



Increasing the Return of the Transfer Path to a Baccalaureate

Davis Jenkins
CCRC / CAPSEE

**Collaboratively Clearing the Path to a Baccalaureate Degree:
Identifying Effective 2- to 4-year College Transfer Partnerships**

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CCRC COMMUNITY COLLEGE
RESEARCH CENTER
TEACHERS COLLEGE, COLUMBIA UNIVERSITY



THE ASPEN INSTITUTE
COLLEGE EXCELLENCE PROGRAM

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


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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

Essential 2- and 4-Year College Transfer Practices

1. Prioritize transfer student success
2. Create clear program pathways with aligned high quality instruction
3. Provide tailored transfer student advising
4. Build strong transfer partnerships

Essential Practice 1: Prioritize Transfer

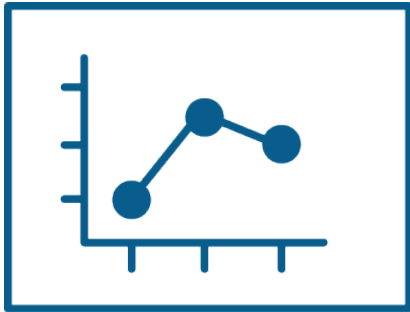
- ✓ Communicate transfer as a key component of the institution's mission
- ✓ Share data to increase understanding of the need to improve transfer student outcomes – and the benefits of doing so
- ✓ Dedicate significant resources to support transfer students



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

— STUDENT AT HOLYOKE COMMUNITY COLLEGE

Case Study: Share Data on Outcomes and Consequences



- Many EvCC faculty and staff assumed high rates of transfer student success
- Leadership shared that only ~400 of an estimated 4,000 students planning to transfer did so successfully
- Data sharing helped launch a collaborative reform effort

EvCC Transfer Campaign Leads to Impressive Success Gains

↑ 47%

Increase in transfer
out rate, 2007-2012

↑ 57%

Increase in bachelor's degree
attainment, 2007-2010

Case Study: Communicating Importance of Transfer to Mission

**President Messner Recognizes
HCC Honors Coordinator for
Transfer Success**



**Holyoke Community
College Honors**



**UMass Amherst
Honors College**

**Transfer-Focused Faculty
Prioritized in Hiring**



“Where are you going next?”

Essential Practice 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

EVERETT COMMUNITY COLLEGE

Biological Sciences

GENERAL INFORMATION

Biological Sciences include the study of diverse types of living organisms at all levels of their organization. Specialties include **Cellular and Molecular Biology, Botany, Zoology, Microbiology, Genetics, Physiology, Evolutionary Biology and Ecology**. Students whose eventual goal is medical, dental or veterinary school usually major in some area of the biological sciences; separate EVCC guides are also available for those programs. In all of these cases, the student will need to finish at least a baccalaureate (4-year) degree. The first two years of courses (or more if pre-college level courses are required) can be taken at the community college, and the junior and senior year completed at a 4-year college or university.

EVCC offers two degrees that are part of a statewide agreement that smooths the transfer process for students. Both degrees offer qualified students priority for admission with junior status at most 4-year institutions in Washington. Students interested in colleges and universities outside of Washington may also find the requirements of these degrees to be appropriate. It is essential to speak with a program advisor before selecting the degree path, as each university has different requirements.

The **Associate of Science** degree requires that the student complete all freshman and sophomore math and science courses and a limited number of courses in English, Humanities and Social Science. Upon transfer, the student will be eligible for junior level science courses, but will need to complete the remaining distribution requirements before graduation with a baccalaureate degree.

The **Associate of Arts and Sciences - DTA** degree enables the student to complete basic distribution requirements in Math, English, Humanities, Social Sciences and Natural Sciences, and to begin the major course of study. However, the student will have to take additional freshman and sophomore level science courses at the university before being eligible for junior level courses in a science major.

PROGRAM ADVISORS

- Fayla Schwartz, SHK 117, 425-388-9451, fschwartz@everettcc.edu
- René Kraiz, SHK 121, 425-388-9503, rkraiz@everettcc.edu
- Patricia Pope Lindstrom, SHK 118, 425-388-9480, ppope@everettcc.edu
- Jackie Hodgesh, SHK 123, 425-388-9482, jhdgesh@everettcc.edu

CAREER OPTIONS

Students pursuing an undergraduate (baccalaureate) degree in Biology have a broad variety of career options. They may eventually work in field or laboratory research or consulting, teach secondary level biology, pursue further academic work in the biological sciences (masters or doctorate degree), or enter medical, dental, veterinary or other health professional graduate programs.



SUGGESTED PREPARATION

Websites of biology departments at common transfer institutions:

Central Washington University:
www.cwu.edu/biology/

Eastern Washington University:
www.evu.edu/sci/mgr/programs/biology

The Evergreen State College:
www.evergreen.edu/studies/biology

University of Washington:
www.biology.washington.edu

University of Washington, Bothell:
www.uwb.edu/stem

Washington State University:
http://futurestudents.wsu.edu/academics/fst/st/PUBLICFIELD.cfm?ID=558

Washington State University (Vancouver):
www.cas.vancouver.wsu.edu/biology

Western Washington University:
www.wvu.edu/biology/

(Links updated 7/2015)

GETTING STARTED AT EVCC

Our Enrollment Services staff can provide application, advising information, and financial information for continuing students. New degree advisors are available for registering for classes.

Contact:
• Enrollment Services, Parks 203
• Advising Center, Banner 19A

SUGGESTED COURSE SEQUENCES

This plan assumes the student is academically ready for college level Math, English and Chemistry courses. Most students take 3 years to complete all of these courses. In addition to any lower level English or Math courses they may have to take as prerequisites.

Note that the two degrees require basically the same courses, with the difference being the amount of math and the number of Humanities and Social Science courses required. English & 102 is not required for the AS degree, but it is strongly recommended before transferring to a university.

	Winter	Spring	Summer
161 ENGL& 101 or 101D 141	CHEM& 162 BIOL& 221 MATH& 142	CHEM& 163 BIOL& 222 MATH& 151	MATH 152 ENGL& 102 or 102D
23 ENGL& 102 or 102D	CHEM& 153 or 146 261 PHYS 114 optional BIOL& 260 optional	CHEM& 263 HUMANITIES SOCIAL SCIENCE	HUMANITIES HUMANITIES SOCIAL SCIENCE
161	CHEM& 162 BIOL& 221 MATH& 142	CHEM& 163 BIOL& 222 MATH& 151	
	CHEM& 153 or 146 261 PHYS 114 optional BIOL& 260 optional	CHEM& 263 HUMANITIES SOCIAL SCIENCE	HUMANITIES HUMANITIES SOCIAL SCIENCE

Program advisor information

Overview of program

Relevant career information

Requirements and information for common transfer destinations

Recommended course sequence

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 CSCI 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/.

EVERETT COMMUNITY COLLEGE

Business Transfer DTA

GENERAL INFORMATION

This degree satisfies general undergraduate requirements for sciences or business. This degree meets statewide guidelines for universities subject to exceptions and qualifications outlined in University, University of Washington, Washington State University, Heritage University, Pacific Lutheran University, Saint Martin's Walla Walla University, and Whitworth University.

Central Washington University (CWU)
www.cwu.edu/business

Eastern Washington University (EWU)
www.evu.edu/CBPA

Pacific Lutheran University (PLU)
www.plu.edu/busa

Seattle University (SU)
www.seattleu.edu/albers

Students interested in earning a bachelor's degree in Hospital/ambulatory care, business administration, marketing, or management accounting, business administration, marketing, or management are encouraged to consider this degree.

GETTING STARTED AT EVCC

Enrollment Services provides information about application, and students contact Enrollment Services, Parks, Room 201, 425-388-9559; advising should contact the Advising Center, Rainer Hall, Room 109, 425-388-9175.

PROGRAM ADVISORS

Students are required to meet with an advisor to discuss optimal academic plan. Registration is blocked if an academic plan is not approved.

Dongwa Hu, Olympus 212
425.388.9364; dhu@everettcc.edu

Chad T. Lewis, Olympus 214
425.388.9559; ctlewis@everettcc.edu

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

If there is no answer, please call the Registrar at 425-388-9171.

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 CMSTR 220	Composition II or Public Speaking (CMSTR 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 an international business major should consult with the specific transfer institution regarding foreign language requirements.

Course	Course Title	Credits	Grade	Quarter	Year
		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 Part B. No more than 10 credits from any one discipline on the AAS DTA Natural Science distribution list.)

Course	Course Title	Credits	Grade	Quarter	Year
MATH& 146	Introduction to Statistics	5			
Part A (lab course)		5			
Part A or Part B		5			

REQUIRED BUSINESS-SPECIFIC ELECTIVES (20 credits)

Course	Course Title	Credits	Grade	Quarter	Year
	Principles of Accounting I	5			
	Principles of Accounting II	5			
	Principles of Accounting III	5			
	Business Law	5			

Numbered 100 or above. WSU, Gonzaga, PLU, SPU, and WWU have additional requirements. See Notes below.

Course	Course Title	Credits	Grade	Quarter	Year
		5			

Notes:

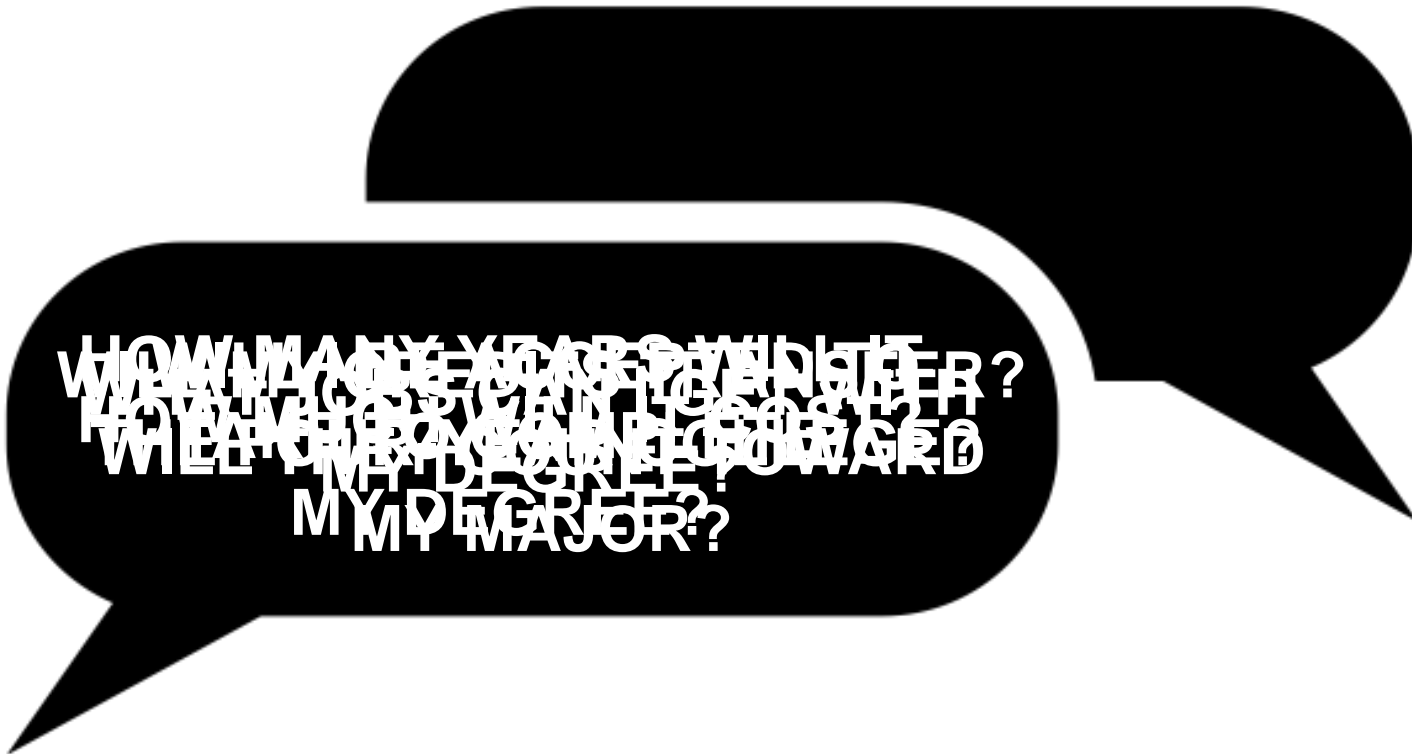
- To earn a certificate or degree, the courses must be completed with a cumulative GPA of 2.0 (C) or better.
- Gonzaga requires a course equivalent to its BMIS 235, Management Information Systems.

Program-specific "degree-sheets"

STRATEGY 2: Create Major Specific Program Maps

BIOLOGICAL SCIENCES PROGRAM OVERVIEW					
PROGRAM OVERVIEW	GENERAL INFORMATION	CAREER OPTIONS	RELEVANT CAREER INFORMATION		
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PROGRAM ADVISOR CONTACT INFORMATION	PROGRAM ADVISORS	SUGGESTED PREPARATION	REQUIREMENTS FOR COMMON UNIVERSITY TRANSFER DESTINATIONS		
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Exemplar Maps: EvCC Broward College	WEBSITES OF BIOLOGY DEPARTMENTS AT COMMON TRANSFER INSTITUTIONS	SUGGESTED COURSE SEQUENCE	GETTING STARTED AT EVCC		
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	-----	-----			
	-----	-----			
	-----	-----			
	RECOMMENDED COURSE SEQUENCE	-----			
		FALL	WINTER	SPRING	SUMMER
		CHEM 101	CHEM 102	CHEM 103	MATH 132
		ENGL 101 OR 1010	S IOL 221	S IOL 222	ENGL 102 OR 1020
		MATH 141	MATH 142	MATH 131	
		FALL	WINTER	SPRING	SUMMER
		S IOL 223	MATH 133 OR 145	CHEM 203	HUMANITIES
		CHEM 201	CHEM 202	HUMANITIES	HUMANITIES
		ENGL 102 OR 1020	SOCIAL SCIENCE	SOCIAL SCIENCE	SOCIAL SCIENCE
		FALL	WINTER		
		PHYS 114 OPTIONAL	PHYS 113 OPTIONAL		

Essential Practice 3: Provide Tailored Transfer Student Advising



Essential Practice 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

Essential Practice 3 : Provide Tailored Transfer Student Advising



**FOUR-YEAR COLLEGE
ADVISING PRACTICES**

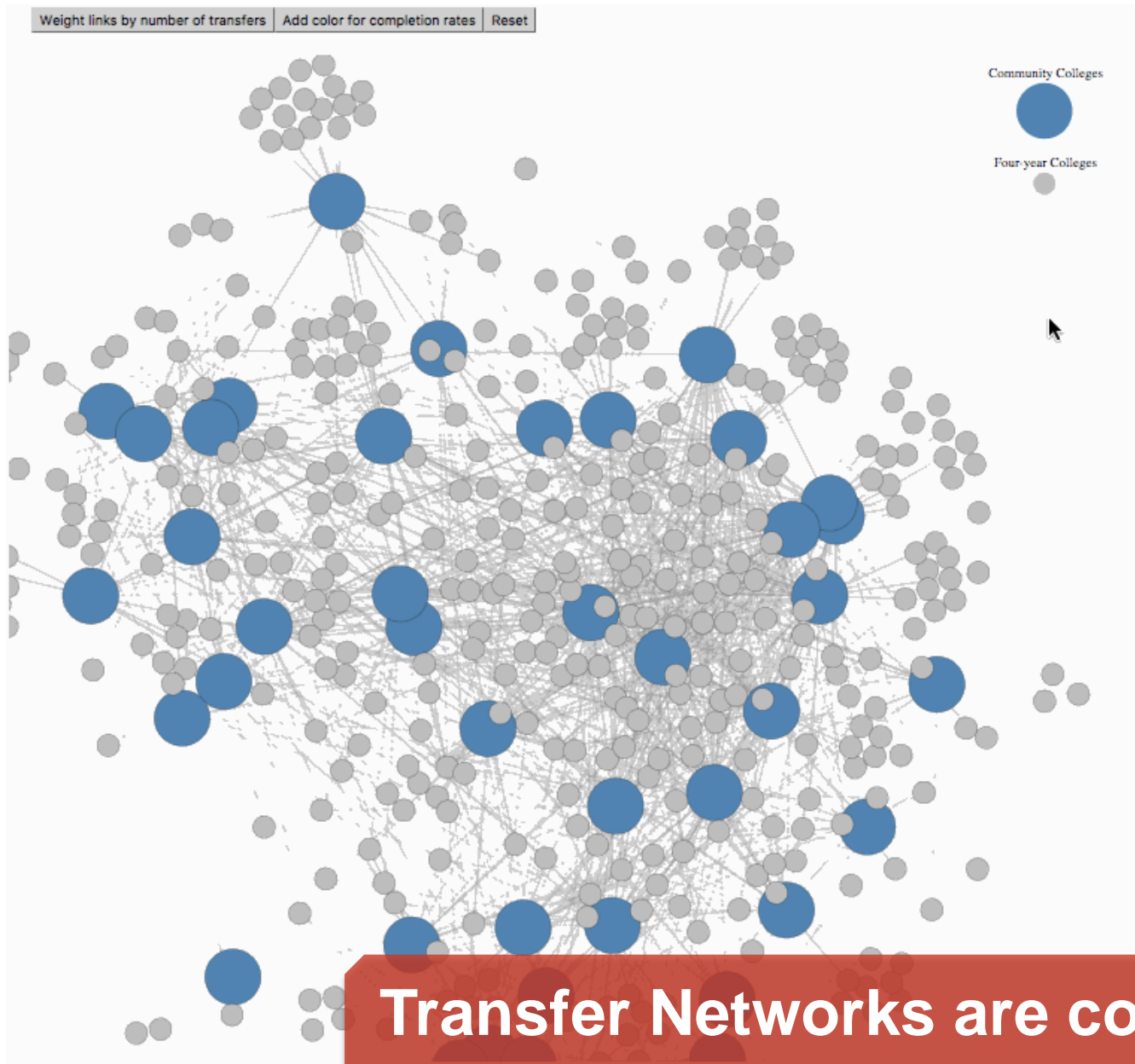
- ✓ Commit dedicated personnel, structures, and resources for transfer students
- ✓ Assign advisors and clearly communicate essential information to prospective transfer students
- ✓ Strongly encourage transfer students to choose a major prior to transfer
- ✓ Replicate elements of the first-year experience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

“I APPLIED TO [A FOUR-YEAR UNIVERSITY] AS A FRESHMAN AND GOT SCHOLARSHIPS. THEN I APPLIED [TO THE SAME UNIVERSITY] AS A TRANSFER STUDENT AND DIDN'T GET [SCHOLARSHIPS]. WHERE DID THEY GO?”

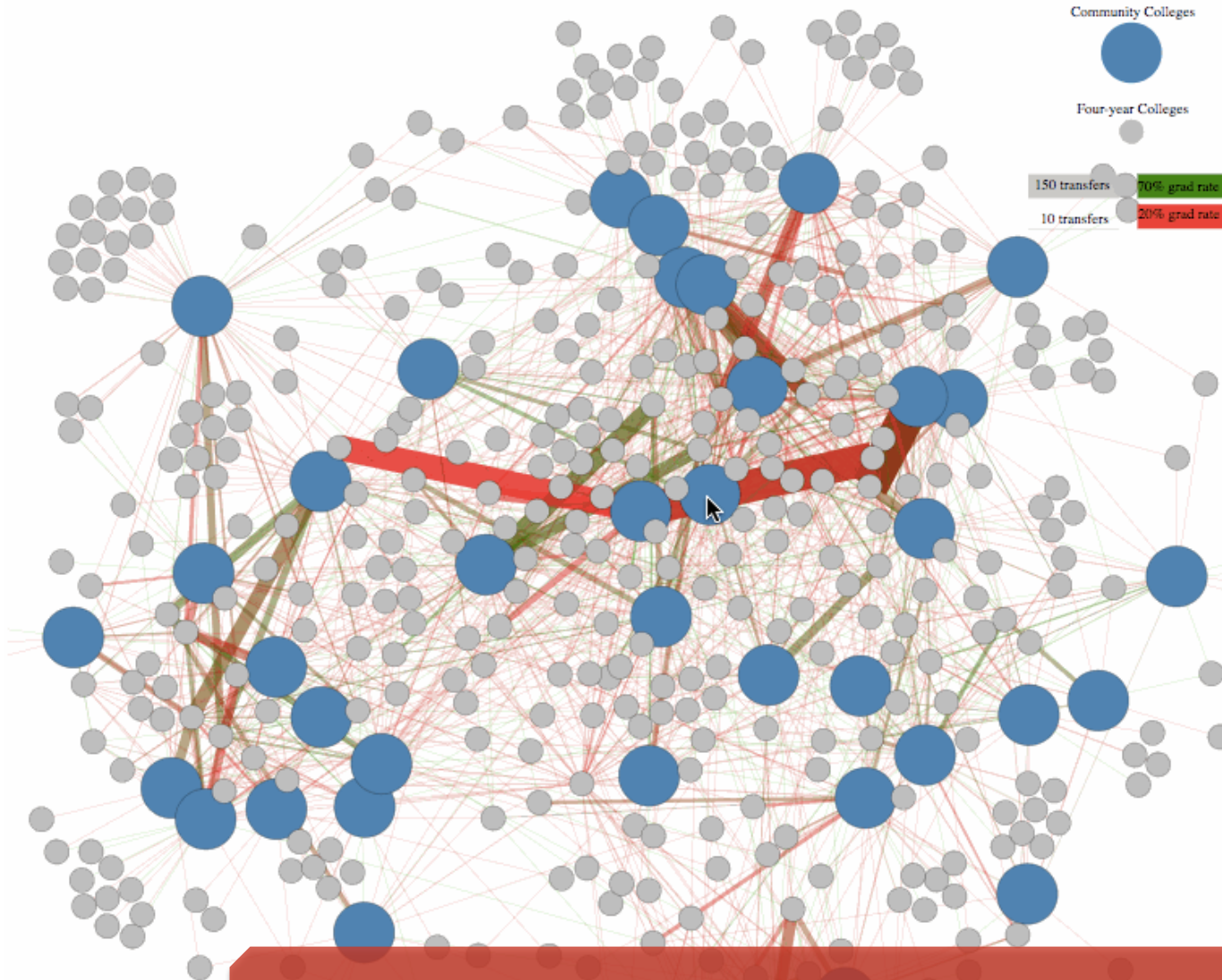
— CURRENT COMMUNITY COLLEGE TRANSFER STUDENT

Essential Practice 4: 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” as liaisons to transfer partners.



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



...and looking at success by partner

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and like us on Facebook.**

**Center for Analysis of Postsecondary Education and Employment
Teachers College, Columbia University**

525 West 120th Street, Box 174, New York, NY 10027

TEL: 212.678.3091 | capsee@columbia.edu

GENERAL EDUCATION REQUIREMENTS

(Select 12 courses from this list of more than 300)

Basic Liberal Studies Requirements: [2 courses must include the Diversity (D) overlay]

English Communication: 6 credits; 3 credits must be in a writing course

Writing (ECw): ELS 112, 122 (nonnative speakers); HPR 326; WRT 104, 105, 106, 201, 227, 235, 302, 303, 304(D), 305(D), 333.

General (EC): COM 100(D), 110(D); LIB 120; PHL 101.

Fine Arts and Literature (A): 6 credits; 3 credits in Fine Arts and 3 credits in Literature

Fine Arts: ARH 120(D), 251(D), 252(D); ART 101, 207; FLM 101(D), 203(D), 204(D), 205(D); HPR 105, 124, 201A, 202A, 324; LAR 201; MUS 101(D), 106(D), 111, 292(D), 293(D); PLS 233; SPA 320(D); THE 100, 181, 351(D), 352(D), 381, 382, 383.

Literature: AAF 247(D), 248(D); CLA 391(D), 395(D), 396(D), 397(D); CLS 160(D); ENG 110(D), 160(D), 241(D), 242(D), 243(D), 247(D), 248(D), 251(D), 252(D), 260(D), 262(D), 263(D), 264(D), 265(D), 280(D), 300(D), 302(D), 303(D), 304(D), 317(D), 355(D), 357(D), 358(D); FRN 309(D), 310(D), 320(D), 391(D), 392(D), 393(D); HPR 105, 125, 201A, 202A; RUS 391(D), 392(D); SPA 305(D), 306(D), 307(D), 308(D); WMS 317(D).

Language/Culture (FC): 6 credits

- Demonstration of competence through the intermediate level by examination or successfully completing through 104 (living language) or 302 (classical language)
- Two-course sequence (or one course at the 113 level) in a previously studied language through at the appropriate level (all D): ARB 103, 104; CHN 103, 104; FRN 103, 104; GER 103, 104; GRK 301, 302; HBW 103, 104; ITL 103, 104, 111; JPN 103, 104; LAN 193, 194; LAT 301, 302; POR 103, 104; RUS 103, 104; SPA 103, 104, 111, 113, 210.
- Two-course sequence (or one course at the 111 level) in a language not previously studied (or studied for less than two years in high school) through the beginning level: ARB 101, 102; CHN 101, 102; FRN 101, 102; GER 101, 102; GRK 101, 102; HBW 101, 102; ITL 101, 102; JPN 101, 102; LAN 191, 192; LAT 101, 102; POR 101, 102; RUS 101, 102; SPA 101, 102.
- Study abroad in an approved program for one semester
- Major in a foreign language
- Formerly registered international students, students with recognized immigrant status, or naturalized citizens (at Dean's discretion)
- Two courses in Cross-Cultural Competence: CPL 300(D); FRN 309(D), 310(D), 320(D), 391(D), 392(D), 393(D); HIS 132(D), 171(D), 172(D), 180(D), 311(D), 327(D), 374(D), 375(D); HPR 201F, 202F; LET 151L(D), 151Q(D), 151R; NRS 300; PHL 331(D); RLS 131(D); SPA 320(D), TMD 224(D); six credits of a full-semester approved Intercultural Internship in a foreign country through the Office of Internships and Experiential Education

Letters(L): 6 credits

AAF 150(D), 201(D), 355(D), 356(D); APG 327; BGS 392(D); CLS 160(D), 235; EGR 316(D); ENG 110(D), 160(D), 243(D), 251(D), 252(D), 280(D), 355(D), 356(D); FRN 391(D), 392(D), 393(D); HIS 111, 112, 113(D), 114(D), 116, 117, 118(D), 130(D), 132(D), 141(D), 142(D), 145(D), 146(D), 150(D), 160(D), 171(D), 172(D), 180(D), 304, 305, 310(D), 311(D), 314, 323(D), 327(D), 332(D), 333(D), 340(D), 341(D), 346(D), 351(D), 355(D), 356(D), 374(D), 375(D); HPR 107, 201L, 202L, 307; JOR 110(D); LAR 202(D); LET 151L(D), 151Q(D), 151R(D); NUR 360(D); PHL 101, 103, 204, 210(D), 212(D), 215, 217(D), 235, 314, 316(D), 321, 322, 323(D), 325(D), 328(D), 331(D), 346, 355; PSC 341, 342; PSY 310; RLS 111(D), 125, 126, 131(D); WMS 220(D), 315(D), 320(D)

Mathematics(MQ): 3 credits satisfied by MTH 141

BUS 111, CSC 101, 201; HPR 108, 201M, 202M; MTH 106, 107, 108, 109, 111, 131, 141; PSC 109; STA 220.

Natural Sciences(N): 6 credits; satisfied by PHY

AFS 190, 210, 211; APG 201(D); AST 108, 118; AVS 101(D); BCH 190; BIO 101, 102, 105, 106, 286(D); BPS 201; CHM 100, 101, 103, 112; GEO 100, 102, 103, 110, 113, 120; HPR 109, 201N, 202N; MIC 190; NPS 207; NRS 190; OCG 110, 123, 131; PHY 109, 111, 112, 140, 185, 186, 203, 204, 205, 273, 274, 275; PLS 150, 190; TMD 113

Social Sciences(S): 6 credits

APG 200(D), 202, 203(D), 301(D); CPL 202(D); ECN 100(D), 201, 202, 306, 381(D); EDC 102(D); EEC 105, 310, 356; GEG 101(D), 104(D), 202(D); HDF 225; HPR 110(D), 201S, 202S; HSS 130; JOR 110(D); KIN 123(D); LIN 200(D); MAF 100; NUR 150(D); PSC 113(D), 116(D), 274(D), 288; PSY 103(D), 113(D), 232(D), 235(D), 254(D), 255(D); SOC 100(D), 212(D), 230(D), 240(D), 242(D), 274(D); TMD 224(D), WMS 150(D)

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

