

## Citations

### Transfer Pathways Workgroup

1. AACRAO. (n.d.). *A guide to best practices: Awarding transfer and prior learning credit*. American Association of Collegiate Registrars and Admissions Officers. Retrieved [2024, May 7], from <https://www.aacrao.org>

This best practice guide provides a comprehensive set of recommendations for higher education institutions on managing transfer and prior learning credits. It outlines clear, practical guidelines to help institutions create transparent, accessible, and student-centered transfer credit policies. The guide emphasizes the importance of these policies in promoting fairness and flexibility in credit recognition, which aids students in navigating their educational paths efficiently and effectively.

2. Bradford, K., & Cargill, M. (2020, August 11). Creating a best practices guide for transfer student support. National Institute for the Study of Transfer Students (NISTS). <https://www.nists.org/post/creating-a-best-practices-guide-for-transfer-student-support>

This article discusses the development of a comprehensive guide aimed at enhancing the support for transfer students. It highlights the need for consistent, collaborative, and innovative approaches in creating transfer centers that address student needs effectively, especially during the challenging times of the COVID-19 pandemic. The authors share insights on the importance of having a robust framework that includes best practices to ensure effective support for transfer students, promoting their success and facilitating smoother transitions between institutions. The guide is envisioned as a tool to foster greater consistency and quality in transfer student services across campuses.

3. Carroll, W., & LaViolet, T. (2021). *Evaluating transfer student success and equity: A primer on quantitative data for two- and four-year institutions*. Aspen Institute College Excellence Program, HCM Strategists, and Sova.

This source focuses on providing postsecondary educators and administrators with comprehensive guidelines on using quantitative data to improve transfer student outcomes. It emphasizes the importance of equity and success for transfer students and offers insights into effective data use to enhance institutional practices. This guide is intended for both two-year community colleges and four-year institutions, underlining the critical role of data in supporting informed decision-making processes aimed at

fostering better transfer pathways and reducing barriers for students moving between schools.

4. Dallas College. (n.d.). Transfer students. Retrieved [2024, May 7], from <https://www.dallascollege.edu/resources/transfer-students/pages/default.aspx>

The webpage Dallas College's transfer page provides comprehensive resources and guidance for transfer students, outlining essential services and tools to facilitate their educational transitions. It emphasizes the importance of planning and offers a variety of transfer pathways and partnerships with four-year universities to ensure that students can efficiently apply their credits towards a bachelor's degree. Additionally, the page includes links to detailed information on transfer policies, articulation agreements, and events like transfer fairs, all designed to support students in making informed decisions about their academic futures.

5. DiBenedetto, K., Roberson, A. J., Collis, J., Sharpe, R., Couturier, L., & Moore, C. (2023). *BOOSTing transfer partnerships to promote equitable and affordable transfer pathways*. Institute for Higher Education Policy (IHEP) and HCM Strategists.

The TransferBOOST Initiative discusses a pilot initiative by the Institute for Higher Education Policy (IHEP) and HCM Strategists, aimed at enhancing transfer pathways for community college students. It focuses on creating more transparent, affordable, and efficient routes to a bachelor's degree by addressing transfer challenges through partnerships across three states at 24 institutions. The initiative highlights the necessity of clear communication, credit applicability, and cost transparency to streamline the transfer process and time to degree completion.

6. Jenkins, D., & Fink, J. (2016). *Tracking transfer: New measures of institutional and state effectiveness in helping community college students attain bachelor's degrees*. Community College Research Center, Teachers College, Columbia University.

This report offers an in-depth analysis of how well institutions support community college students in transferring to four-year universities and completing their bachelor's degrees. The report evaluates current transfer processes and effectiveness across various states, providing data-driven insights to enhance policies and practices that can improve transfer success rates and reduce barriers for community college students pursuing higher education.

7. Jenkins, D., Lahr, H., & Pellegrino, L. (2020). *Redesigning community college student onboarding through guided pathways: Part 1*. Community College Research Center, Teachers College, Columbia University.

This report focuses on the transformation of onboarding processes for community college students through the implementation of guided pathways. This approach aims to streamline the student entry process, align educational and career goals from the outset, and enhance overall student retention and success. The report discusses strategies for institutions to redesign their onboarding framework to be more structured and supportive, thereby improving educational outcomes for incoming students.

8. Salesforce. (n.d.). What is CRM (Customer Relationship Management)? Retrieved [2024, May 7], from <https://www.salesforce.com/crm/what-is-crm/>

Customer Relationship Management from Salesforce explains the basics and benefits of CRM systems. It discusses how CRM helps businesses manage and analyze customer interactions and data throughout the customer lifecycle, aiming to improve customer service relationships and assist in customer retention and sales growth. CRM covers different types of CRM systems and their functionalities, providing a thorough overview useful for understanding how CRM can be integrated and utilized in various business settings. It highlights how CRM tools assist businesses in enhancing customer relationships, boosting retention, and driving sales growth. Furthermore, the piece categorizes different types of CRM technologies—operational, analytical, and collaborative—detailing their specific functionalities and benefits.

9. Schudde, L., Bradley, D., & Absher, C. (2020). Navigating Vertical Transfer Online: Access to and Usefulness of Transfer Information on Community College Websites. *Community College Review*, 48(1), 3-30.  
<https://doi.org/10.1177/0091552119874500>

This article published by the Community College Review journal explores the challenges community college students face when seeking transfer information online. It examines the quality and accessibility of transfer information across 20 Texas community colleges, revealing that many institutions fall short in providing clear and useful online transfer resources. The researchers utilized a qualitative case study approach to analyze how transfer information is presented online and its effectiveness in aiding students' decision-making processes. They also used a scoring method to rank college websites on their usability and ease of access of transfer information. The findings suggest significant gaps in how information is structured, often leaving students to rely on face-to-face advising instead. The study advocates for improvements in online transfer resources to better support students in navigating their educational paths.

10. Transfer Virginia. (n.d.). Resource Center. Retrieved [2024, May 7], from [https://www.transfervirginia.org/resources?f%5B0%5D=field\\_cc\\_resource\\_type%3A37](https://www.transfervirginia.org/resources?f%5B0%5D=field_cc_resource_type%3A37)

The Transfer Virginia Initiative provides major-specific transfer guides with an array of information and links to other students to be used by students to simplify and streamline the transfer process. They also provide information on transfer policies and implementation guides resulting in strong policy recommendations based on practices and strategies identified as critical to improving transfer. Other information provided includes collaborative course development, passport & uniform certificate of general studies, creating common curricula, and their transfer portal system.

11. Wyner, J., Deane, K. C., Jenkins, D., & Fink, J. (2016). *The transfer playbook: Essential practices for two- and four-year colleges*. Aspen Institute College Excellence Program & Community College Research Center, Teachers College, Columbia University.

The transfer playbook by the Aspen Institute College Excellence Program & Community College Research Center is a comprehensive outlines effective strategies and best practices for improving transfer student success between community colleges and four-year institutions. The playbook emphasizes collaboration between institutions to streamline transfer processes, enhance the applicability of credits, and ultimately boost graduation rates for transfer students. This resource serves as a vital tool for administrators and policymakers aiming to refine and strengthen transfer pathways.

