



TRANSFER SERVICES

PROGRAM REVIEW

OCTOBER 19, 2015
ARIZONA WESTERN COLLEGE
2014-2015 Program Review

I. OVERVIEW

The Transfer Services Department assists students who transfer in and out of Arizona Western College (AWC). We work closely with students to establish educational plans that will guide not only their educational goals at AWC but their long-term educational goals as well. Because of the innovative partnerships we have with a multitude of four year colleges and universities we are able to help students identify transfer pathways that are appropriate for their individual needs.

Beyond assisting students with their educational goals, the Transfer Services Department evaluates and posts credits from external institutions on the student's AWC record; plans, develops, and coordinates district-wide transfer programs for students; collaborates with the Articulation and Curriculum Department to provide statewide curriculum and articulation information and training to all AWC Advisors (career, academic, and faculty); and works with a variety of internal and external constituencies such as the Partners Advancing Completion through Transfer Opportunities (PACTO) grant personnel, university representatives, and AWC departments to provide comprehensive services for all AWC transfer students.

II. MISSION – PROGRAM PURPOSE

A. AWC Mission Statement

Arizona Western College offers educational, career, and lifelong learning opportunities through innovative partnerships which enhance the lives of people in Yuma and La Paz Counties.

B. Transfer Services Department - Mission Statement

Transfer services is designed to facilitate a smooth transition for students transferring into and from Arizona Western College to a four –year institution based on their individual goals by following an educational plan and having innovative partnerships with four year institutions.

C. Transfer Services Department – Purpose

Transfer Services Department facilitates a smooth transition for students transferring into and from Arizona Western College

III. QUALITY ASSURANCE

A. Focus on the Department Program

Services

Service provided

AWC's Transfer Services Department provides a variety of services for the students and the institution. The department strives to have a transfer aware campus and community by providing the following services and partnering with other entities:

- Processes all incoming transcripts.
- Evaluates and posts all external credits (military, CLEP's, AP's, Portfolio's and Credit by Exam). Produces and distributes a transfer magazine.
- Offers transfer sessions for students.
- Provides fieldtrips to the universities in Arizona.
- Meets one-on-one with students to meet their transfer needs.
- Produces and distributes a monthly newsletter.
- Provide online access to transfer resources through AZTransfer to access articulation degree pathways to Arizona's four year universities.
- Provides services to specialized student cohorts in collaboration with Northern Arizona University
- Supervises student mentors for PACTO.

Trends in service provided

Over the past several years Transfer Services has not only increased the number of activities and events offered but we have also increased the number of university partnerships we have to provide students with a greater variety of transfer options. Along with the growth in our services, we have also increased our facilities and resources. We have added computers, office space, personnel, media displays, sandwich boards, and the development of a Student Club.

All of the changes are helping the department to create transfer aware atmospheres at all of AWC's campus locations. We are even reaching out to students now on Facebook, via the AWC Transfer Services website, and the digital screen in our area.

TABLE 1

Academic Year	Activities and Events	Description
2010-2011	Transfer Fair/ Transfer Week Main Campus	Incorporated the Transfer Fair into Transfer Week.
	University Fieldtrips Arizona State University (ASU) University of Arizona (UA)	Partnered with universities and other AWC departments to provide students an opportunity to visit university campuses.
	Articulations Agreements ASU TAG – 9 pathways NAU 2+2 – 8 pathways University of Phoenix (UOPX) 2 pathways	Transfer Services developed program specific articulation agreements to establish seamless transfer pathways for students.
	Classroom Presentations	Provided transfer presentations throughout the academic year.
	One-on-one student appointments	Students had the opportunity to meet one-on-one to discuss transfer options.
2011-2012	Transfer Fair/ Transfer Week Main Campus	Coordinate Transfer Week activities.
	Transfer Days La Paz South County	In fall 2011, 'Transfer Days' was implemented on extended campuses.
	Career Health Event	In collaboration with Nursing, Radiologic Technology, and EMT, a one-time informational event was created to highlight the health fields.
	Transfer Sessions University specific, general and International students	Provided transfer sessions in collaboration with other entities.

	University Field Trips Arizona State University (ASU) University of Arizona (UA) Northern Arizona University (NAU) Grand Canyon University (GCU)	Provided more opportunities for university field trips.
	University Representatives Visits to AWC ASU UA NAU GCU	University representatives provided transfer information to students throughout the academic year.
	Articulations Agreements (Pathways) ASU – TAG, 34 pathways. NAU - 2+2 11 pathways. UA TAP – 25 pathways UOPX - 9 pathways GCU - 5 pathways	Added new program articulation agreements.
	Classroom Presentations	Provided transfer presentations throughout the academic year.
	One on one student appointments	Students had the opportunity to meet one-on-one to discuss transfer options.
2012-2013	Transfer Fair/ Transfer Week Main Campus	Coordinate Transfer Week activities.
	Transfer Days La Paz South County	Coordinated Transfer Days activities at extended campus locations.
	Transfer Sessions (University specific) (ASU, NAU, UA).	Provided transfer sessions in collaboration with other entities.
	University Fieldtrips *ASU - 3 visits per academic year UA NAU GCU	*New fieldtrips were added to explore Tempe/Polytech, Tempe West, and Tempe Downtown.
	University Representatives Visits to AWC ASU UA NAU GCU UOPX	University representatives provided transfer information to students throughout the academic year.
	Articulations Agreements ASU – TAG, 39 pathways NAU - 2+2, 15 pathways UA – TAP, 32 pathways UOPX - 9 pathways GCU - 20 pathways Western International University (WIU) New Charter Oak State College (COSC) – New	*Added three new articulation agreements.

	Classroom Presentations	Provided transfer presentations throughout the academic year.
2013-2014	Transfer Fair/ Transfer Week Main Campus South County (Similar to Main campus)	Coordinated Transfer Week activities at Main campus. Collaborated with Somerton and San Luis campuses.
	Transfer Days La Paz South County	Coordinated Transfer Days activities on extended campuses.
	University Fieldtrips ASU - 3 visits per academic year UA NAU GCU	Partnered with universities and other AWC departments to provide students an opportunity to visit university campuses.
	University Representatives Visits to AWC NAU ASU UA UOP GCU *American Public University (APU) *Benedict University (BU) *National University (NU)	University representatives provided transfer information to students throughout the academic year. *additional institutions booked campus visits
	Articulations Agreements ASU – TAG, 50 pathways NAU - Four year program, 15 pathways UA – TAP, 32 pathways UOP - 9 pathways GCU - 20 pathways WIU – 3 pathways COSC - 3 new pathways	Added new program articulation agreements
	Classroom Presentations	Provided transfer presentations throughout the academic year.
2014-2015	Transfer Fair/ Transfer Week Main Campus South County (Similar to Main campus) La Paz County (Similar to Main campus)	Coordinated Transfer Week activities at Main campus. Collaborated with Somerton, San Luis and Parker campuses.
	Transfer Days La Paz South County	Coordinated Transfer Days activities at extended campuses.
	University Fieldtrips ASU - 3 visits per academic year UA NAU *GCU	Provided more opportunities for university field trips.

	University Representatives AWC Visits NAU ASU UA UOP GCU APU BU NU	University representatives provided transfer information to students throughout the academic year.
	Articulations Agreements ASU - TAG, over 80 pathways NAU - Four year program, 15 pathways UA – TAP, 34 pathways UOP - 14 pathways GCU - 20 pathways WIU – Articulation into their 4-yr programs COSC - 3 pathways	Added new program articulation agreements.
	Classroom Presentations	Provided transfer presentations throughout the academic year.
	One on One student appointments	Students had the opportunity to meet one-on-one to discuss transfer options. (made possible with to new staff through the funding of PACTO Grant)
	Part-time AVID	New position and responsibilities under Case Management/Transfer Specialist.
	Peer Mentors (4)	Students had the opportunity of meeting one-on-one to discuss transfer options and provide emotional support.

Use of assessment information

The Transfer Services Department utilizes assessment to improve the quality and effectiveness of services provided to AWC students and partner universities. The department is continually adding and/or modifying transfer activities and events based on student evaluations and feedback from other AWC programs/departments and university partnerships.

Finances

Revenues and expenditures

The financial cost of the services the Department provides is higher than the budget resources that are allocated to the department on a yearly basis. Every year the Director must submit a request for additional funding to cover the cost of personnel. Under the current structure and budget the Transfer

Services front counter is managed by students in the work study program. To provide top quality student services, a full-time front office clerk is needed.

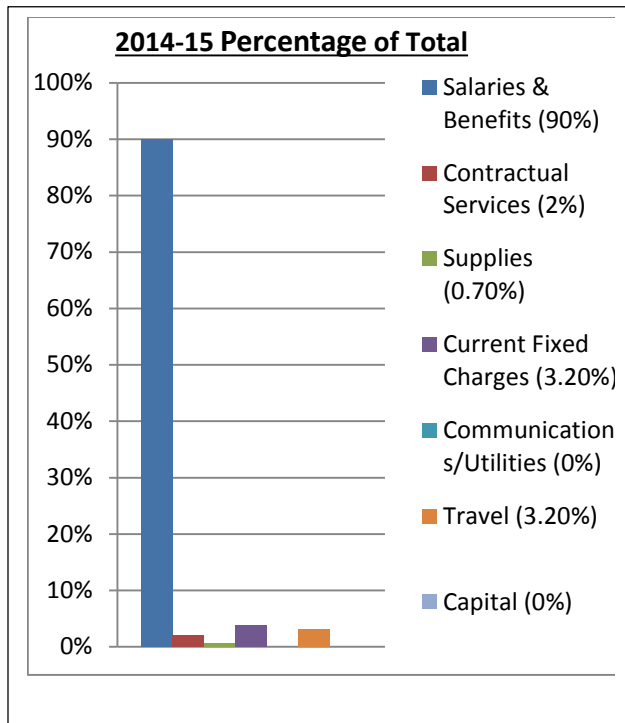
The department is able to provide university field trips by partnering with grant funded programs within the institution and by increasing activities with partnering universities and other external constituencies who are willing to help offset the cost. Additional funding is necessary to ensure Transfer Services can meet all of the needs of the students.

TABLE 2

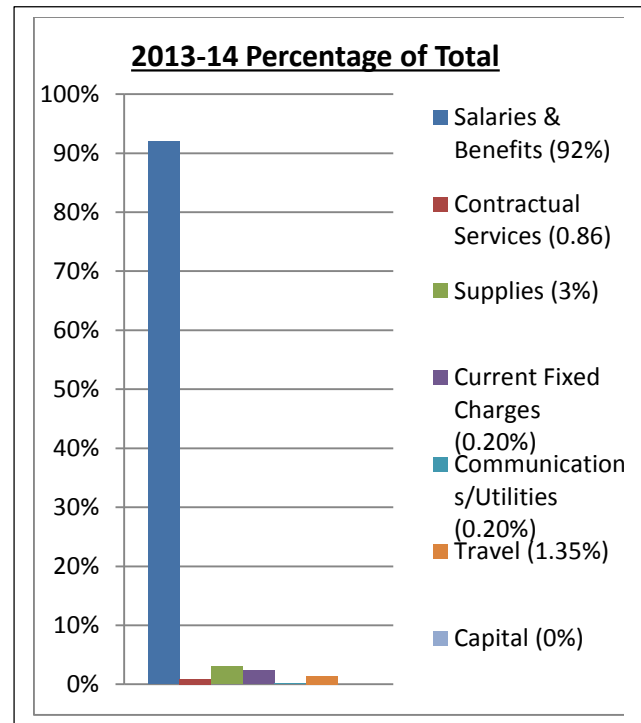
Items	Program Budget 2010-2011	Program Budget 2014-2015	Actual	offset
Operational Staff Coordinator of Transfer Services / Director of Transfer Services	53.32%	32.70%	Coordinator of Transfer Services title changed to Director of Transfer Services 2013-2014.	Additional responsibilities, no salary compensation.
Transcript Evaluation Specialist	0%	24.66%	Part-time position partially funded.	New full-time position 2013- 2014 yr.
PT Transfer Specialist (2 positions)	13.51%	11.07%	100% funded by PACTO. Effective 10/2015 funded 65% by AWC and 35% PACTO.	Budget adjustments / Transfers to fund positions.
Case Mgmt. / Transfer Specialist			100% funded by PACTO.	PACTO Grant
Part-time AVID Peer Mentors			100% funded by Federal Money.	PACTO Grant
Front Desk Assistant (3)				Work Study / College payroll
Operational Supplies Office Supplies	3.38%	0.74%		PACTO Grant
Printing and Publishing	0%	0.96%		PACTO Grant
Computers Digital Screen				
University Visits Field Trips / Transportation ASU GCU NAU UA	0%	0.74%	Department covers 30-40% of the cost of transportation.	Funding by: NAU 50% GCU 100% AWC Partners KEYS (2010-2015) CAMP (2014-15) Funding varies per academic year.
Space Offices (4)				Obtained two offices through

Front Desk Station (2) Student Computer Space (2) Storage space				PACTO - NAU Partnership.
Events Transfer Week Catering	0% 0%	0.15% 0.74%		
Professional Development Travel In-State Travel Out of State Travel Conference Registration	7.28% 2.70 0.20%	0.74% 1.85% 11%	Most of the Professional Development money allocated for this purpose would cover only one staff member. Out of State Travel funds are usually transferred to cover Part-time Transfer Specialists positions year round.	
TES Program (2013-2014) College and University Course equivalency tool to assist in evaluating incoming credits by Transfer Specialist, Academic Advisors and Lead Faculty Advisors.		3.67% per academic year		

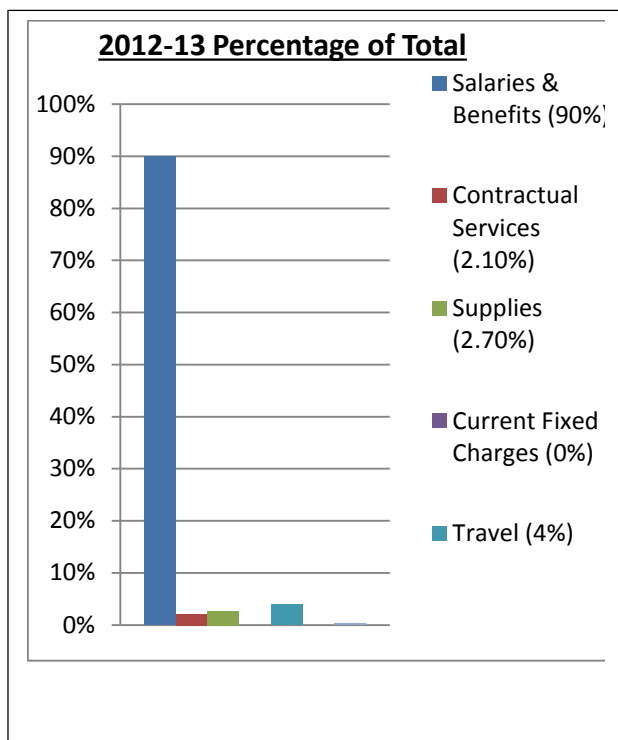
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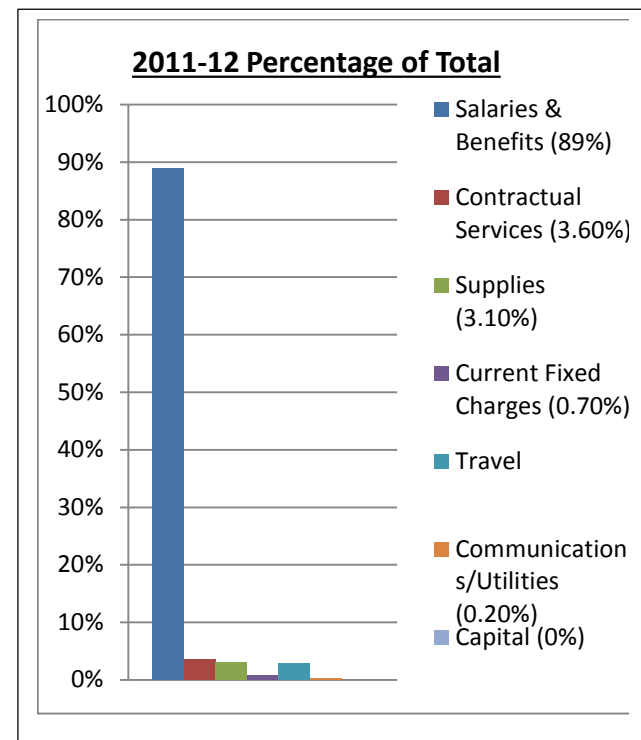
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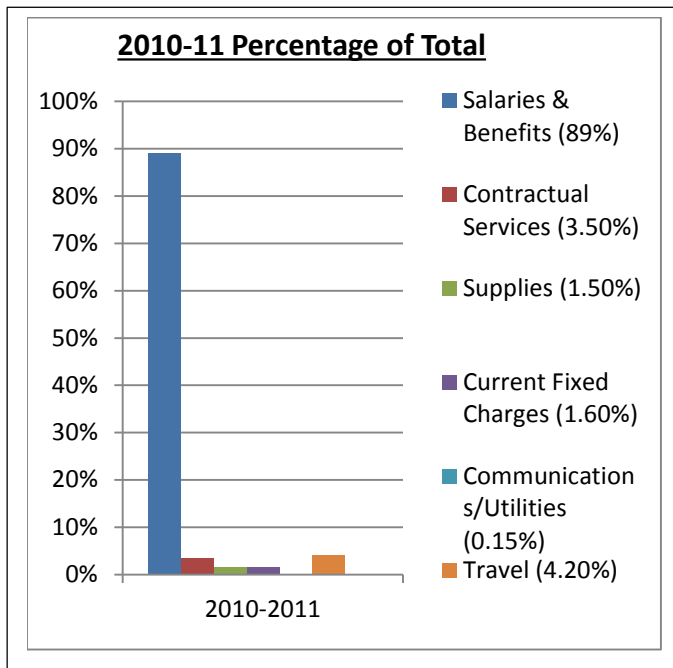


GRAPH 3



GRAPH 4





B. Focus on Assessment

Approach to Assessment

The program review process for the AWC Transfer Services Department has focused on the evaluation, planning, and improvement of its existing practices in order to provide the best services to the students and the community in service area and beyond. The committee members, through a long process, assessed, reviewed, and provided feedback and recommendations based on factual evidence from the department's historical records from previous years. The committee members also reviewed and assessed current practices, local trends, and national trends in higher education that are applicable to a transfer services department to provide vital feedback throughout the program review process.

The Transfer Services Department has identified five goals which are related to a strategic initiative in Student Services and the mission of Arizona Western College:

- Increase student's ability to demonstrate (understanding) of individual transfer requirements.
- Increase student awareness of students transfer programs.
- Develop innovative partnerships with 4-year universities / institution
- Provide high quality services
- Provide professional development to faculty and staff

The goals are assessed, in part, by collecting and reviewing data gathered from surveys we administer at Transfer Fairs, Transfer Sessions, and student Field Trips.

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TABLE 3

Goal	Objective(s)	Student Learning or Area Outcome	Measure	Benchmark	Findings	Plan
a). Increase student's ability (understanding) of individual transfer requirements.	a). Individualized educational plan. b). One-one appointments. C). Evaluation and posting of external credits	SLO: Students will attend transfer advisement appointments or university sessions to enhance their knowledge of transfer requirements	a). TAG Agreement completed. b). Student's being assisted. c). Number of evaluations and posting of credits processed. d). Post questionnaire survey	30% of students will increase their knowledge of transfer requirements	We exceeded our benchmark our predictions by 10%	We need to create a pre and post questionnaire survey to better assess our services
a). Increase student awareness of specialized transfer programs	a). Transfer week b). Transfer Fair c). Transfer Days at extended campuses d). University Specific Days for all three in-state universities e). Transfer Sessions	SLO: Students will demonstrate understanding in specialized transfer information and requirements	TAG Agreement Post Questionnaire Survey	20% of our student population will demonstrate understanding of specific requirements for their program	40% of our students have demonstrated understanding of transfer requirements and knowledge of requirements on specific programs	We need to create a pre and post questionnaire survey to better assess our success. Continue increasing degree pathways
a). Develop innovative partnerships with 4-year institutions	a). Articulation agreements b). MOU c). Degree Pathways	SLO: Department will maintain and establish partnerships 4 year institutions	TAG Agreement Degree pathways with NAU and UA	50% increase on articulated programs/degree pathways	90% increase on degree pathways	Continue to work to keep increasing degree pathways Create student agreements to better assist our students

						transferring to NAU/UA.
a). Provide high quality service	a). Transfer Week b). Transfer Fair c). Transfer Days at extended campuses d). University Specific Days for in-state Universities e). University field trips f). University Sessions g). Monthly university Resource Tables h). Classroom presentations i). Involvement in other campus events j). In the process of k). Creation of a student club	SLO: Department will continue to increase its services and opportunities to students, community, and partners.	Self-Assessment Surveys Evaluation Survey for students of every activity and event	50% increase on services provided	The department has expanded its services by 80%	Continue to collaborate with other AWC departments and universities to keep increasing our services
1). Provide professional development to faculty and staff	a). Workshop for faculty and staff once a year b). Updates and training opportunities for Career & Academic Advisor's and Faculty Advisors once a month	SLO: Faculty and Staff will have better understanding of who we are as a department and how to assist students or refer them to Transfer Services	Professional Development Surveys	Faculty awareness of transfer opportunities 20-30% increment 90% increase on updating staff of all new information and changes done by universities	10% awareness, faculty are not aware of what Transfer Services offers and the wealth of opportunities provided to students	Create surveys through Institutional Effectiveness, Research, and Grants for feedback of faculty and staff Offer at least two more workshops for faculty

Administrative assessment

Throughout the years, the department has improved its measures of assessment by gathering information via surveys as well as collecting and reviewing feedback from students who are assisted by the department personnel.

Appendix A: Table 4 depicts the number of students the Transfer Services Department has assisted in transferring within the last five years. As shown, the number of students served has almost quadrupled. With the increase in students, the Department also had to increase the number and variety of activities and services provided which places a greater burden on the current budget and human resources.

While serving an almost quadrupled number of students, only one full time staff (Transcript Evaluator Specialist) and one part-time Transfer Specialist, partially funded, have been added. The Department did receive a full time position through the PACTO program, Case Management/ Transfer Specialist, but the position cannot be relied upon because this is a grant funded position and has not been institutionalized.

Arizona Western College is working closely with NAU and UA, and ASU to establish student agreements by spring 2016 and increase pathways by at least 20-30%. Additional full-time staff and an increase in funding will be necessary to keep up with the growth in services and activities provided.

Culture of Inquiry

Program assessment has demonstrated the value of evidence-based decision making. The department is continually adding and/or modifying transfer activities and events based on feedback from students, other AWC departments, and university partnerships.

Creating a standalone Transfer Department was a smart move for AWC. The department has been able to change the culture of transfer at AWC as evidenced by the accolades and recognitions received from multiple state and regional entities specialized in transfer matters in higher education.

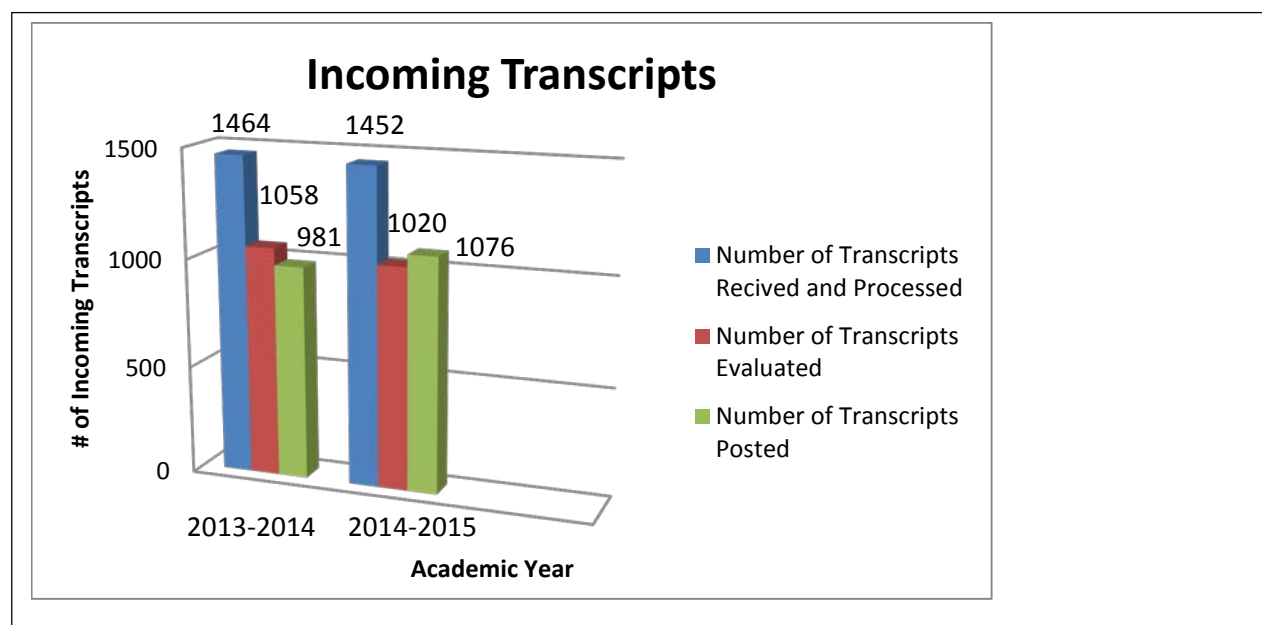
C. Focus on Students

Demographics

Arizona Western College is classified as a Hispanic Serving Institution with a student population consisting of over 60% Hispanic students, 58% of which receive Pell Grants. These numbers are substantially higher than statewide averages. Refer to online **Fact Book 2013-2014 pages 3-11** at www.azwestern.edu, About AWC, Institutional Research webpage, "Fact books".

Over the years, the number of students transferring into and from Arizona Western College to a four-year institution has been increasing steadily as evidenced by the figures in the following charts.

GRAPH 6



2011-2012 are not noted on the above chart because in that time frame all in-coming transcripts were processed through a different department within Arizona Western College.

TABLE 5

Academic Year Transfer-out to in-state universities	Arizona State University	Northern Arizona University	University Of Arizona	Total Transfer Out
Student Headcount 2006-2007	18	199	18	235
2007-2008	83	213	44	340
2008-2009	133	235	80	448
2009-2010	126	223	87	436
2010-2011	148	209	116	473
2011-2012	93	128	111	332
2012-2013	135	253	146	534
2013-2014	163	271	172	606
Grand Total	899	1,731	774	3,404

Data Source(s): Datatel, as of January 27, 2015; National Student Clearinghouse

Student Satisfaction

Student satisfaction data was collected during the 2014-2015 academic year.

- 80% of the students who participated on the field trips provided feedback and according to their feedback the participation was a learning experience.
- 90% of the students who attended transfer sessions stated that the sessions were informative and easy to understand. They further stated that the transfer sessions alleviated some of the anxiety they had felt about the transfer process.

Use of assessment information

Results of the student surveys were analyzed and used to assess the overall outcome of the events and activities. The feedback from the students provided the department with the evidence of what activities and events were helpful, which ones were successful, where we fell short, and provided ideas for new activities and events to provide the services the students need. In addition to student feedback, the department held various meetings throughout the school year with other college members and university partners to assess the activities and events and as feedback directed, changes were made to improve services.

D. Focus on Faculty and Staff

Organizational chart and demographics

The Transfer Services Department was established as an integral part of the Arizona Western College educational experience in 2006.

At its inception, the department operated under the direction of one person, the Transfer Coordinator (C-4-2). This position was solely responsible for the entire process of processing incoming transcripts, assisting transfer students, and managing the Transfer Services Department.

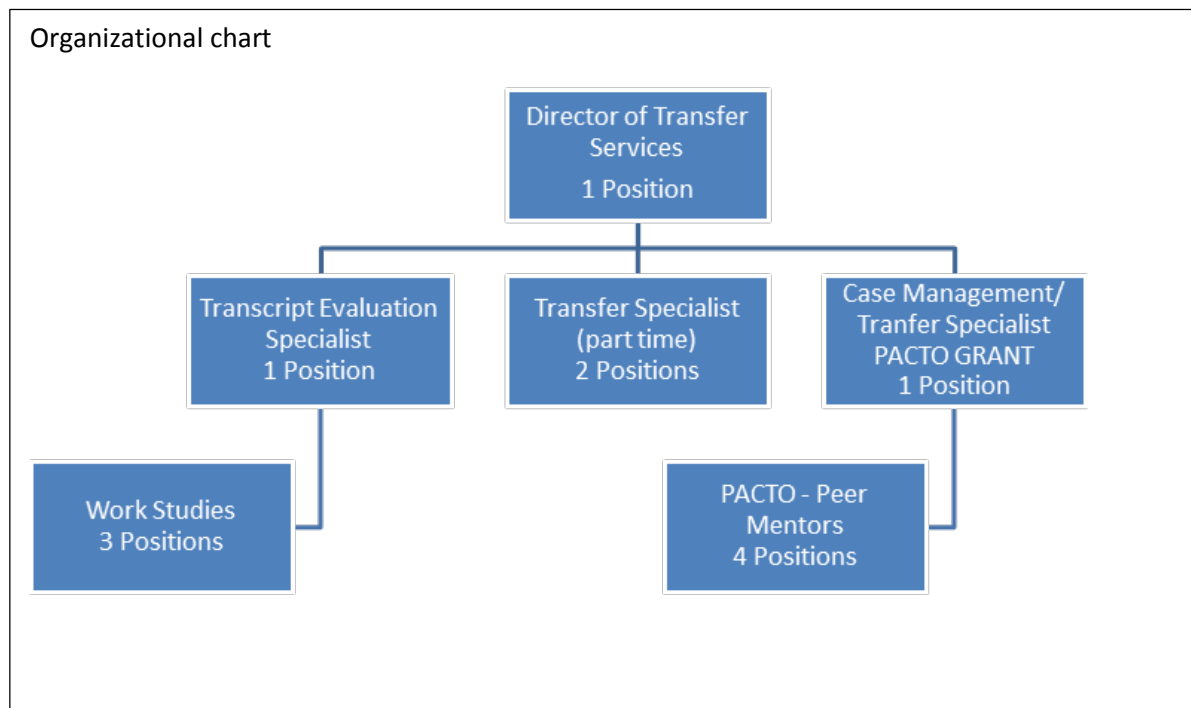
In 2007 the institution realized the importance of providing transfer resources to AWC's student population so a part-time position was created to assist the Coordinator with the increasing demands for services in this newly created department.

In 2013 the Coordinator position was reevaluated and the position title was changed to Director (C-4-2); the pay-rate remained at the Coordinator level. Since 2006, the department has grown from one Coordinator and one part-time employee to having a Director, a Transcript Specialist, a Case Management/Transfer Specialist, two part-time Transfer Specialists, three federal work study students, and four part-time Peer Mentors (reflected in the organizational chart below).

TABLE 6

Position Title	Grade	Responsibilities
Director of Transfer Services	C-4-2	Serves as transfer liaison to UA, ASU, NAU and other designated universities and colleges. Assists students transferring from AWC to four year colleges and universities. Plans, develops, coordinates, implements and evaluates the District-wide transfer program for students. Coordinates with Director of Career and Advisement Services to provide transfer training at District-wide advising meetings. Coordinates and collaborates with Articulation and Curriculum Coordinator to provide state website trainings to all Academic and Faculty Advisors. Manages Fiscal resources, supervises and evaluates staff
Case Management - Transfer Specialist (PACTO Grant)	C-4-1	Position is instrumental to AWC to successfully achieve Initiative 1 and developing key student support that enforce AVID Essentials and also provide knowledge and tools for students to most efficiently complete coursework for transfer to NAU-Yuma.
Transcript Evaluation Specialist	B-2.3	Supports the coordination of incoming transfer evaluation process. Evaluates incoming transcripts submitted by prospective and current students in preparation for student enrollment, degree planning and advisement.
Transfer Specialist Part time	N/A	Assists with implementation of the District-wide transfer Coordinator with advisor/counselor transfer training at individual District locations.
AVID Peer Mentor part time	N/A	Provides information and support to AVID students, facilitating action such as decision making or task accomplishment in the best interest of the students. Coaches and connects students with resources and role models personal balance. Facilitate thinking and problem solving and asks clarifying questions. Follows confidentiality policies and consults with supervisors as needed.

GRAPH 7



Staff development

The Director of Transfer Services encourages every staff member in the department extend quality customer service to all constituents. To ensure quality customer service a variety of training and workshops are provided for the staff.

TABLE 7

Workshop/Training	Available	Participant
Blackboard refreshers	At least four times a year	Open to all AWC employees
Customer Services Trainings	Yearly	
Institutional workshop/trainings For professional and classified position only.	1. Several training throughout the year 2. Once a year	1. Classified 2. Professional
National Conferences	1. Not available 2. Limited opportunities based on budget amounts and college restrictions (2014-2015 supervisors only)	1. Classified 2. Professional

Regional Conferences	Not available or limited opportunities based on budget amounts and college restrictions(2014-2015 supervisors only)	Classified Professional
State Conferences, Arizona Transfer (AZ Transfer)	Not available or Once a semester	1. Classified 2. Professional
Web advisor trainings	Available online at institution	
Webinars	Transfer Equivalency System- always	Transfer Services personnel and Advisors

TABLE 8

Professional Activities	Available	Staff
AZ Transfer meetings	twice a year	Case Management/Transfer Specialist PACTO, and Academic Advisors
Classroom presentations, at all AWC locations.	Year round	Department staff
Collaboration with universities, in state, out of state, and international	Year round	Director of Transfer Services, Case Management/Transfer Specialist and Part-time Transfer Specialist
Created and implemented a Transfer Students Club.	Year round	Case Management/Transfer Specialist (PACTO)and Director of Transfer Services
Digital Screen	Year round	Director of Transfer Services Case Management/Transfer Specialist
Online Resources: Monthly Newsletter Facebook Web Page Transfer Magazine	Year round	Director of Transfer Services Case Management/Transfer Specialist Transcript Evaluation Specialist. Part-time Transfer Specialist
Transfer Thursdays	Year round (includes summer)	Director of Transfer Services. Case Management Transfer Specialist. Part-time Transfer Specialist
Transfer Week Main Campus South County La Paz County	Once a year	Director of Transfer Services Case Management/Transfer Specialist Transcript Evaluation Specialist Part-time Transfer Specialist

Transfer Days County	South La Paz County	Once a year	Director of Transfer Services Case Management/Transfer Specialist Transcript Evaluation Specialist Part-time Transfer Specialist Extended Campus
Field Trips		Fall and Spring	Director of Transfer Services. Case Management/Transfer Specialist Transcript Evaluation Specialist Part-time Transfer Specialist in collaboration with Transfer Coordinator from KEYS Program Academic and CAMP Advisor/Transition Coordinator.
Events			

Use of assessment information

Staff evaluations are conducted in conjunction with the Human Resources Department (HR). In addition, employee opportunities to implement changes for improvement are discussed during staff and one-on-one meetings.

E. Focus on Support

Technology

Transfer Services currently possesses the appropriate hardware and software to meet the department needs. The department has the following technology programs:

- Transfer Equivalency System (TES) - software utilized by the Transcript Specialist, Faculty and Academic Advisors to obtain course descriptions from other institutions for evaluating course equivalencies.
- Parchment - software used to retrieve electronic transcripts from other institutions for evaluation purposes.
- TAG Reporting Data- database used to share student records between Arizona Western College and Arizona State University.
- Reverse Transfer Reporting Data- data obtained from Arizona State University (ASU) to determine if degrees can be awarded to students who did not complete a degree at Arizona Western College before transferring to ASU.
- Colleague- institutional software (Student Information System- SIS) the department utilizes for various functions.
- Microsoft Office –software utilized heavily to track all incoming transcripts, request for evaluations and students data.

Facilities and Equipment

The department currently has the following equipment/facilities:

- Digital Media Screen- utilized to promote Transfer Services and department events and activities.
- Four furnished offices for the following personnel:
 - Transfer Services Director
 - Case Management/Transfer Specialist
 - Transcript Evaluation Specialist
 - One office is used by part-time personnel for posting of external credits and special projects. It is also shared with university representatives.

- Two front counters/ desk stations- used by work study personnel to assist students.
- Nine computers:
 - Two computers for students to use with assistance of Transfer Services personnel. For example, students can request transcripts, complete transcript evaluation request, and research transfer universities. Students also have access to printers when using these computers.
 - Seven computers for all Transfer Services personnel
- Three offices are equipped with printers, scanners, and shredders:
 - Director of Transfer Services
 - Case Management/Transfer Specialist
 - Transcript Evaluation Specialist
- One office is equipped with a printer.
- Small desk type printer/copier/scanner/fax machine is located in a central area for all personnel to use and to assist students when sending faxes to universities or printing documents needed for transfer purposes.
- Large printer for specific projects (shared with the Admissions Office).
- Waiting area for students and university representatives.

A facilities recommendation would be to add an area for a 'Transfer Center'. The center would allow students to gather in a designated space to mentor other students, network with other students and university representatives, provide a formal meeting area for the new Transfer and Academic Services (TASC) student club, and allow students the space and time to participate in a variety of transfer activities. The club members do need a place to properly mentor students who are planning on transferring to a four year institution.

Learning Resources

The following resources are available to students:

- Transfer Services Newsletter- monthly newsletter for students regarding transfer news.
- Transfer Magazine- magazine to guide students to a successful transition to a 4 year institution.
- "TASC" Club- Transfer and Academic Services Club assists students in planning for their transition to a four-year institution by providing peer support, up to date information, community service and multiple educational opportunities.
- PACTO Mentors- peer support for students involved in AVID orientation classes for a successful transition to a university of their choice.
- Transfer Specialist- one on one meetings to assist students with the transfer process and student articulation agreements
- AZTransfer- online statewide course equivalency guide that shows students how community college courses transfer to the three in-state universities (aztransfer.com).
- Articulation Agreements & Degree Pathways- Agreements between Arizona Western College with following institutions:
 - Arizona State University (TAG)
 - Charter Oak State College
 - Grand Canyon University
 - Northern Arizona University (AWC2NAU)
 - University of Arizona (TAP)
 - University of Phoenix
 - Western International University

The department provides support services to the extended campuses with the use of technology.

Marketing and public relations

TABLE 9

Websites
AZTransfer.com
Scholarship Search Websites
Transfer Services
"TASC" Club Website
University Agreements
University Websites

TABLE 10

Special Events
Classroom presentations
Educational Family Night
Experience AWC
Faculty Resource Fair
Majors Fair
Military/Veteran Svs. Appreciation Week
Mom's Night Out
PACTO Orientation Classes
Sustainability Fair

TABLE 11

Marketing Tools
Banner
Bookmarks
Digital Screen
Facebook
Flyers
Online Calendar
Posters
Sandwich Boards
3-C Bldg. Transfer Informational Table

Support Services

The following departments and community partners provide support to the Transfer Services Department:

Community Partners and Collaboration

- University Field Trips- free of charge for students
 - Northern Arizona University (fall semester)
 - Arizona State University
 - Tempe/Polytechnic campus (fall semester)
 - Tempe/West (fall semester)
 - Tempe/Downtown campus (spring semester)
 - University of Arizona (spring semester)

- Grand Canyon University (fall and spring semester)
- Transfer Sessions on Main Campus- provided by university representatives in conjunction with Transfer Services to provide guidance to students in the transfer process.
- Resource Tables (Main Campus and San Luis)- monthly resource for students to reach out to university representatives for information on their institution.
- Transfer Week (Main Campus, South County and La Paz County)- week of transfer activities and opportunities for students to interact with several university representatives.
- Transfer Days (South County and La Paz County) - day of transfer activities and opportunities for students to interact with university representatives.
- AWC Departments
 - Admissions and Registration
 - AWC Foundation
 - Business Office
 - Career and Advisement Services
 - College Assistant Migrant Program (CAMP)
 - Curriculum and Articulation
 - Education Talent Search
 - Faculty
 - Financial Aid
 - La Paz County
 - Military Services
 - PACTO Grant
 - South Yuma County Campuses
 - Student Clubs and Organizations
 - Student Support Services (KEYS)
 - Testing Services
 - Travel Office
 - Upward Bound
 - Veteran Services

The department continues to engage students through the transfer process with support from faculty, staff, and the learning services division. Working more closely with advising would be very beneficial. A better working relationship would allow this department to provide the necessary information and training related to transfer and university pathways the Advisors need to assist students when speaking to them about continuing their education and when developing the students' long-term educational goals. This partnership would assist in achieving a mutual goal that would create a seamless pathway for students to succeed and transfer to a four year institution. Additional support from faculty members is also essential in engaging students about the transfer process.

Resources

The department serves two different populations of students:

1. **Incoming students**
 - a. evaluate external transcripts (military included) from other institutions and post credits
 - b. evaluate and post CLEP and AP scores and posting credits
2. **Outgoing students**

- a. providing events and activities in collaboration with the universities to create awareness of the transfer process and facilitate a smooth transition to a higher level institution.

The department has the following administrative support:

Full Time Staff

Director of Transfer Services

Case Management/Transfer Specialist (10%)

Transcript Evaluation Specialist

Part Time Staff

Transfer Specialist (2 positions)

Federal Work Studies

Front Desk Assistants (3 positions)

Under the current structure and budget the Transfer Services front counter is managed by students in the work study program. To provide top quality student services, a full-time front office clerk is needed. The benefit of having a full time clerk would provide an effective and efficient service to the community, students and university partners.

Use of Assessment information

Results of surveys from colleagues, university representatives, and students provide feedback to the department in order to improve customer services and increase activities/events. For instance, the department has relied more on technology by using online tools such as Facebook, website, digital screen, online registration forms to create accessibility of their services and to engage students to participate in events and activities.

F. Focus On Community

Community Groups

The department has been involved with the community by providing informational resource tables and participating in the following district-wide outreach activities in Yuma and La Paz Counties:

- Majors fair
- Presentations to High School students (Upward Bound and Educational Talent Search)
- Mom's night out
- Transfer week
- Transfer Days
- Experience AWC
- Military & Veteran appreciation week
- University fieldtrips
- Articulation agreements w/university partners
- Educational Family Nights
- Career health event

- Reverse transfer agreements with ASU
- Sustainability
- Faculty Resource Fair

External requirements or considerations

Although the department does not directly require certifications, accreditations, licensures or professional organization status, it's responsible for completing tasks, which directly impact AWC students. These tasks include:

- Processing external institutional, AP, CLEP, DANTES evaluation credits
- Posting external institutional, military, AP, CLEP, DANTES credits to students' AWC transcripts
- Collaborate with institutional departments to post portfolio credits to student transcripts
- Develop and implement articulation agreements and degree pathways with university partners
- Collaborate with PACTO staff in support of AVID, peer mentors and case management services

Use of assessment information

The department has added more student centered activities and support since the last program review. The student focused goals are evident by the increased number of university partnerships, articulation agreements, university field trips and Transfer Services activities such as Transfer Week and Transfer Days.

- The number of university field trips organized by the department and the schools visited has more than doubled since the last program review.
- The Transfer Fair/Transfer Week is now offered at all off-campus sites, in addition to the main campus event.
- The three in-state universities each now have their own university specific day during Transfer Week to network with students. The department is in the process of implementing a university specific day for private institutions (GCU & UOPX).
- The department is responsible for increasing university partnerships with regard to articulation agreements. In 2010, there were two university partners. Currently, Arizona Western College has seven partner institutions. The department has over 130 articulation pathways available for students to select.
- The department has developed and maintained student satisfaction surveys to continue to provide quality student centered services.

Student Satisfaction Inventory Survey 2014

http://www.azwestern.edu/Institutional_Research/downloads/SSI%20Questions%20091714.pdf

Questions:

- Online resources for transfer services are easily accessible.
- There are adequate services to help me decide upon a university to transfer to.
- There are adequate services to help me transfer credits into AWC.

Results of Student Satisfaction Inventory Survey 2014

http://www.azwestern.edu/Institutional_Research/downloads/Fall%202014%20SSI.pdf

Transfer rates 2010

<http://nces.ed.gov/collegenavigator/?q=arizona+western+college&s=AZ&zc=85365&z=0&of=3&l=3+13&ct=1&ic=2+3&id=104160#retgrad>

IV. **Summary of Significant Developments Since last Program Review**

The Transfer Services department has been through numerous departmental modifications since the last program review in 2010. The department has evolved over time and has significantly increased the scope of services to meet the needs of the students.

Despite in the increase in services offered, the department has faced a recurring challenge, the shortage of staffing and resources required to meet the steady increase in workload and departmental responsibilities.

Recommendations from the 2010 action plan:

- The implementation of a mission statement was recommended and deemed necessary at the conclusion of the last program review. A mission statement was adopted and represents the responsibilities of the department.
During the current program review, the mission statement was reviewed and a decision was made to modify the mission statement to more accurately portray the current mission of the department.
- Ensure the Transfer Services mission reflects the State of Arizona's mission, to increase the percentage of Arizona students obtaining high quality degrees and credentials. Since 2010 the department has worked in conjunction with the Curriculum and Articulation Office to achieve this mission. The direct impact of this collaboration, allowed the departments to create and implement over 150 degree pathways for AWC students, increasing our articulated programs and pathways by 90%. The Transfer Services Department increased student-centered activities and events by 70% within the last five years, the students benefitted from a 50% increase of university representatives visits at AWC, and the field trips to state universities increased by 30%. In summary, the department has expanded its services by 80%. These initiatives would not be possible without the continued collaboration and financial support of other AWC departments and university partners.
- The Transfer Services Coordinator position should be revised to include an increase in managerial duties, decision making, and responsibilities. Restructuring the department was also recommended to accurately portray the workload and challenges faced by the Transfer Services staff. The committee findings identified the need for a full-time secretary, full-time transfer specialist, and a part-time office assistant. There was discussion of the possibility that the Transfer Services Department would also oversee the centralized transcript evaluation process. If that was to happen, the committee recommended the hiring of two additional full-time transcript evaluators to manage the work that would be added to the department. The centralized transcript evaluation process was instead assigned to the Admissions and Registration Department in 2010.
In the fall of 2013, the transcript evaluation and posting process was reassigned to Transfer Services. A full-time Transcript Evaluator and \$ 2,500 for a part-time person to assist with posting was also provided. Despite the increase in additional staff, the department lacked the proper resources to maintain the growing the demand. The additional work without the dedicated staff continues to be a challenge today. The budgetary and staffing shortfalls adversely affect many areas in the Transfer Services Department, particularly the department's ability to provide essential personnel professional development, in-state and out-of-state travel for staff training, student field trips, operational supplies, and promotional items.

- The department continues to lack a full-time Administrative Secretary to handle immediate issues and provide assistance to all customers, with specialized knowledge. Stability and the support is key to providing efficient and effective assistance to students, partners and the community, as outlined in the 2010 program review. A continual turnover of front office (part-time) personnel continues to create delay of services, increases the workload of the senior staff, and impacts the department's ability to provide quality services. To fill this need, additional funding is needed.

V. Guide for the Future

Current recommendations:

- Modify the department's mission statement to more accurately portray the current mission of the department and to align the department mission with the Institution's mission.
- Develop and implement an assessment mechanism to self-evaluate the department's services. Surveys provided in previous years were found to contain unreliable data for the purpose in which they were being used. The department needs to request data from the office of Institutional Effectiveness, Research, and Grants to create a survey that in return can provide a more accurate perspective.
- The department requires additional personnel to sustain the continued growth and expansion of its services for students, university and community partners, and extended campuses. The department projects events and activities will increase by 20-30%. The department is currently working with universities to develop new activities for the fall 2015 and spring 2016 semesters. In addition, degree pathways are projected to increase by another 30-40% in 2016-2017. It is estimated that this will increase the direct contact with students to over 1000 additional students per year. The department is diligently working with La Paz and South Yuma Campuses to increase direct support at those locations. Transfer Services personnel will be visiting the San Luis and Somerton campuses once a month and La Paz County twice a semester. Visits will be assessed and increased if needed. The partnerships with universities also requires additional nurturing which is labor intensive and overwhelming for our understaffed department.
- Promote and expand the CLUB (TASC); provide two additional field trips this upcoming year to University of Phoenix and the University of Arizona; add more transfer activities and events. The department is in the process of working on the Reverse Transfer process which will require additional personnel to serve approximately fifty or more students per year. The number of students who currently qualify for the reverse transfer are reflected on **Appendix D**.
- Increase budget to provide a full-time administrative assistant (\$30,000+benefits) and increase current allocation of funds for the two part-time transfer specialist positions (\$10,000) to assist with posting of incoming credits, providing direct support to students with the transferring process, and assistance with all transfer activities and events. The department needs these positions in place to continue to provide quality services for students, university and community partners and extended campuses. The department also needs an increase for in-state and out-of-state travel expenses to cover additional visits to the extended campuses and professional development at national and regional conferences.
- The institution as a whole has been recognized for its efforts in educating its community. Arizona Western College was recognized through AZTransfer and ASSIST (Government entities specialized in higher education data collection) in March 2015 as having the highest graduation rate at the university level of transfer students. The four-

year graduation rate of transfer students from AWC at the Arizona state universities currently stands at 71.7% in comparison with other Arizona Community Colleges whose transfer rates have reached only up to 68.4%. In support of the mission of the college and the mission of the state of increasing the number of community members obtaining a baccalaureate degree, AWC must emphasize its manpower and financial support to increase activities in the realm of transfer awareness and opportunities for students transferring to four-year institutions. Research has proven that students who complete an associate's degree are 10% more successful in completing a baccalaureate degree than a high school student going directly to the university. Based on this statement and research, we must base all our efforts and resource for this purpose.

- Transfer Services is honored to be recognized by the Arizona State Director of Marketing as having one of the best Transfer Fairs in the state in terms of student attendance, atmosphere, organization, and strategies. The department will continue to strive to be the best in the state. In order to accomplish this feat, it is imperative the department have the human resources and financial supports in place to do so.

VI. Action Plan

GOAL: New Mission

Objective: Change the mission to accurately portray the department and have it aligned with not only the institution, but the Arizona Department of Education mission as well.

Timeframe: December, 2015

Responsible Party: Transfer Services Department, AWC Vice President of Student Services

Resource Implications: Requires Vice President of student Services approval

GOAL: Improve Assessment

Objective: Incorporate a comprehensive survey to continually assess the evolving needs of our students, community and partner universities. Use these instruments to improve the quality and effectiveness of services provided to AWC students, community, and partner universities.

Timeframe: January, 2016

Responsible Party: Transfer Services Department, Institutional Effectives, Research and Grants.

Resource Implications: Requires meeting with Institutional Effectives, Research and Grants to develop and produce inclusive and comprehensive surveys.

GOAL: Increase Activities and Events

Objective: Continue to have the highest rate of AWC graduates to further increase the graduation rates at four-year institutions by creating more opportunities and transfer awareness for students and community.

Timeframe: August, 2017

Responsible Party: Transfer Services Department, AWC Vice President of Students Services, AWC President and AWC Board members and all other departments within the institution.

Resource Implications: Requires additional financial resources of \$7,000 to cover the cost of marketing tools, field trips, increase events to extended campuses, engage students on activities and events by using promotional items.

GOAL: Increase University Partnerships

Objective: facilitate a smooth transition for our students by guaranteeing a transferrable degree with applicability of 64+ credits.

Timeframe: On-going

Responsible Party: Transfer Services Department, Curriculum and Articulation Department, Vice President of Student Services, AWC President.

Resource Implications: Requires meeting with AWC Curriculum and Articulation Director, University Articulation department, faculty within specific areas from both institutions, AWC President to increase articulated agreements and degree pathways.

GOAL: Professional Growth

Objective: Have knowledgeable and trained staff assisting our students, community and partners. Educate our staff and maintain them current with any type of changes and updates from other community colleges and universities within the state. Provide opportunities for staff members to participate and gain professional growth by attending national and regional conferences once a year.

Timeframe: August of 2016

Responsible Party: Transfer Services Department, AWC Vice President of Students Services, AWC President and AWC District Governing Board members

Resource Implications: Requires additional financial resources of \$7,500 to have staff participate at Arizona state meetings twice a year and national or regional conferences once a year.

GOAL: Review position

Objective: Review of the Director of Transfer Services position current salary compensation to bring it up to a commensurate level according to the level of professional responsibilities added to job description in 2013 without any financial compensation. The director is overseeing two major functionalities of the institution, entire process of receiving, evaluating and posting of external transcripts and transfer process, activities and events, articulations pathways to four-year institutions among other impromptu activities to suit the needs of the entire constituency it serves.

Timeframe: Start process by January 2016

Responsible Party: Transfer Services Department, Vice President of Student Services, President, Department of Human Resources, AWC District Governing Board members

Resource Implications: Requires the allocation of appropriate funding commensurate with current local, state, and national college positions of the same nature. It further requires that the compensation include applicable professional experience and credentials and be reflected in the new salary.

GOAL: Increase Personnel

Objective: Improve customer service for students, community and university partners, effectiveness and stability of the department. To accommodate the needs of students and increase of partnerships and services provided to university partners. Provide administrative support to the Director and staff.

Timeframe: July, 2016

Responsible Party: Director of Transfer Services, Vice President of Student Services, President, AWC District Governing Board members

Resource Implications: Requires a financial increment by \$35,000 to cover the cost of full time Transfer Services Clerk

GOAL: Increase Financial Resources

Objective: The cost of the department is higher than the aligned budget resources provided on a yearly basis.

Timeframe: July, 2016

Responsible Party: Transfer Services Department, AWC Vice President of Students Services, AWC President and AWC District Governing Board members, Department of Human Resources

Resource Implications: Requires for financial allocation for the Director of Transfer Services compensation, a new full time transfer services clerk position (35,000), increase budget for part-time transfer specialist positions to be fully cover year round (\$10,000), In-state travel funds to participate on the Arizona state meetings (\$2,500), Out-of-state travel to personnel attend a national or regional conference once a year (5,000), increase students field trips (\$2,500) Operational supplies \$ 1,000, Promotional items to engage students (2,000).

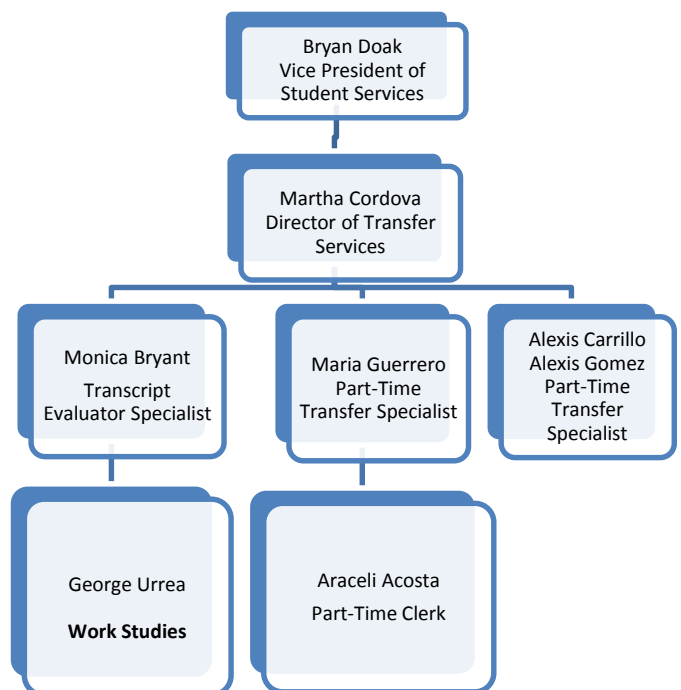
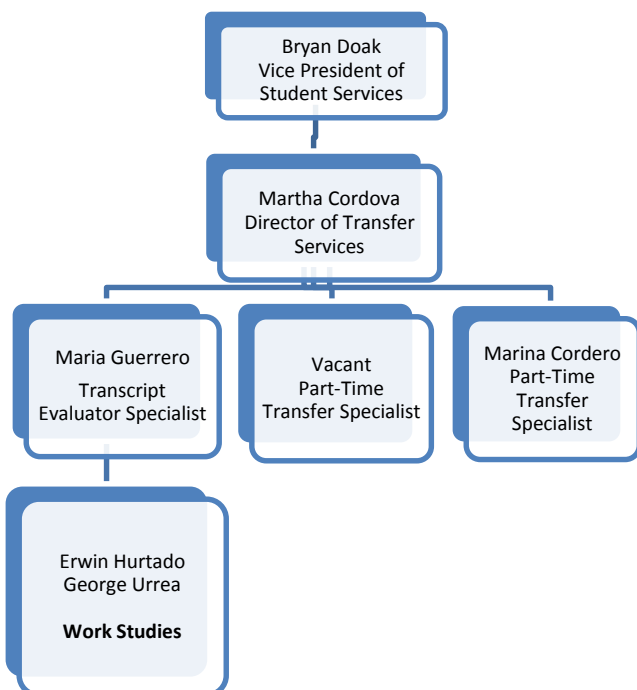
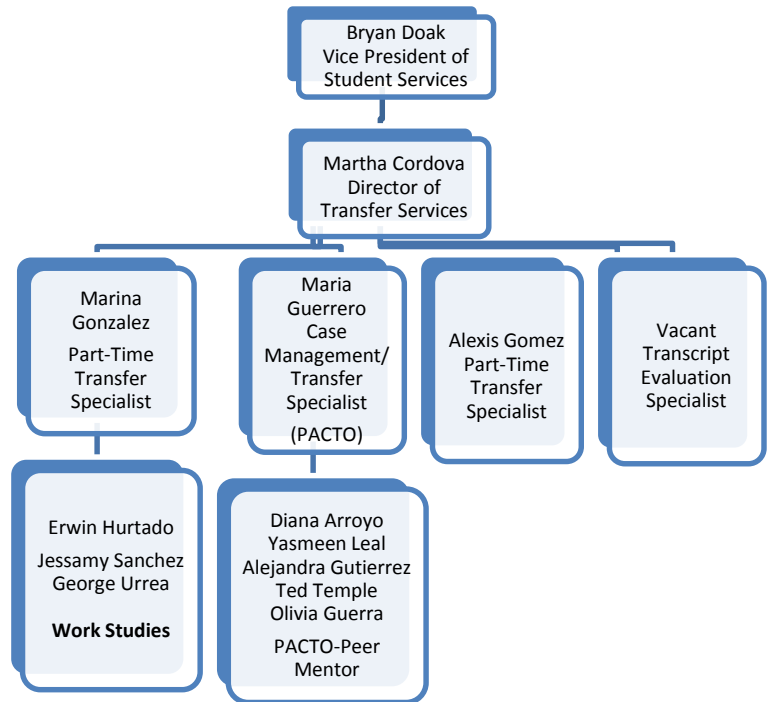
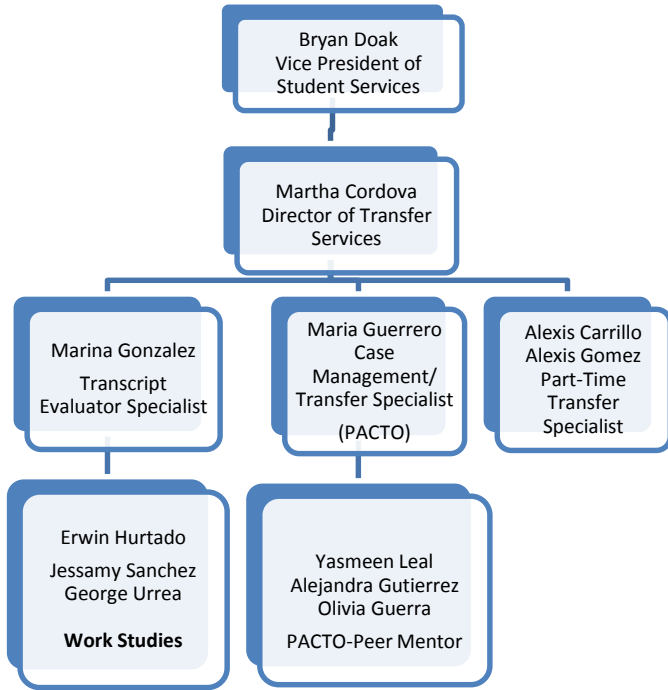
VII. Appendices with Supporting Data / Evidence

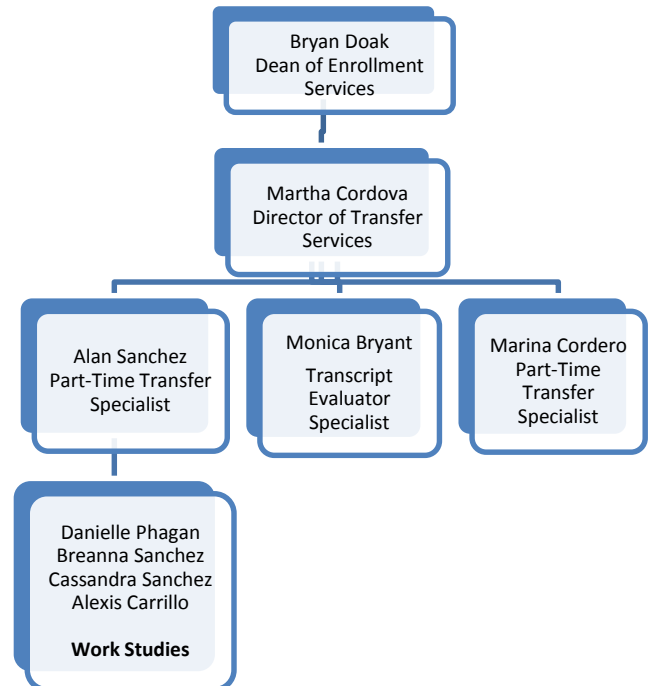
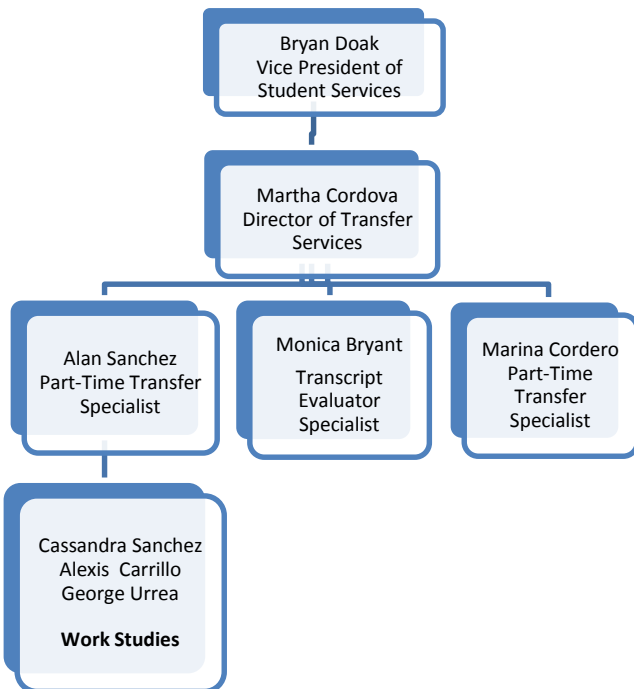
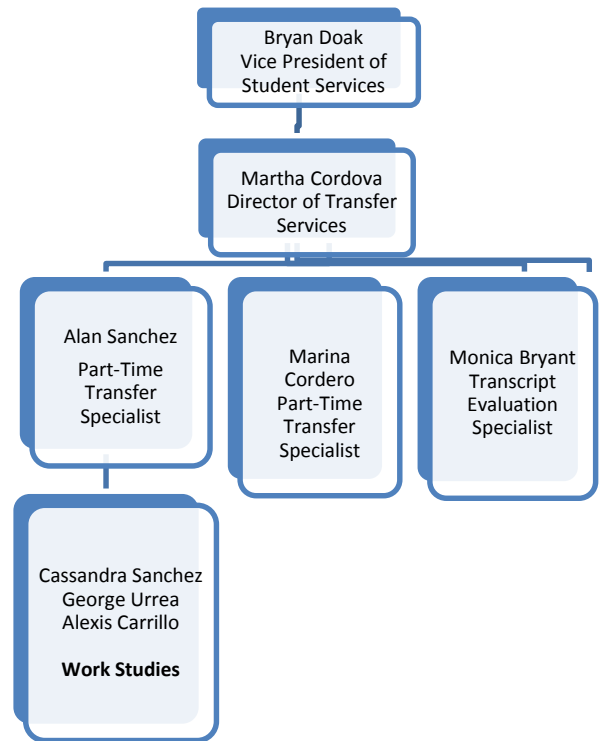
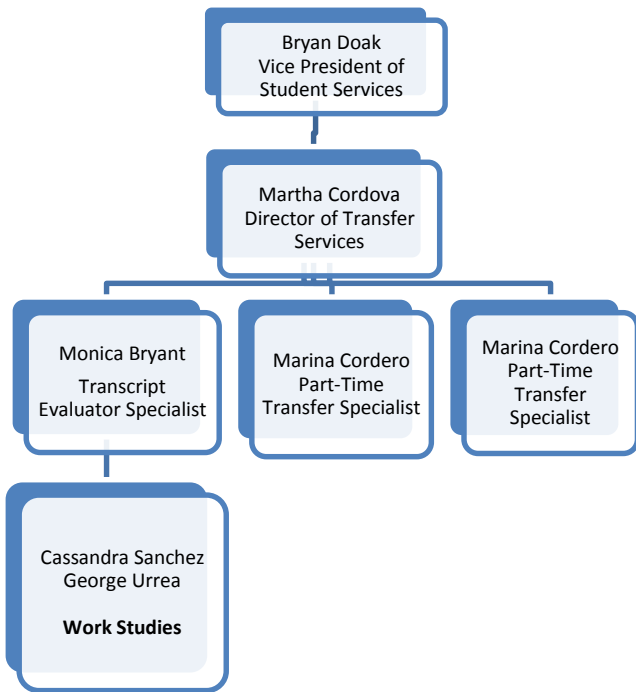
Appendix A: Data of Student Contacts

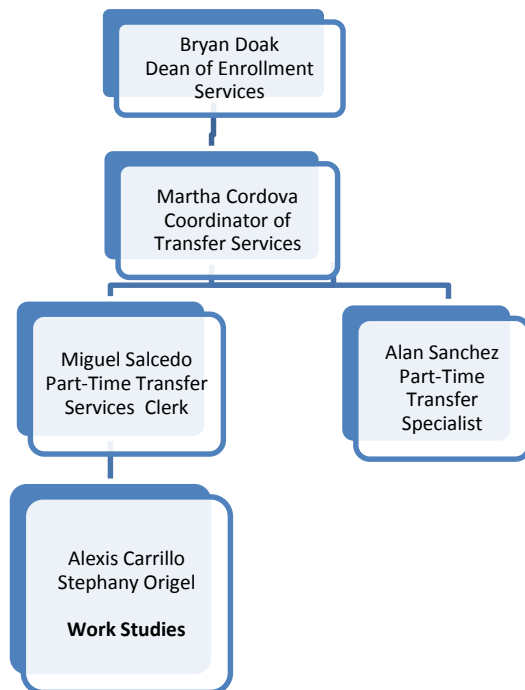
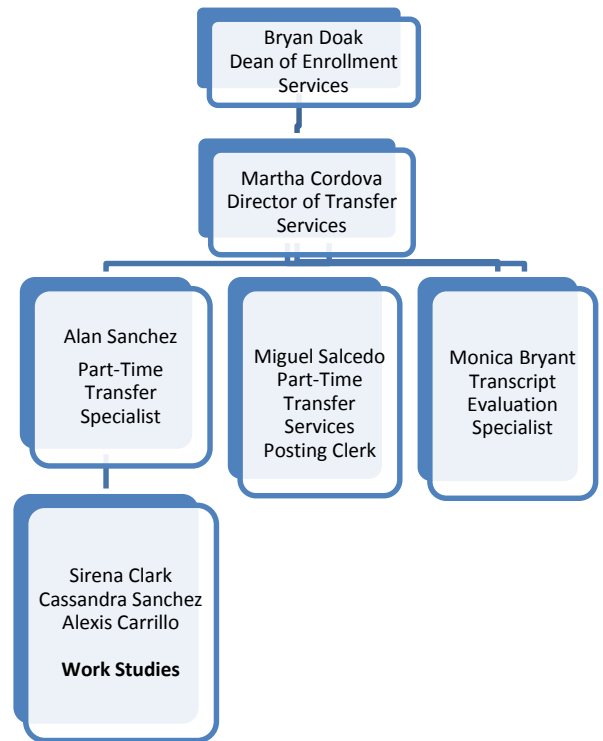
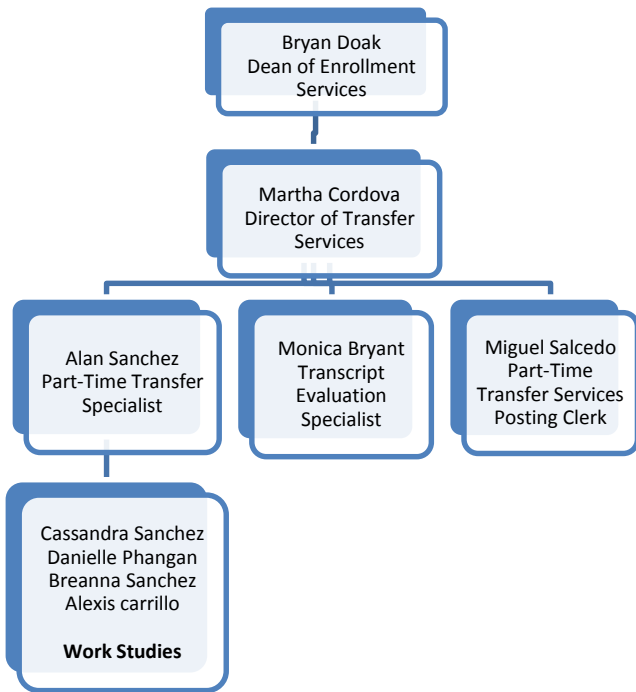
TABLE 4

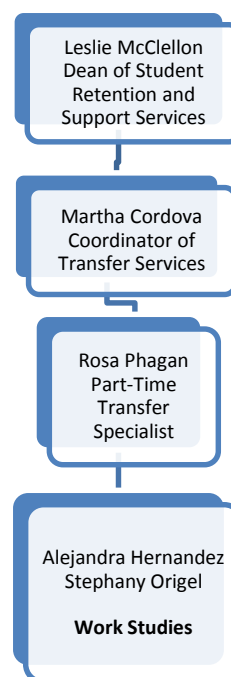
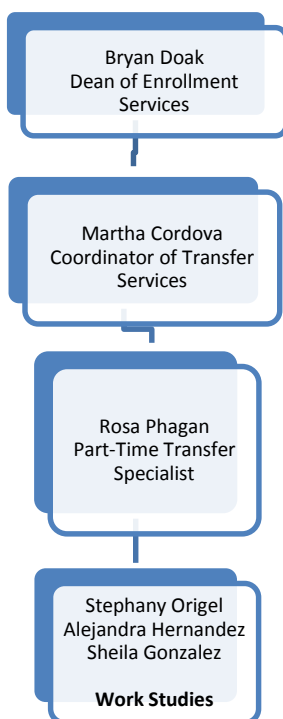
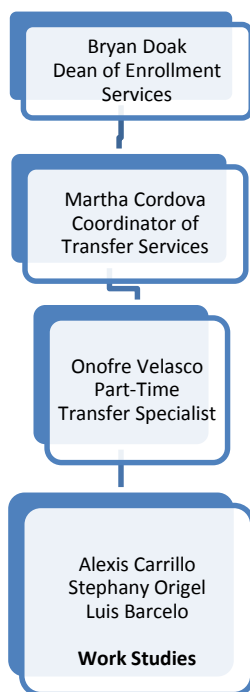
	Students Served (Contact)	Incoming Transcript Evaluations	Credits Posted
2014	4369	679	686
2013	1368	825	752
2012	92	0	
2011	574	750	
2010	1448	1497	
2009	1832	1475	
2008	1645	1153	
2007	777	829	
2006 September through December	56	285	

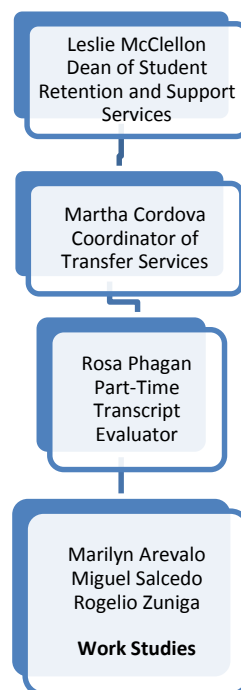
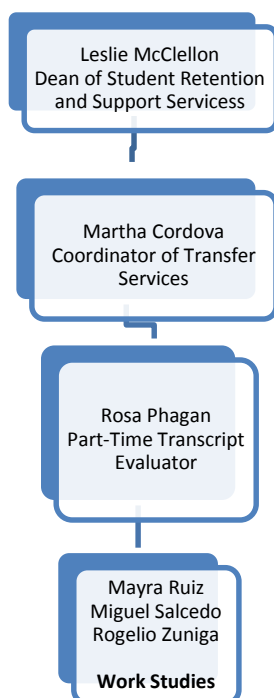
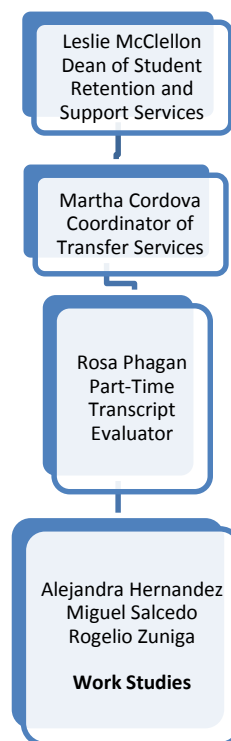
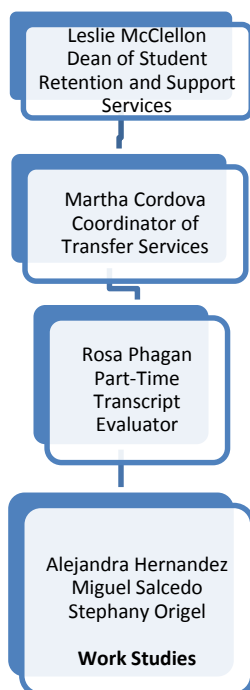
APPENDIX B: Transfer Services Organizational Chart through the years











APPENDIX C**ASU Field Trip**

31 students completed the survey

Rating (1 being the lowest and 5 the highest)

	1	2	3	4	5
After visiting the university, is it the correct University for you?	0	0	0	5	26
Overall, how much did you like the fieldtrip?	0	0	0	9	22

GCU Fieldtrip Student feedback

27 students completed the survey

Rating (1 being the lowest and 5 the highest)

	1	2	3	4	5
After visiting the university, is it the correct University for you?	1	4	13	7	2
Overall, how much did you like the fieldtrip?	1	2	3	8	9

NAU Fieldtrip

29 students completed the survey

Rating (1 being the lowest and 5 the highest)

	1	2	3	4	5
After visiting the university, is it the correct University for you?	0	1	4	5	19
Overall, how much did you like the fieldtrip?	0	1	4	5	19

ASU Session

27 students completed the survey

	Yes	Somewhat	Not Really
The session helped me understand university admission requirements?	23	4	0
I have become aware of application deadlines	22	5	0
I have gain knowledge of scholarships at ASU	20	7	0
I found the AWC Transfer Services website useful	23	4	0
I have a better understanding of the transfer process to ASU	22	5	0
The session presentation was easy to understand	25	2	0
I had the opportunity to ask questions	25	2	1
I would recommend this session to other students	25	2	0
The length of the session was appropriate	25	2	0
The time of the session worked for my schedule	25	2	0

NAU Session

17 students completed the survey

	Yes	Somewhat	Not Really
The session helped me understand university admission requirements	14	3	0
I have become aware of application deadlines	14	3	0
I have gain knowledge of the AWC2NAU program	11	5	1
I found the AWC Transfer Services website useful	15	2	0
I have a better understanding of the transfer process to NAU	15	2	0

The session presentation was easy to understand	16	1	0
I had the opportunity to ask questions	16	1	0
I would recommend this session to other students	16	1	0
The length of the session was appropriate	16	1	0
The time of the session worked for my schedule	16	1	0

UA Session

17 students completed the survey

	Yes	Somewhat	Not Really
The session helped me understand university admission requirements	15	2	0
I have become aware of application deadlines	16	0	1
I have gain knowledge of the Agreement program	13	4	0
I found the AWC Transfer Services website useful	13	3	1
I have a better understanding of the transfer process to UA	16	1	0
The session presentation was easy to understand	17	0	0
I had the opportunity to ask questions	17	0	0
I would recommend this session to other students	17	0	0
The length of the session was appropriate	16	1	0
The time of the session worked for my schedule	15	2	0

General Session

53 students completed the survey

	Yes	Somewhat	Not Really
The session helped me understand AGECE	45	5	3
The session provided information that will allow me to easily navigate the AZTransfer website.	50	3	0
I found the AWC Transfer Services website useful.	51	2	0
The information I have attained is useful to understanding my degree	45	6	2
I have a better understanding of the transfer process	50	3	0
The session presentation was easy to understand.	50	3	0
I had the opportunity to ask questions.	49	4	0
I would recommend this session to other students	50	2	1
the length of the session was appropriate	51	2	0
The time of the session worked for my schedule	51	2	0

South County Transfer Day

16 students completed the survey

	Good	Average	Poor
Location	16	0	0
Interaction with the university representatives	15	1	0
Was the information useful	15	1	0
Do you have a better understanding of the transfer process	15	1	0

Overall impression of the Event	16	0	0
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La Paz County Transfer Day

13 students completed the survey

	Good	Average	Poor
Location	12	1	0
Interaction with the university representatives	12	1	0
Was the information useful	12	1	0
Do you have a better understanding of the transfer process	13	0	0
Overall impression of the Event	12	0	0

Transfer Fair 2015

35 students completed the survey

	Good	Average	Poor
How Satisfied are you with the usefulness of information presented at this event	31	4	0
After attending this event, I have a better understanding of the transfer process to the universities	26	7	2
Overall impression of the AWC's Transfer Fair	29	5	0

Lumberjack Transfer Monday

8 students completed the survey

	Good	Average	Poor
How satisfied are you with the usefulness of information presented at this event	7	1	0
After attending this event, I have a better understanding of the transfer process	6	2	0

Wildcat Transfer Tuesday

12 students completed the survey

	Good	Average	Poor
How satisfied are you with the usefulness of information presented at this event	11	0	0
After attending this event, I have a better understanding of the transfer process	10	1	0

Sun devil Transfer Wednesday

5 students completed the survey

	Good	Average	Poor
How satisfied are you with the usefulness of information presented at this event	4	0	0
After attending this event, I have a better understanding of the transfer process	3	1	0

Higher Education Opportunities in Health Care Careers

38 students completed the survey

	Good	Average	Poor
What was our overall impression of this event?	33	0	0
Location	33	3	0
Time	26	8	4
Date	32	4	1

APPENDIX D



Reverse Transfer Study
Arizona Western College

	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
Total Students in Cohort Study- New Transfer Students with at least 15 credits from AWC who transferred to ASU, NAU, or UA	271	252	243	307	377	342	353	364	368
Cohort Students who have already received a 2-year degree from ANY Arizona community college	203	194	189	216	288	247	253	270	241
Possible Reverse Transfer student for AWC	52	48	36	79	66	76	76	71	83

NOTE: Includes new transfer students to one or more Arizona universities with a total of 15 or more credits from Arizona Western College.

Possible Reverse Transfer Students are further limited to those who completed a combined total of 60 or more credits from both the community college and universities.

This report does not examine AWC degree requirements. Possible Reverse Transfer Students are computed by adding total number of community college and university credits achieved.

SOURCE: ASSIST Data Warehouse. August 2015

2014-2015 Program Review Committee Members

Ms. Bertha Avila, Professor of Administration of Justice and Homeland Security
Mr. Antonio Carrillo, Career and Academic Advisor
Ms. Martha Cordova, Director of Transfer Services
Ms. Cristina Gonzalez, Career and Academic Advisor
Ms. Marina Gonzalez, Transcript Evaluation Specialist
Ms. Maria Guerrero, Case Management/Transfer Specialist (PACTO)
Ms. Gabriela Herwig, Coordinator of Veterans Services
Ms. Martha Martinez, Professor of Spanish