Paving the Path to Transfer

Growing Community College Transfer by Removing Barriers to Enrollment

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Enrollment
Management Forum

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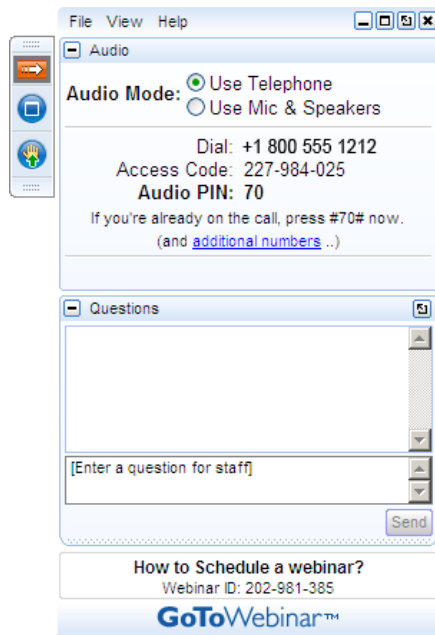
1 Institutional Concerns Met by Investments in Transfer
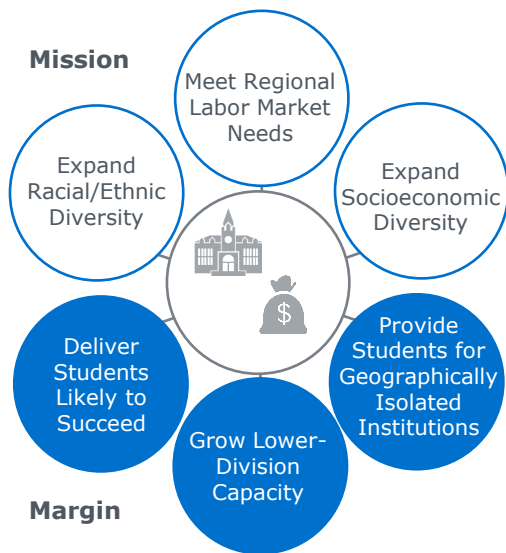-Concern #1: Growing Undergraduate Enrollment
-Concern #2: Bolstering Tuition Revenues
-Concern #3: Increasing Campus Diversity
-Concern #4: Supporting Student Success

2 Reducing Barriers to Transfer Student Preparation

3 Reducing Barriers to Four-Year Search

4 Reducing Barriers to Transfer Enrollment

A Wealth of Hidden Value

Community College Transfers Meet Mission and Margin Imperatives

Varied Benefits of Transfers

Mission

- Meet Regional Labor Market Needs
- Expand Racial/Ethnic Diversity
- Expand Socioeconomic Diversity
- Provide Students for Geographically Isolated Institutions
- Deliver Students Likely to Succeed
- Grow Lower-Division Capacity

Margin

Concerns Spurring Investments in Transfer

Growing Undergraduate Enrollments

Bolstering Tuition Revenues

Supporting Student Success

Sources: Community College Research Center, "What We Know About Transfer," Teachers College, Columbia University, 2015; "Obama: Community College Should Be 'As Free and Universal in America as High School'," *PBS Newshour,* 2015.

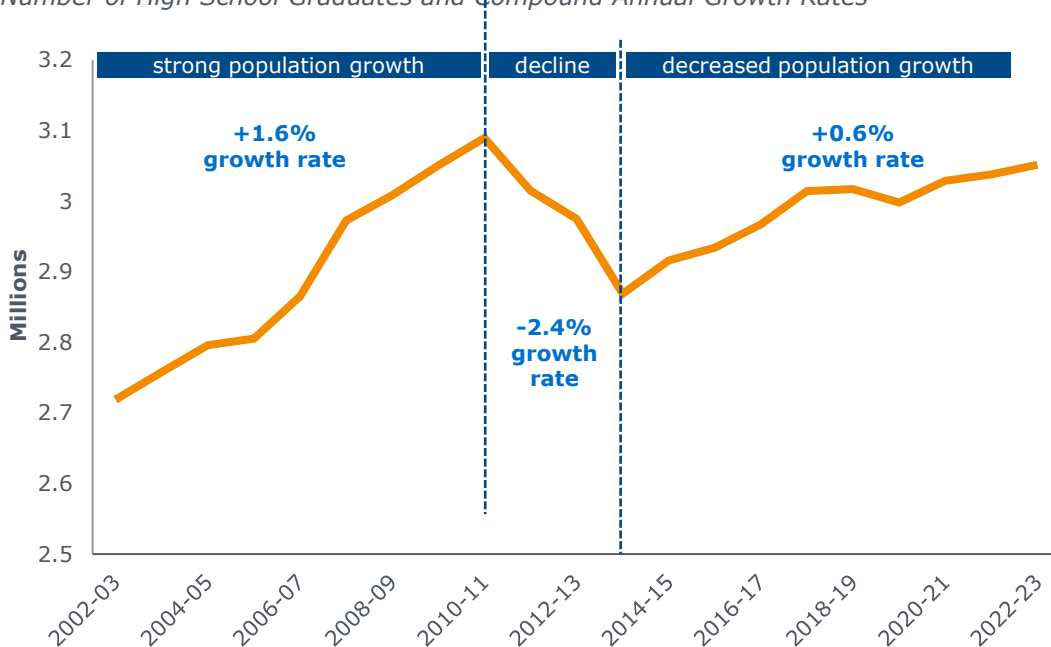# Concern #1: Growing Undergraduate Enrollment

Slowed Growth of High School Graduates Increases Competition for Students

High School Graduate Growth Rate Slows After Demographic Decline

Number of High School Graduates and Compound Annual Growth Rates

strong population growth | decline | decreased population growth

+1.6% growth rate

+0.6% growth rate

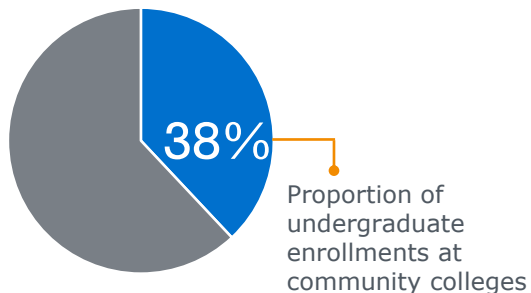-2.4% growth rate

Millions

Transfers Provide a Large Source of Undergraduate Prospects

Community Colleges Provide a Large Source of Undergraduate Transfer Enrollments

Share of Undergraduate Enrollments

38%

Proportion of
undergraduate
enrollments at
community colleges

Community College Students by Goal

12.4M — Total Enrollment
7.4M — Degree-Seeking
5.9M — Intend to Transfer
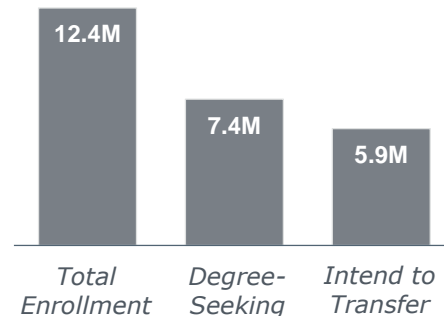
Concern #2: Bolstering Tuition Revenues

Stagnating Undergraduate Tuition Revenue Growth Despite Rising List Prices

Increasing Tuition Discounting Eroding Four-Year Tuition Revenue Growth

Inflation-Adjusted Per Capita Values for FT FT Freshmen, Four-Year Privates

Proportion of Institutions Facing Tuition Revenue Declines by Sector

43%
four-year
privates

2008-2012

16%
four-year
publics

Bolstering Tuition Revenues (cont.)

Maximize Revenues by Increasing Transfer Enrollment

Transfer Students Primarily Middle Income, Enroll at a Higher Price
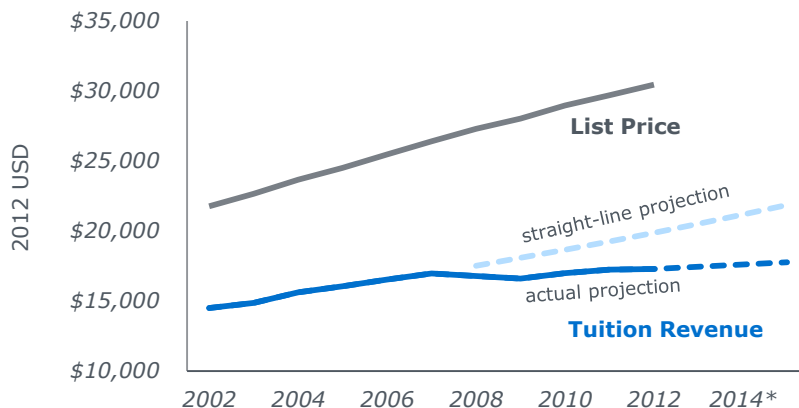*Family Income of 2003-2004 Entering Cohort*

Chart values:
- Bottom Quartile: 20%, 27%
- Middle Quartiles: 51%, 52%
- Top Quartile: 29%, 21%

■ Started at Four-Year
■ Two-Year Students with Transfer Intent
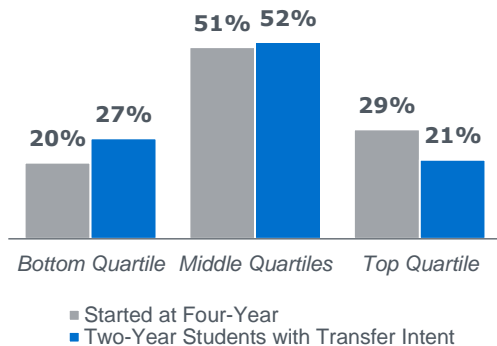
20-40%

higher price paid by transfers on average than that paid by first-time, full-time freshmen

" At every school I have consulted for, transfers have had **greater ability and willingness to pay** than freshmen, particularly because they've already saved so much money at the community college."

*Vice President for Enrollment Management,
Private Master's University*

Demographic and Political Pressures Spur Investments in Diversity and Access

Fastest Population Growth in Lowest Income Bands

Population Growth by Family Income, 2000-2013

Percent Growth

30%

17%

9%

5%

6%

0-30 30-60 60-90 90-120 120+

Family Income Range (in thousands of $)
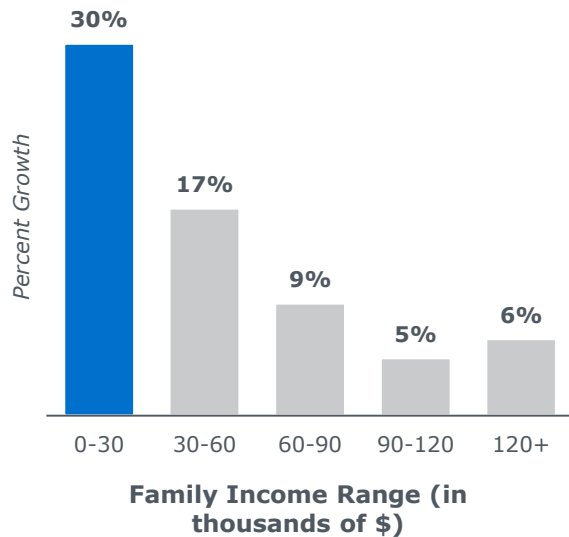
Growing Political Pressure to Increase Access

❝ For millions of Americans, community colleges are essential pathways to the middle class because   they're local, they're flexible… and you can get a great education."

President Barack Obama

Community Colleges Attract Fast-Growing, Diverse Student Segments

Proportion of Low-Income Enrollments at Community Colleges

57%

of first-time students from family incomes below $32,000 started at a community college
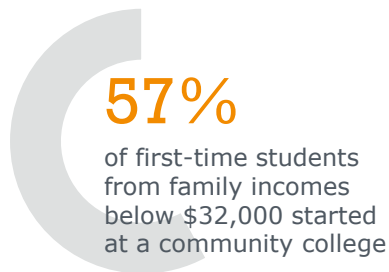
Enrollment Distribution by Race and Ethnicity at Two- and Four-Year Institutions

- White: Two-Year 50.2%, Four-Year 57.0%
- Hispanic: Two-Year 20.5%, Four-Year 13.8%
- African-American: Two-Year 14.2%, Four-Year 11.1%

■ Two-Year ■ Four-Year
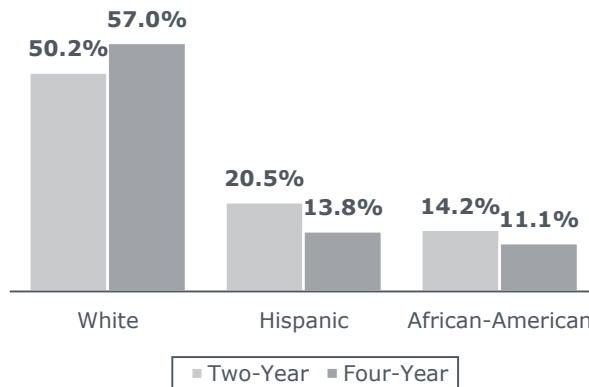
Institutions Under Greater Pressure to Invest in Student Persistence

Pressure on Net Tuition

Performance Funding

Political Pressure

Mission Concerns

"Student success is our top priority!"

Open Access

- Politics and performance funding force action

- Vulnerable to competition from above

Regional Private

- Pressure to compete on outcomes

- Every tuition dollar counts

Elite Research

- Mission to serve at-risk students

- "Keeping up with the Joneses"

Supporting Student Success (cont.)

Invest in Transfer Enrollment, Invest in Success

> " Transfer students are proven. You're not taking a chance with them. Once they come to a four-year institution you know they want a degree. Transfer students are a great investment."
>
> *Frank Ashley*
> *The College Board*

Transfer Students More Likely to Succeed than Four-Year Natives

Six-Year Graduation Rates by Class and Sector[1]

Chart data:

Sector	Transfer Student	Four-Year Native Student
Private Baccalaureate	78%	63%
Private Master's	54%	50%
Private Research	88%	66%
Public Baccalaureate	37%	20%
Public Master's	65%	47%
Public Research	59%	55%

■ Transfer Student   ■ Four-Year Native Student

Source: EMF Analysis.
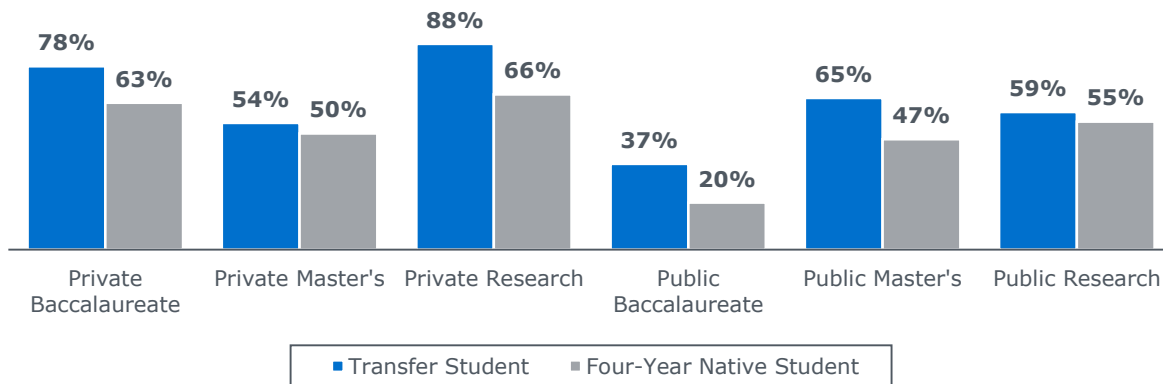
Barriers to Transfer at Every Stage

Slow and Confusing Process Prevents Many Students from Transferring

50%
intend to transfer

25%
actually transfer

Lifecycle of a Prospective Transfer Student

| Preparation | Search | Decision |

Wants to transfer, unsure how

- Confusing transfer guides
- Over-burdened two-year advisors

Looks for four-year, unsure of best fit

- Transfer fairs provide insufficient detail
- Infrequent visits from four-year recruiters, sparse contact

Wants to apply, still unsure if feasible

- How many credits will transfer?
- How much will it cost?
- How long will it take?

Intended Transfers Drop Out of Pipeline

Reducing Barriers to Transfer Enrollment

Practices to Guide Students Along the Transfer Pathway

Lifecycle of a Prospective Transfer Student

Preparation	Search	Decision
1. On-Site Transfer Concierges	4. Instant Transfer Admissions Events	6. Pre-Admission Credit Articulation
2. Wrap-Around Advising Partnerships	5. Phi Theta Kappa Recruitment Campaigns	7. Streamlined Credit Equivalency Reports
3. Program-Specific Curriculum Alignments		8. Self-Service Degree Forecast

Recommendations on Working with Faculty

1 Institutional Concerns Met by Investments in Transfer

2 Reducing Barriers to Transfer Student Preparation
  -Practice #1: On-Site Transfer Concierges
  -Practice #2: Wrap-Around Advising Partnerships
  -Practice #3: Program-Specific Curriculum Alignments

3 Reducing Barriers to Four-Year Search

4 Reducing Barriers to Transfer Enrollment

Practice #1: On-Site Transfer Concierges

Prepare Students for Transfer with On-Site Recruitment, Advising

THE UNIVERSITY OF TOLEDO

Take Recruitment to the Student

- Transfer concierges stationed at community college full-or part-time
- Students maintain access to advising from first day at community college

Provide Advising Aligned with Four-Year Goals

- Concierges maintain familiarity with both campus cultures and curriculum requirements
- Concierges elucidate articulation agreements and estimate credit transfer

Elevate Transfer Awareness and Increase Enrollment

- Transfer established as an attainable option, leads to heightened transfer rates
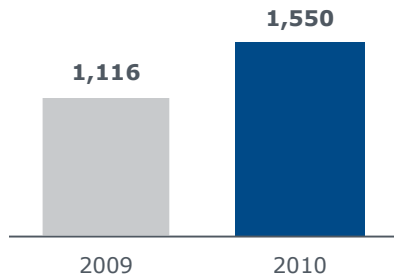- Fewer wasted credits and improved time-to-degree for transfer students

On-Site Transfer Concierges (cont.)

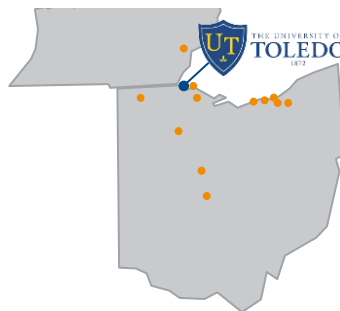## Increased Four-Year Presence at CCs Grows Transfer Enrollments

Transfer Enrollment Growth at UT
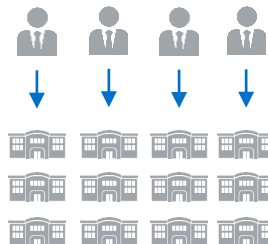*University of Toledo Transfer Enrollment*

38% increase in transfer enrollments, for $3.2 million in incremental tuition revenues

UT Expands Transfer Concierge Service from Main Feeder to All Regional Campuses

4 transfer concierges

11 community colleges served

Source: EAB Interviews and Analysis.

UCF's Advising Partnership Hardwires Transfer Preparation

University of
**Central
Florida**

**Wrap-Around Advising Keeps Two-Year Students on Track,
Widens the Transfer Pipeline**

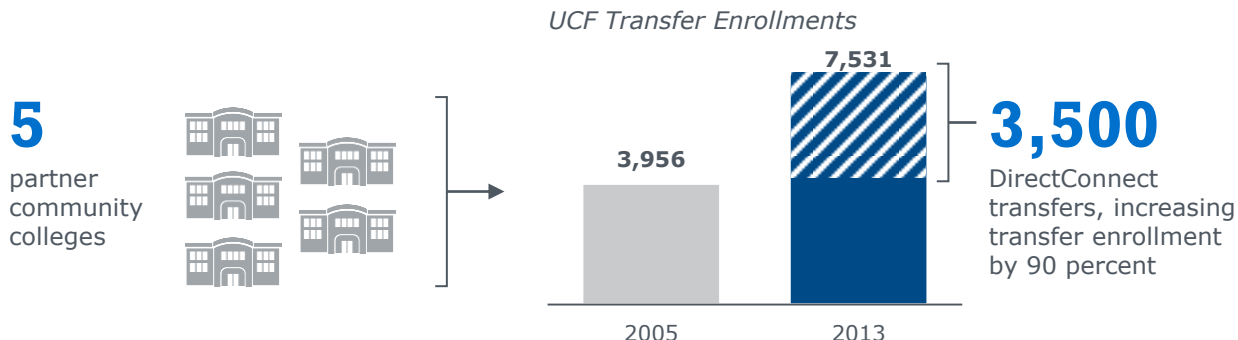| **Traditional Transfer Pipeline**	Student unsure of four-year financial aid and degree requirements	Student must take initiative to see an advisor and ensure progress to transfer	Student fails to complete paperwork, delaying admission or limiting credit transfer and financial aid
	1st Year at CC	**2nd Year at CC**	**Transfer**
DiRECT CONNECT TO UCF	**Subscribe Students from Day One**	**Reduce Staffing Load**	**Limit Student Responsibility**
	UCF enrollment staff lead financial aid workshops during two-year orientation, sign students up to advising mailing list	UCF advisors begin sharing advising caseload after 30 credits, take over full time at 45 credits; students receive consistent communication through CRM	Shared transcripts and test scores between institutions limits student responsibility; advisors provide consistent reminders and reliable support

Wrap-Around Advising Partnerships (cont.)

Advising Partnership Increases Transfer and Grows Student Body Diversity

Advising Partnership Grows Transfer Enrollments

UCF Transfer Enrollments

5

partner
community
colleges

3,956
2005

7,531
2013

3,500
DirectConnect
transfers, increasing
transfer enrollment
by 90 percent

Increased Visibility Improves UCF's Selectivity, Diversifies Enrollments

36K

students have
entered UCF through
DirectConnect from
2006 to 2014

20

percentage
point decrease
in admit rates
over ten years

~50%

of entering UCF
DirectConnect students
are underrepresented
minorities

Practice #3: Program-Specific Curriculum Alignments

Partner with Community College Programs to Advance STEM Preparation

UF FLORIDA **A Wealth of Transfers, But Not in Engineering**

Transfers Not Prepared for Engineering Success

- Lack of STEM preparation, insufficient remedial coursework

- Low-division engineering courses not available at CC

Engineering Unable to Fill Upper-Division Seats

- Lower-division attrition

- Upper-division coursework inaccessible to transfers, who lacked high-level intro courses

University of Florida's "Build-Your-Own" Engineering Transfer Pipeline

Offer rejected freshman engineering applicant deferred admission

Require initial matriculation in partner program at neighboring community college

Oversee instruction of missing lower-division coursework

Fill upper-division capacity with students prepared to succeed

Program-Specific Curriculum Alignments (cont.)

University of Florida and Santa Fe College Share Load, and Yield

SF | SANTA FE COLLEGE

UF | UNIVERSITY of FLORIDA

Community College

- Guarantee seats in required lower-division coursework
- Provide office space for UF advisor
- Support "Gator Engineering" student organization

Four-Year University

- Administer applications, admissions, and enrollment
- Provide "missing course" instruction at the community college
- Oversee academic advising (1FTE)
  - Oversee course completion, flag when ready for transfer
  - Guide students to UF research opportunities

Engineering program increases in appeal…

457
additional engineering applicants from 2011 to 2014

91
additional engineering admits from 2011 to 2014

…and fills capacity with dually-admitted students

85
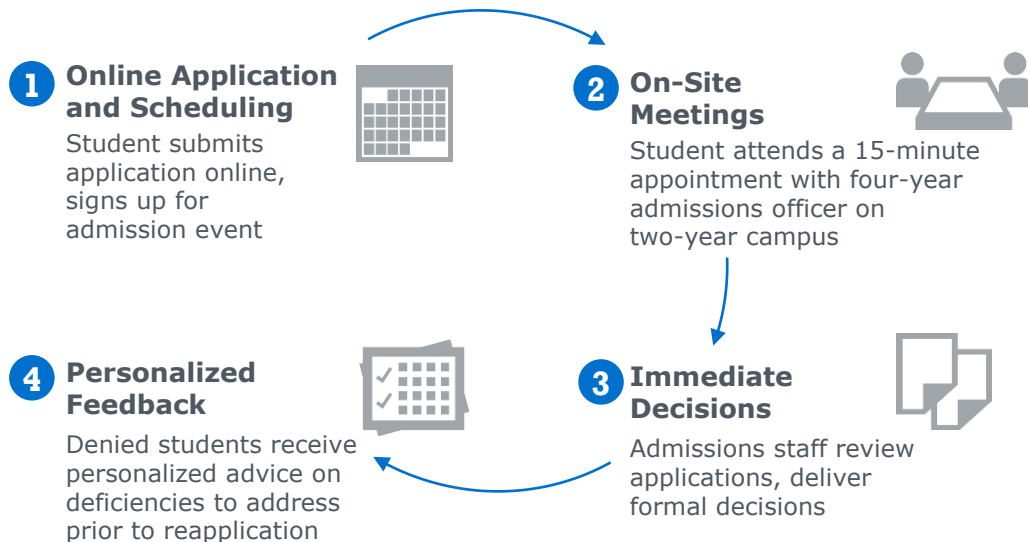dually-admitted engineering enrollments in first two years

$1.3M
annual tuition revenue from dually-admitted students

1 Institutional Concerns Met by Investments in Transfer

2 Reducing Barriers to Transfer Student Preparation

3 Reducing Barriers to Four-Year Search
   -Practice #4: Priority Transfer Admissions Events
   -Practice #5: Phi Theta Kappa Recruitment Campaigns

4 Reducing Barriers to Transfer Enrollment

Practice #4: Priority Transfer Admissions Events

Early, On-the-Spot Four-Year Admissions Decisions at Two-Year Campuses

VirginiaTech

1 **Online Application and Scheduling**

Student submits application online, signs up for admission event

2 **On-Site Meetings**

Student attends a 15-minute appointment with four-year admissions officer on two-year campus

4 **Personalized Feedback**

Denied students receive personalized advice on deficiencies to address prior to reapplication

3 **Immediate Decisions**

Admissions staff review applications, deliver formal decisions

Source: EAB Interviews and Analysis.

Early Decisions Increase Yield

Virginia Tech's Instant Review Opportunities Boost Transfer Enrollment

102
instant admissions offers

VirginiaTech

132
Community college students at on-site, instant review opportunities[1]

Instant Admits Yield at Higher Rates[1]

Overall Transfer Yield	Instant Transfer Admissions Yield
67%	82%
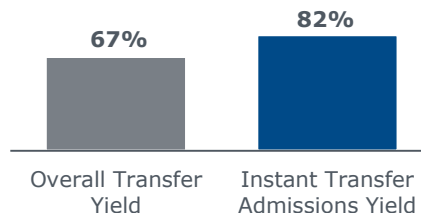
30
advising opportunities with denied students

Rejected Applicants Cultivated for Future Admission

Discussion topics for denied students

- Future transfer plan, including recommended courses

- Deadlines for next eligible transfer period

Host events before CC add/drop deadlines so students have time to make course-corrections

1) In addition to instant review opportunities at community college campuses, Virginia Tech also hosts an Instant Decision Day at their own campus for prospective transfer students. Data shown include only on-site review opportunities.
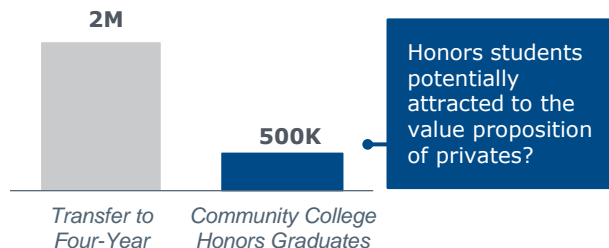
Sources: "2014-2015 Common Data Set," Virginia Tech, Office of Institutional Effectiveness; EAB Interviews and Analysis.

Needles in a Haystack

Not Easy to Identify Two-Year Students Likely to Attend a Private Four-Year

Privates Capture One Fifth of the Transfer Market...

20%

8%

72%
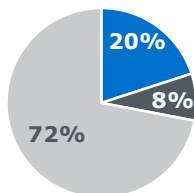
■ Private Four-Year ■ For-Profit ■ Public Four-Year

...but Which Two-Year Students Will Consider a Private?

2M

500K

Transfer to Four-Year

Community College Honors Graduates

Honors students potentially attracted to the value proposition of privates?

> 66 As community colleges become more of a choice for a broader range of students, we have to recognize that these are students who have the same kinds of dreams as anyone else. If they've had to stay close to home their first two years, **some will be eager and excited to experience a four-year private** or go out of state… These might be honors students."

Maureen Weatherall
Vice Provost for Enrollment Management
Loyola Marymount University

Sources: "Reclaiming the American Dream: Community Colleges and the Nation's Future," American Association of Community Colleges, 2012; "Understanding the Transfer Process," College Board Advocacy and Policy Center, 2012; Don Hossler, et al, "Transfer & Mobility: A National View of Pre-Degree Students Movement in Postsecondary Institutions," National Student Clearinghouse Research Center, 2012; EAB Interviews and Analysis.

Starting Out Small

CollegeFish a Low-Cost Honors Recruitment Opportunity

▶ Online Database a Good First Step to Finding High-Achieving Transfers

- Online database of community college honors students
- Site matches students with institutions based on stated preferences
- Institutions purchase leads

COLLEGEFISH.org

Strong Potential for Success...

🏛️ **+ $3K = 50 to 100**

Public Research University

CollegeFish Subscription

High-ability transfers enrolled each year

...With Some Limitations

Student Data Self-Reported

Contact Information Often Incorrect

Not all Honors Students Represented

Cold Calls Result in Poor Conversion

Source: EAB Interviews and Analysis.

Practice #5: Phi Theta Kappa Recruitment Campaigns

Dig Deeper in Honors Transfer Recruitment Through PTK Outreach

PHI THETA KAPPA
HONOR SOCIETY

Honors society for students with $\geq$3.5 GPA at two-year institutions

Hands-On Recruitment of PTK Students, Immediate Pay-Off for Loyola Marymount
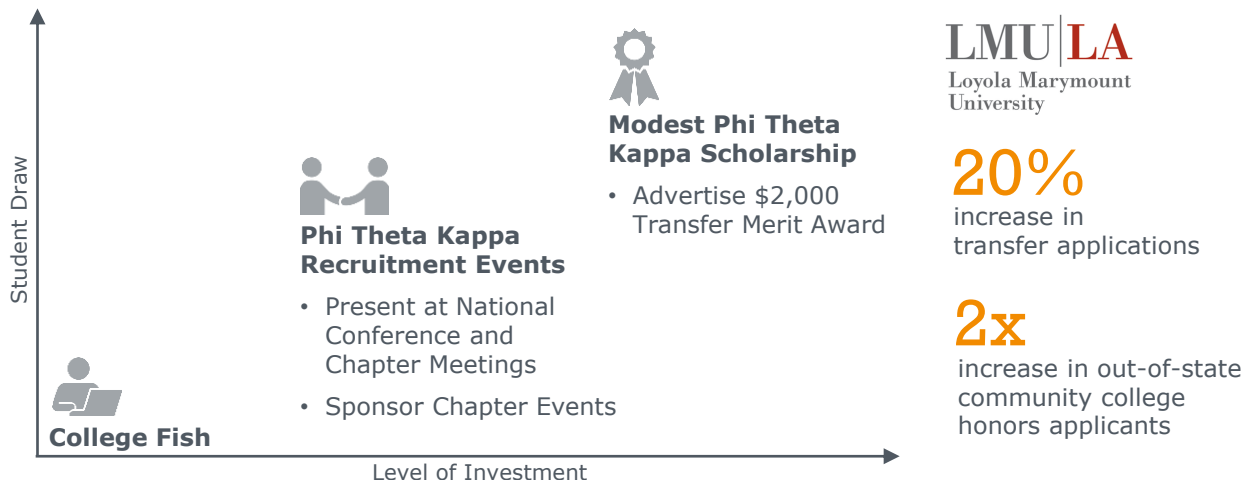
Student Draw

Modest Phi Theta Kappa Scholarship

• Advertise $2,000 Transfer Merit Award

LMU|LA
Loyola Marymount University

20%
increase in transfer applications

2x
increase in out-of-state community college honors applicants

Phi Theta Kappa Recruitment Events

• Present at National Conference and Chapter Meetings

• Sponsor Chapter Events

College Fish

Level of Investment

1   Institutional Concerns Met by Investments in Transfer

2   Reducing Barriers to Transfer Student Preparation

3   Reducing Barriers to Four-Year Search

4   Reducing Barriers to Transfer Enrollment

       -Practice #6: Pre-Admission Credit Articulation

       -Practice #7: Streamlined Credit Equivalency Reports

       -Practice #8: Self-Service Degree Forecast

       -Recommendations on Working with Faculty

Practice #6: Pre-Admission Credit Articulation

Pair Admissions Decisions with Credit-Equivalency to Address Top Concerns

UNC–Charlotte's Flipped Approach to Credit Articulation and Application Review

Application Submitted → **Credits Articulated** → **Application Reviewed** → **Decisions Include Articulation Reports**

Credits Articulated
- Credit examiner generates credit-equivalency report

Application Reviewed
- Admissions officers access report during application review and to answer applicant questions

Decisions Include Articulation Reports
- Link to online articulation report in decision letter
- Students receive credit report and gen ed equivalencies on same day as acceptance, make better-informed decisions

41%
of full-time entering students are transfers

60%
decrease in transfer applicant call volume[1]

#1
transfer destination statewide

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1) Data based on ballpark estimate from admissions officials responsible for managing transfer prospect inquiries

Sources: IPEDS Database, *National Center of Education Statistics ;* University of North Carolina Data Dashboard, https://www.northcarolina.edu/?q=content/unc-data-dashboard; EAB Interviews and Analysis.

Practice #7: Streamlined Credit Equivalency Reports

Automated Tool Provides Quick Credit Evaluation with Minimal Investment

DEPAUL UNIVERSITY

Automated Credit Articulation Estimator Low-Cost to Institution, High-Value to Student

Link Existing SIS with Excel

Excel table of credit equivalencies linked with PeopleSoft automatically populates transfer credit equivalencies

Benefit to Institution

Decreased time required for staff and faculty to evaluate transfer credit

Provide Credit Evaluation Pre-Enrollment

Students submit credits with application and receive transfer credit equivalency report before enrolling
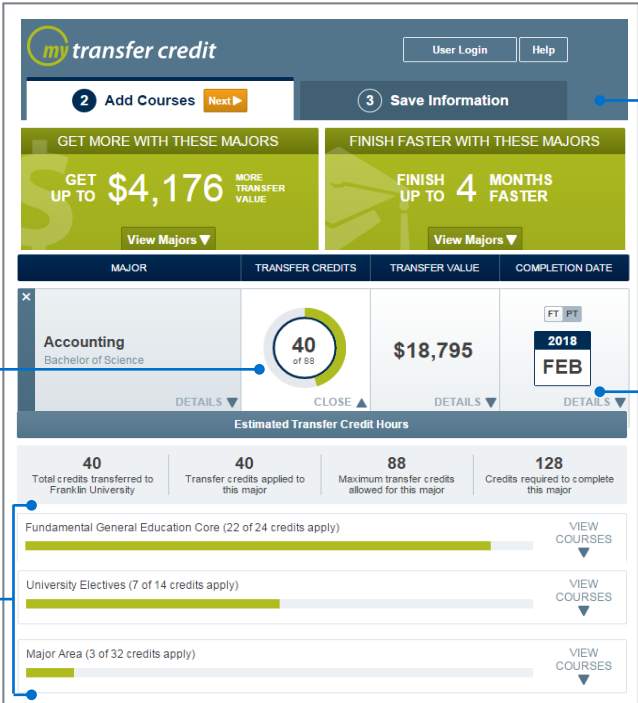
Benefit to Student

Credit equivalency report sent before enrollment, transfers make admissions decisions with clear concept of time-to-degree

Practice #8: Self-Service Degree Forecast

Online Articulation Tool Answers Transfers' Three Critical Questions

IMAGE CREDIT: FRANKLIN UNIVERSITY.

1 Sum transferrable credits

2 Report progress toward gen ed, major, and elective requirements

3 Provide estimated time-to-degree

4 Quantify estimated cost-to-degree

5 Offer saved profile to track progress

6 Suggest course corrections to save time and money

Source: "My Transfer Credit," Franklin University, https://www.franklin.edu/transfer-credit-college-course-equivalency-tool.

Self-Service Degree Forecast (cont.)

Upfront Investments in "My Transfer Credit" Yields Transfer Enrollments

Team	**Timing**	**Technology**

- **Team**
  - 15 representatives from registrar, marketing, IT, and admissions
  - Included a specialist in user-experience interface design

- **Timing**
  - Five months to complete, totaling hundreds of staff hours
  - Update, rather than rebuild, existing course-equivalency database

- **Technology**
  - Add-on to existing student information system
  - Low-tech possibility – DePaul University integrated an Excel spreadsheet with PeopleSoft to create a similar system

Franklin University's web tool attracts transfer leads and yields enrollments

5,000
unique visitors each month

>700
leads generated

2x
increased yield of tool users

13%
of spring 2015 transfer enrollments generated by site

Source: EAB Interviews and Analysis.

Impediments Posed by Faculty Oversight

Transfer Hamstrung by Siloed Credit Articulation, Administrative Backlog

Problems

Delayed Credit Articulation	Few Options for Students Between Course Levels	No Opportunity for Student Feedback, Guidance

Delayed Credit Articulation

- Faculty oversight of credit articulation results in processing delays
- Transfer students unaware of which credits will transfer until post-enrollment

Few Options for Students Between Course Levels

- Rigid credit articulation standards unable to account for minor academic deficiencies
- Transfers frustratingly overqualified for intro course or underprepared for next course

No Opportunity for Student Feedback, Guidance

- Transfer students unaware of appeal processes for credit articulation
- Retake courses unnecessarily, delaying time-to-degree

Motivate Units Toward Transfer-Friendly Policies

Small Modifications to Existing Processes Ease Transfer, Grow Enrollment

Solutions

Credit Articulation Approval Deadlines	Online Remedial Refresher Modules	Transparent Credit Articulation Appeal Disclosures

- Admissions estimates credit equivalencies based on historic data, emails academic department estimated credit articulation report with deadline to object

- Transfer advisors consult with students or administer placement tests to identify knowledge gaps
- Faculty develop online, self-paced refresher modules for students to complete before enrollment

- Credit articulation appeal process described on admissions website and credit articulation reports, admissions staff trained to handle appeals

| Admissions gains timely access to credit transfer equivalencies, provide transfer admits advance notice of time- and cost-to-degree | Transfers no longer need to re-take intro courses, decrease time- and cost-to-degree | Transfers empowered to question credit articulation, increasing student satisfaction and ensuring advising touch-points for confused students |

Key Takeaways from Our Discussion

Growing Community College Transfer by Removing Barriers to Enrollment

1 Transfer is Prevented by Barriers Throughout the Transfer Process

- Six million community college students indicate intent to transfer every year but only two million follow through
- Prospective transfer students are lost due to inadequate preparation and uncertainty on cost, time to degree, and credit transfer

2 Earlier Advising, Admissions, and Credit Articulation Promote Transfer

- Increased four-year investments on community college campuses increase transfer interest and preparation
- Advance transfer admissions decisions increase transfer yield and preparedness

3 Answer Transfer Prospects' Key Questions to Increase Yield and Enrollment

- Pairing credit articulation reports with admissions decisions increases yield and, for denied students, admissibility upon re-application
- Online credit articulation tools increase transfer student interest and preparedness

Please Contact Us with Questions

Access More Resources at http://www.EAB.com

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