

Best practice categories as reported in Ohio's colleges and universities

1. Outreach

Does your institution actively reach out to potential transfer students to promote transfer?

Common Promising Practices

- Recruitment fairs and visits to community colleges to share the admission process with prospective students
- Attend transfer fairs hosted at local community colleges
- Host application days at community colleges for prospective transfer students in specific majors and provide presentations to community college classes options for degrees
- Promote transfer opportunities in a variety of modalities (phone e-mail, twitter and traditional mailings, Facebook, Pandora)
- Provide monthly communication to prospective transfer students via e-mail
- Marketing materials promoting scholarships

Unique Promising Practices

- University staff proactively contact students by phone within the 1st 24hrs of application or inquiry relative to transfer into the University (U of Toledo)
- Owens has developed a concurrent enrollment program with Bowling Green State University entitled Falcon Express; a similar program is in development with the University of Toledo. Falcon Express is a promising practice because "real-time transfer" is a part of the design. Students who are enrolled in the program simultaneously earn Owens and BGSU credits; those credits appear on their BGSU transcript as they progress at Owens, allowing them to use BGSU's degree audit planning tool.(Owens CC)

- The Center for Pathways Advising and Student Success, a new center uniquely resourced to advise incoming transfer students on credit applicability, course planning and personalized referrals to campus resources. This specialized communication plan is integral to the success of the transfer admissions process. Also, the unique relationship between Admissions and Advising (both units housed within Enrollment Management), ensures that the university fosters a transfer receptive ecosystem at the University of Cincinnati.(UC)
- OHIO's commitment to actively reaching out to potential transfer students to promote transfer is evident in its ongoing outreach through its community partnerships managers (CPMs). Six full-time CPMs are based regionally throughout the state. These staff members have a physical presence at OHIO's 20 community college partners where they maintain regular office hours and a walk in presence. (Ohio U)
- Lorain County Community College brings 50 bachelor's and master's through its University Partnership program to LCCC's campus and are highly proactive with connecting with prospective of all ages in our community and current students with all 12 universities that make up the University Partnership. We do this in a variety of ways including community events, K-12 outreach, advertising, social media, program/university-specific information nights, on the Elyria campus, through employer partnerships and through our four learning centers throughout our community. The most effective strategies involve our employer partners, faculty and our university partners. Examples would include the Learn and Earn model. Another method that is still in development is LCCC's MyUniversity program. The MyUniversity program, a unique partnership between LCCC and area high schools, provides a pathway for high school students to the full college experience – for less! Students taking advantage of the program have the opportunity to graduate high school with both an associate degree and a high school diploma, free of charge. Students who successfully complete the program will automatically receive scholarship funds to finish a bachelor's degree at University Partnership.(LCCC)
<https://www.lorainccc.edu/ccp/myuniversity/myuniversity-pathways/>
- Over the past year, the regional campuses have collected prospective transfer student names from local community college partners with program to program matches (i.e., business management to commerce). We've executed communication campaigns to these students encouraging campus visits, application and enrollment. We've also specifically geo-targeted within a few mile radius of area two-year community colleges

with digital advertisement promotion regional degrees. These also re-target students to certain pages promoting our academic programs, application for admission and enrollment. We've also deployed admission counselors to area community colleges for recruitment and admission advising purposes, sent faculty and admission staff to present in classrooms, and hosted transfer partner luncheons. After implementing the new practices on our regional campuses described in question 2, we experienced a 22.6% increase in transfer students on our regional campuses this past fall. (Miami University)

- WSU Transfer and Nontraditional Student Center with advising specifically for Transfer and Returning Students. WSU has a partnership with local community colleges, that includes housing at WSU Transfer Center Faculty recruiting at local community colleges Community College Partnerships that include advising from both universities, opportunity for a \$1000 Transfer Scholarship, and opportunity for housing at WSU.(Wright State University)
- KSU has a communication plan is in place that coordinates all marketing and recruitment activities which include advertising, direct mail, electronic and viral marketing efforts. The most effective method is the use of pre-advising appointments conducted at local community colleges by the Admissions Office. The Admissions Office Pre-Advising program has offered a pathway to potential transfer students with the intent of keeping those students on-track to graduation while attending their community college. It allows admissions representatives the opportunity to build a relationship with potential students and help them understand the intended program and feel like they have a “go-to” contact that they trust and like working with. (KSU)
- The college utilizing IT resources actively contacts students who are transfer oriented (based on degree intent) and eligible and ready for college level English and Math ,and have completed 30 hours plus to promote transfer opportunities. (SSC)

2. Credit Transfer & Application

Do you have a process to provided transfer students with an unofficial copy of the acceptance and application of transfer coursework prior to admission?

Common Promising Practices

- Students are provided with unofficial evaluations of transfer coursework as part of the pre-admissions process
- During the preadmission process prospective students are provided an unofficial degree audit indicating how transfer coursework completes program/major requirements

Unique Promising Practices

- Transfer Evaluation information is sent electronically to the students' BGSU email (doesn't get lost) and all interested parties have access to the evaluation. Providing the evaluation information directly to each student and advisor creates opportunities to address any questions at the time of transfer, leading to a clear plan for degree completion. (BGSU)
- SSU will evaluate **all** transcripts submitted to the university. Once evaluated, the prospective student will receive a personalized communication for the next steps that includes , an unofficial transcript, a course equivalency report, and a degree audit. We also provide the name of one to one contact should the student have further questions/concerns. (Shawnee State)
- Students can seek pre-admission advising from the college of their major or the Transfer and Nontraditional Student Center. Advisors provide unofficial evaluations and notify students if any further information is needed for specific course evaluations. (WSU)
- During pre-advising the Admission's Office provides students with transfer 'estimates' to allow them to have a good sense of course applicability. Also, our domestic and international Admission's Office hosts information on their website for potential transfer students and refers students to our on-line transfer credit search engine when needed.(KSU)

- OHIO community partnerships managers (6 regional FT employees) are available to evaluate coursework and provide unofficial transfer credit reports prior to a student being admitted. There are transfer equivalency guides available for all of Ohio's community colleges, with each updated throughout the year to include general education and curricular pathways. (OU)

3. Pathways and Partnerships

Are Pathways developed jointly with faculty from both sending and receiving Institutions?

Are they reviewed on an Annual basis?

Is there a point person?

Common Promising Practices

- Departmental and subject area faculty from sending and receiving colleges and universities are involved in the development of all aspects of the agreement
- Agreements are signed and in force for a specific period of time and reviewed on an annual basis to ensure accuracy
- A point person or department is charged with the development, maintenance and communication relative to all articulation agreements
- Cross departmental teams are involved in the review process of proposed degrees
- Comprehensive listings of all in-force agreements are posted to the institutions Website

Unique Promising Practices

- During this academic year, we have established a cross-departmental team to work on streamlining and improving all aspects of the transfer process. (WSCC)
- The University Partnership has a specific position, Program Developer, that works on both establishing new partnership programs and articulation agreements. The entire University Partnership office, in various ways, works to make sure courses are offered on a regular basis, agreements are up to date and scheduling of courses and room assignments are made to facilitate the best possible mode of delivery for a particular course. Partnerships also need to look at any ancillary needs and to make sure to provide those resources so that the experience is of the same quality as at the home institution (LCCC)
- Lakeland has the Holden University Center which provides students the opportunity to continue their education, beyond the associate degree, and pursue bachelor, master and doctorate programs in a variety of disciplines from a variety of university partners. The university partnership agreements provide partner institutions with the opportunity to offer courses on Lakeland's campus, via Interactive Video Distance Learning, and/or online for specific programs. (LCC)
- Kent State University has institutionalized through the establishment of the Office of Alternative Credit and Articulation Agreements to be responsible for partnership development, updates, and renewals. (KSU)
- We have an on-line database storage system and workflow for all partnership agreements which allows us to review all partnerships agreements on a regular basis and notify departments or divisions when an agreement is due to expire. We have a partnerships working group that oversees the procedures and policies for agreements, maintains records, and shares best practices with departments and divisions. This group also created a Partnership Portal (website) to keep all faculty and administrators updated.(MU)

4. Web/Social Media

Do you use social media to connect transfer students to the institution?

Common Promising Practices

- Twitter page for prospective students, Instagram for prospective students, Facebook,
- Purchase digital advertising that promotes and boosts our story reaches and ads through a variety of digital media platforms that connect with are various target markets.
- We have a contract with Pearson. Social media is part of their marketing strategies.

Unique Promising Practices

- The Center for Pathways Advising and Student Success (CPASS) has recently launched a Transfer App, which provides detailed information related to Transferring to UC available on **any** mobile device.(UC)
- Students have the opportunity to join the OHIO community by Facebook. Ohio University's website offers online chats. These chats run for two hours and are hosted by admissions advisors and current students. Prospective students and parents may log in to the chat room to ask questions, talk with other prospective students, or monitor the conversation.(OU)

(IDEA BOX) There could also be opportunities to create a statewide digital media campaign that the entire University System of Ohio could benefit from as well as those we serve. (LCCC)

5. Orientation

Does your institution provide a dedicated orientation for transfer students?

Is the Orientation mandatory for all transfers?

Does your institution offer a version of a First Year Experience course for transfer students?

Common Promising Practices

- Specific orientations are developed and available for transfer students

- Attendance at orientation is mandatory
- Versions of a Freshman Year Experience course are available but not required

Unique Promising Practices

- One of the first priorities of the new Center for Pathways Advising and Student Success (CPASS) was to create a transfer orientation for new incoming transfer students prior to fall semester (mid-August). CPASS designed the "Transfer Welcome Day" event to create some consistency in how the university welcomes new transfer students to campus. The information presented applies to all students, regardless of college, background, circumstances, etc. Topics covered include campus resources such as public safety, technology, student groups, learning assistance, and much more. Students are then referred to their college for any additional required orientation programming. In addition, CPASS has developed an online orientation through Blackboard LMS that includes information covered at the in-person events. The transfer app (mentioned above) supplements the student orientation and serves as a handy mobile resource. CPASS is in development of a First-Year experience class for incoming transfer students with a projected start of Fall 2017. (UC)
- The Learning Community seminar is available for transfer students who live in specific residence halls, but it is also available for transfer students that are not living on campus. This class is offered both semesters and is taken by transfer students in their first semester on campus. The seminar class informs students of resources on campus, academic expectations, and research opportunities at OHIO. This class also provides a place for transfer students to network and discuss issues unique to the transfer experience. Additional, specific orientation tracks are available for veterans, adult students, and online students. (Ohio U)
- Kent State requires all transfer students with freshman status to attend the Transfer Kent State Program and complete the TKS KickStart web-based component. This model is a promising practice as it employs a Flipped Model which allows orientation to be an engaging experience as opposed to just completing a checklist of enrollment tasks and listening to presentations. (KSU)

6. Advising

Are transfer students assigned to specific “transfer advisors “or to a transfer advising team?

Are advisors updated relative to state and institutional transfer policy and new partnership information on a consistent basis?

Common Promising Practices

- Advisors (faculty and staff) are updated on an ongoing basis
- Formal update and training sessions are held on an ongoing basis to convey institution and state policy and procedural changes personal involved in the advising process
- List serves provide current information on a real time basis
- Advisors across the institution meet to review and discuss and make recommendations relative transfer relate issues.

Unique Promising Practices

- Every UC student has a degree audit available within the Catalyst (PeopleSoft) student portal. The alignment of the degree audit within the **same system** that houses registration, billing, and financial aid makes the tool more easily and obviously accessible this year than ever before. Advisors utilize the degree audit as the primary student advising tool. The Center for Pathways Advising and Student Success (CPASS) is a new advising and student success center that opened in August 2016.(UC)
- Transfer students may see advisors in the Transfer Student Center or can go directly to their intended colleges. There is a campus-wide Undergraduate Advisors Council which meets monthly for the primary purpose to update each other on student-friendly policies, including transfer policies.(WSU)

- Ohio University's Transfer Credit Practices Council (TCPC) and the Assistant Deans Council meet on a monthly basis to discuss updates related to state and institutional transfer policies as well as new partnership information (OU)
- Upon admission each student is assigned a specific counselor, advisor or success coach who is part of a specialty advising team. This team approach allows students to always see someone from their individual 'field of study'. This allows students to build a relationship with their individual advisor and/or any team member throughout their academic career at Lakeland.(LCCC)
- Most colleges have a dedicated adviser that is focused on transfer students. Since every transfer student typically has a unique situation, having dedicated advising resources allows staff to prepare and provide a quality experience for the student.(UT)
- All AA and AS students are assigned a transfer advisor. All AAS and AAB students interested in pursuing additional education work with both their subject matter expert and transfer advisor(NCSCC)
- Miami has begun implementing the EAB Student Success Collaborative which is an advising and student success/predictive analytics platform which will be used by all academic advisors to ensure that students are progressing in their chosen major in a timely manner. The system offers advisors risk indicators and a great deal of student information that enables them to know when a student is moving off track so that interventions and support can be leveraged proactively. (MU)

7. Institutional Environment

Do policies and procedures view native and transfer students equitably?

Are there specific activities and organizations that help connect transfer students to the college/university and faculty?

Do the various departments involved in different aspects of the transfer process receive updates that help coordinate their activities and do they meet on a consistent basis?

Common Promising Practices

- Cross institutional departments meet on a scheduled basis throughout the year to receive updates on issues impacting transfer to and from the college and university
- Updates and advisories are provided to constituent groups consistently during the academic year
- Outreach and Welcome activities are offered to help transfer students integrate into the university culture
- Transfer credit policies and practices are communicated widely to the college/university community (faculty, administration, staff) to ensure all are current in their understanding of the policies.
- College and University's sponsor Student to Student organizations for transfer students.

Unique Promising Practices

- In a multi-campus system each campus has a Transfer Center that reaches out and is available to students interested in or seeking additional information regarding transfer options. (Tri-C)
- For our key articulation partner, we have a "transfer pathways program" that provides our students special services (e.g. advising by the 4-year institution on our community college campus; option to attend departmental and cultural events at the 4 year institution; and a "transfer scholarship"). (CSCC)
- The Ohio Transfer Ambassador Program (OTAP) is an official student organization for students who have transferred to OHIO. This program serves as a support network for prospective transfer students, current students, and alumni of OHIO. Transfer Ambassadors bring a face to the transfer process. Ambassadors may be utilized for university events such as: Transfer Student Orientation days, Transfer chats, and community college visits.(OU)

- Chapter of Tau Sigma national honor society for transfer students. CSU has established a "transfer task force" linking advising, registrar, admissions and veterans' services (CSU)
- The Transfer Advisory Council is a student led organization housed in Student Success Programs. The purpose of the organization is to provide leadership opportunities for transfer students and help students become engaged. (KSU)
- For Autumn transfer admits, we offer a pre-Convocation breakfast for transfer students and we also hold a transfer-specific orientation.(OSU)

8 - Partner Collaboration

Does your institution interact with partner institution's faculty, staff and administrators in the process of development, maintenance and curriculum alignment of agreements as well as issues related to fostering student success?

Common Promising Practices

- We meet for every articulation to discuss alignment and transition.
- Faculty-initiated meetings to explore potential articulation agreements
- Workshops for advisors from community colleges
- Presentations to community college classes about options for bachelor degree completion
- Presentations to community college classes about options for bachelor degree completion
- Chief Enrollment Officer/academic leadership meetings on community college campuses to explore potential partnerships and address concerns
- All articulation agreements with community colleges are done in collaboration with faculty and advisors from the university and the partnership college.

Unique Promising Practices

- The Vice Provost organizes a meeting of all transfer oversight personnel, two times per year, to discuss policy and practices.(OSU)
- Nontraditional and Military Student Services advisors collaborate with various military offices to foster student success (BGSU)
- Working with Cleveland State University through the Higher Education Compact of Greater Cleveland, in which a grant was received from the Cleveland Foundation.We are now working on using predictive analytics. (Tri-C)
- Articulation agreements with partner community colleges also provides access to UC resources including libraries, the recreation center, honors programs, athletics events, and more. UC's Center for Pathways Advising and Student Success team has recently updated the articulation agreement website, and will now oversee the development and maintenance of all current and existing articulation agreements.(UC)
- Ohio University has an assigned community partnerships manager at each community college to establish a constant point of contact between schools. (OU)
- Miami maintains an on-line database and spreadsheet of all partnerships and agreements so that we can maintain contact and ensure consistency. Our partnership working group encourages departments to create program guides and agreements in collaboration with the partnering institution. The working group also provides the departments with best practices which includes frequent in-person interaction with the partnering institution. All of these agreements and guides must be approved by the department chair, dean, provost, admission leaders, and Registrar, and must conform to a common template so that we can more easily assess them and ensure their accuracy. Agreements and guides are approved by multiple stakeholders at our university as well as by leaders in the partnering institution. (MU)

9. Financial Assistance

Is a process in place to provide transfer students with a comprehensive Financial Aid plan needed to complete their program without exceeding federal guidelines?

Are there specific institutional or other scholarships available for transfer students?

Common Promising Practices

- All transfer students are provided with a comprehensive letter explaining the Financial aid award package
- Scholarships are available specifically to the transfer student population based on incoming transfer coursework.
- One on One appointments are available with financial aid advisors to meet with transfer students
- Consortium agreements can be developed to help students maximize their financial aid.

Unique Promising Practices

Students receive advising from both two and 4 year college and partner university Financial Aid advisors. (CSCC)

The inclusion of the Student Financial Aid Office in the orientation program has proven to be extremely beneficial to students and families. Students are provided with important information prior to scheduling for coursework and have the opportunity to ask questions and interact with our staff members. (KSU)

YSU has a Financial Aid Estimator and Net Price Calculator that allows a Transfer student to answer a few questions and receive an estimated net price to attend YSU. During Transfer Orientation days, The Director of Orientation and her staff strongly recommend that all Transfer students meet with a senior financial aid counselor to review their federal aid application and status. Financial Aid Counselors block their appointment calendars out so they can meet with each and every Transfer student on a walk-in basis while they are on campus for orientation to review their federal aid application status and grant, scholarship, and loan eligibility but these one-to-one counseling sessions are not a required mandate even though they are strongly encouraged.(YSU)

10. Data Sharing

Does your institution have a process in place to regularly share information with partner institutions relative to transfer student success and progression?

Common Promising Practices

No Common practice on data sharing was presented **Unique Promising Practices**

- An information luncheon is sponsored once every year at the University Partnership in April of every year. This Luncheon includes staff responsible for admission and transfer, lead faculty members, and members of the administration 2 and 4 year institutions (LCCC)
- Institutional Research regularly runs retention reports on transfer student profiles and graduation rates. Additionally, the CPASS team is investigating other reporting options built through the new university student information system. The plan is to share this reporting with various working groups across the university, including the Transfer Task Force (which includes two administrators from Cincinnati State). Additionally, the CPASS team plans to disseminate this information regularly to other internal and external clients as appropriate. (UC)
- OHIO works with its partner institutions to determine the information vital to student and institutional success. The University shares reverse transfer information to Ohio's community colleges through the Credit When It's Due initiative. (OU)

(IDEA BOX) Particularly from the perspective of a community college, it would be helpful to know how our transfer students were doing at the transfer institution. This would help build integrity at the local level and also among the transfer partner for future prospects.

(IDEA BOX) Data sharing promotes collaboration among institutions. Predictive analytics for transfer. Reverse transfer -- especially if it can be "automated" and made less reliant on student initiative.

(IDEA BOX)) We have data share as part of our institutional agreement. Actually doing this data share has been a challenge because of different student information systems.

Other Best Practice Initiatives reported by Ohio Colleges and Universities not covered under listed categories

- Sinclair is currently offering a tuition-only Completion Scholarship to students with less than 12 credit hours to finishing their degree who may not have the financial ability to pay for their last few remaining classes. The Sinclair Office of Research, Analytics and Reporting is developing an online tool for use by Academic Advisors that will flag students with just a few courses left to complete their degree. The plan is for Advisors to make contact with the student to determine if Sinclair can assist in any way with degree completion. (SCC)
- Significant work being done by the Student Success Leadership Institute (SSLI) Team and Guided Pathways to promote completion and student success. (ESCC)
- Edison State auto-awards certificates within declared degree programs. We have removed the fee for commencement. We also award degrees three times per year.(ESCC)
- Nearly 50% of our transfer students are Distance Learning, and the university is working to enhance web-based student services, including the creation of assessment tools that measure DL learning readiness. The Center for Pathways Advising and student success intends to completely transform the way the University of Cincinnati approaches our service to transfer populations. Through a lens focused on academic advising and goal attainment, the center is uniquely resourced to foster a transfer student receptive ecosystem at UC. By establishing and maintaining partnerships with internal and external clients, and by following through with recommendations made through the Transfer/Transition Task Force, UC is well positioned to be a best practice model both within Ohio and the nation. (UC)

- Partner institutions have created curricular guides/pathways that reflect the courses required of both institutions for students pursuing bachelor degree attainment. These pathways are easy for students to follow and take the guesswork out of transfer. (SSCC)
- Program and Career Pathway (Meta Major) allows undecided major students to explore the major without taking excess credits .Advising/Counseling A re-design of specialty team advising approach with assigned advisor. Civitas Inspire an advising tool to track student progress, monitor risk factors and intervene with students . Complete Re-Design of Website: usability based design which is program and career pathway driven, creating a more intuitive experience The University of Toledo has three full-time faculty plus a program manager present at our University Partnership Ridge Campus. This experience also maintains the required three co-op experiences and the interaction by faculty between the two campuses . Ashland University has a similar model on the Elyria campus with staff and faculty present 5 days a week. Ashland University arrangement actually predates the establishment of the University Partnership and is augmented with a specialized facility the TERC (Teacher Education Resource Center) located in the center of our new iLOFT building. A key feature is paying attention to the details of the educational experience so that students in the programs not only meet the educational outcomes, but would be considered exceeding those levels (LCCC)
- All new students enrolled in the first year experience course must meet with a counselor and establish a completion plan. Also instituted is a 30 hour check in. During these meetings transfer may be part of the conversation and strategies employed/suggested to assist in achieving goals.(TRI-C)
- Kent State University has an Office of Academic Engagement and Degree Completion. Housed in this area is a program for Kent State students who attended KSU within the past two years, who did not complete a degree, and were in good standing - this program provides outreach to these students and encourages the students to return to complete their degree. This program was designed to be seamless to the student and have a dedicated person to help them navigate returning in the most efficient and effective way possible. Scholarships are also provided to qualifying students. At Kent State University, we also have the Center for Adult and Veteran Services (CAVS) that provide advising regarding the transferability and applicability of military training (either via the DD214 or military training records) and assistance in understanding and maximizing utilization of GI Bill and VA educational benefits. In addition, quite a few military members may have credits from a number of different colleges/universities

depending upon what was close and convenient to their duty station that could require assistance in determining applicability. (KSU)

- Each transfer student is assigned a Success Coach to ensure the student has a single point of contact for all questions and concerns. • Graduation planning begins at 90 credit hours • A center for transcript evaluation is centralized in the Registrar's Office (UT)
- The institution is exploring the use of auto-awarding of degrees and certificates for students to promote academic student success and completion. The college is in the preliminary implementation phase of adding Student Planning software as part of assisting with student completion and success. (COTC)
- We have worked very hard to make sure our veterans receive ample credit from their military training and we have implemented several PLA policies that are easily accessible and used by numerous adult learners and transfer students. (YSU)