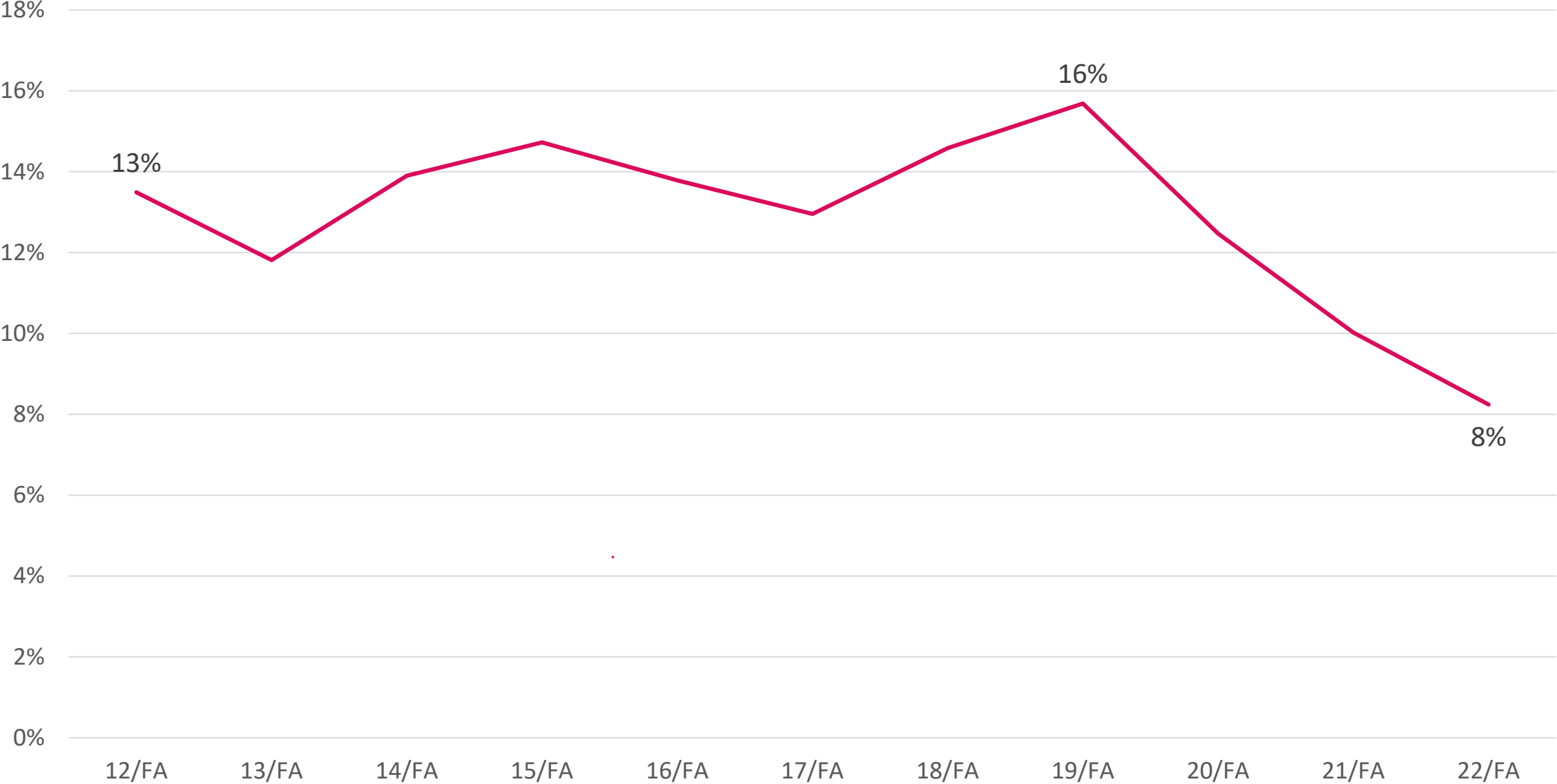
- Access is a prominent value, including transfer student access
- Founded in 1837 to provide access to higher education to the farming families of the region; women admitted on an equal basis in 1854.
- Post WWII programs for adults formalized in 2004 as the Muskingum Adult Program (MAP)
- Transfer 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

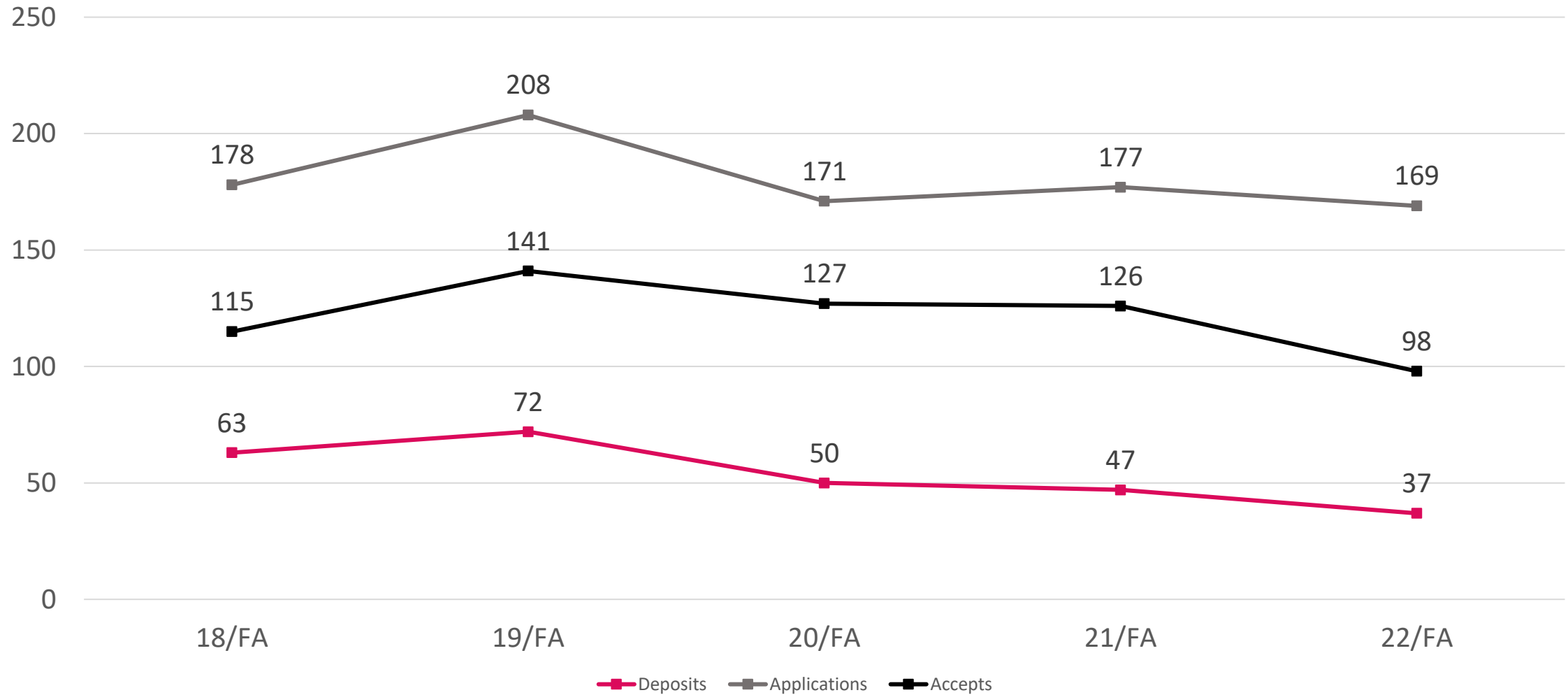


Transfers as % of Entering Class



Trends at Muskingum University

Transfer Enrollment



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?

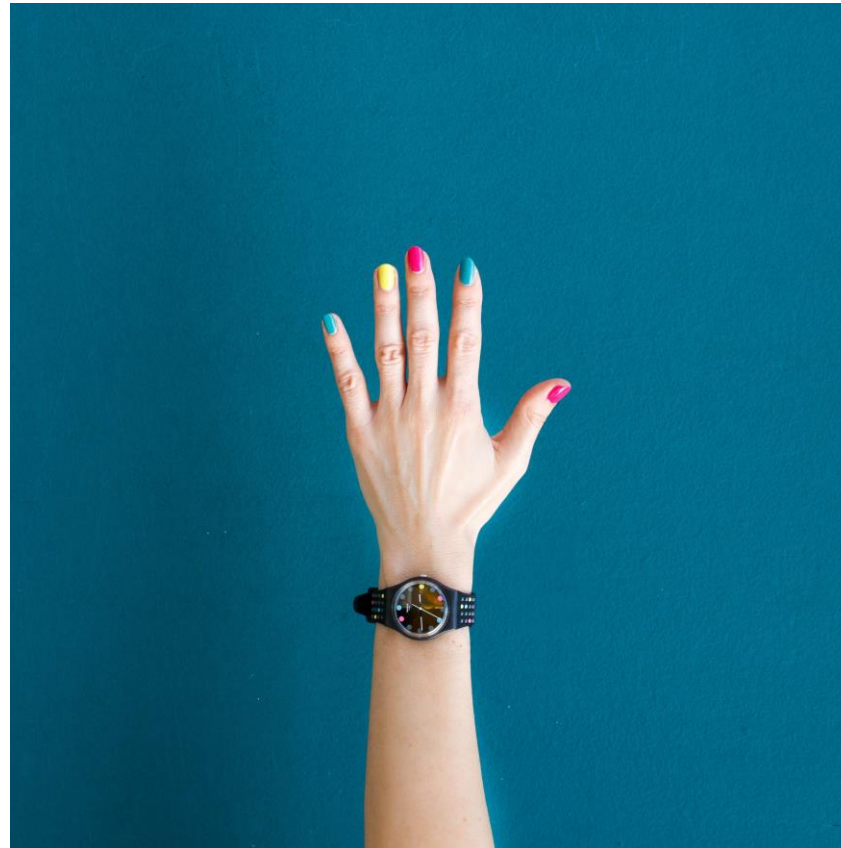


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Final Takeaways

- **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.

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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



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