

Making Every Credit Count

Annual report on articulation and transfer for Arizona postsecondary education



2016

A scenic photograph of an Arizona desert landscape at sunset. The sky is a gradient of blue and orange, with the sun low on the horizon behind a range of mountains. In the foreground, the silhouettes of saguaro cacti are prominent against the bright light. The overall mood is serene and iconic of the state.

About this Report

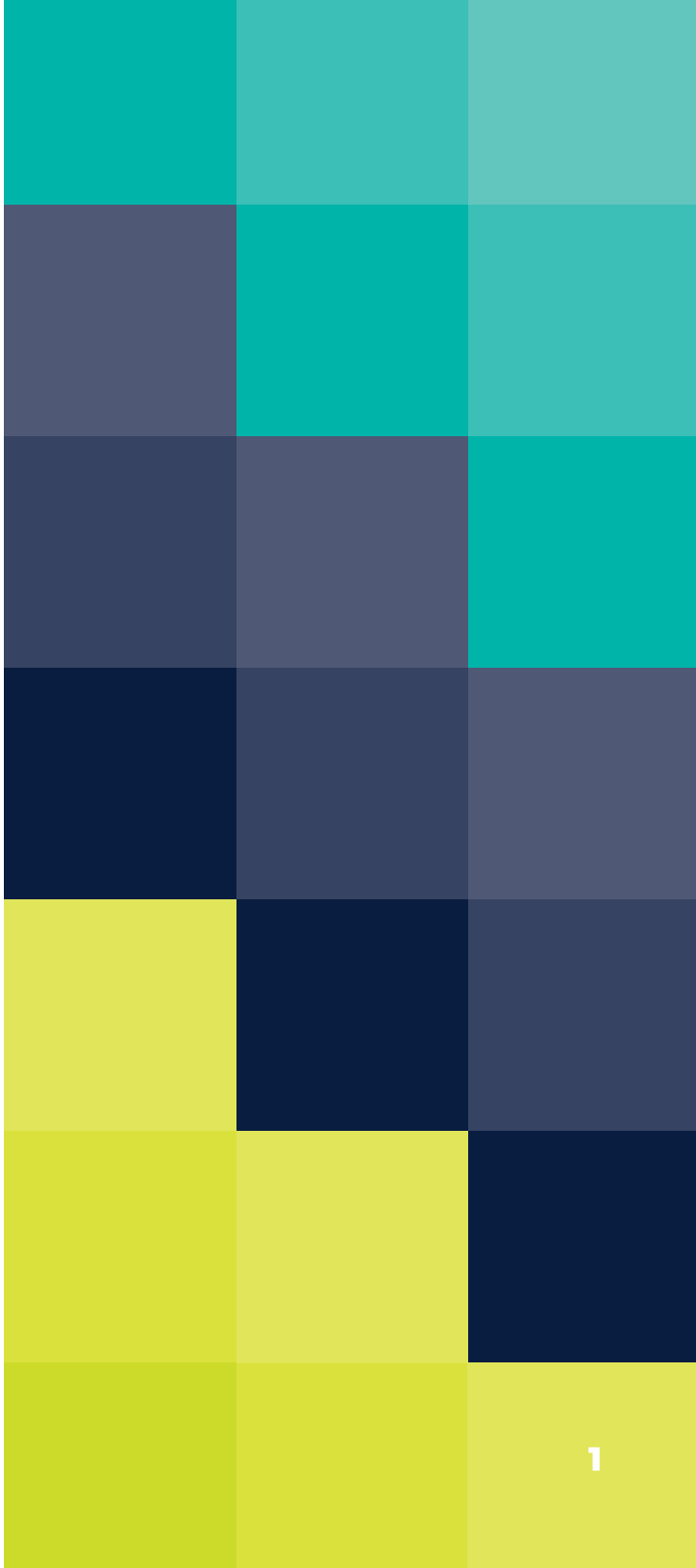
For 20 years, academic leaders from each of Arizona's public postsecondary institutions have collaborated to support transfer student success. Known as the AZTransfer Steering Committee, this coordinating body ensures Arizona's students have access to efficient, seamless, and simple ways to transfer from a community college to a university in Arizona.

Born out of legislation passed in 1996, the AZTransfer Steering Committee works to fulfill a promise to provide high-quality educational pathways that lead to baccalaureate degree completion for all Arizonans. This report highlights results, services, and innovations in the 2015-2016 academic year that deliver on that promise and help students make every credit count.



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Steering Committee Membership & AZTransfer Staff

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Shelley McGrath*, Arizona Board of Regents
Frederick Corey, Arizona State University
Susan Johnstad*, Northern Arizona University
Gail Burd, University of Arizona

COMMUNITY COLLEGE REPRESENTATIVES

Linda Elliott-Nelson, Arizona Western College
Mary Kay Gilliland, Central Arizona College
Verlyn Fick*, Cochise College
Dudley Gardner, Coconino Community College
Lisa Eutsey, Diné College
Jeanne Bryce, Eastern Arizona College
Samuel Dosumu*, Maricopa Community Colleges
Paula Norby, Mohave Community College
Mark Vest, Northland Pioneer College
Julian Easter, Pima Community College
Juana Jose, Tohono O'odham Community College
Ron Liss, Yavapai College

** Representative is also a member of the AZTransfer Executive Committee*

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Vision, Mission, and Values

VISION

College degree pathways are accessible to all Arizonans.

MISSION

The AZTransfer Steering Committee, an organization of academic leaders, supports successful application of transfer credits leading to degree completion for students in all public and tribal higher education institutions in Arizona.

VALUES

The decisions and actions of the AZTransfer Steering Committee demonstrate our:

- Purpose is to promote and support student academic success;
- Leadership is transparent, collegial, collaborative, and proactive;
- Decision making is data-informed and outcome-focused;
- Fiscal stewardship is financially responsible and goal-oriented.



Envisioning a Better Arizona Through Transfer

Engagement, service, accountability, and efficiency drove AZTransfer's efforts in the 2015-2016 academic year. In every endeavor, AZTransfer focused on growing stakeholder participation in organizational activities, providing improved resources and tools, increasing self-reporting to member institutions, and streamlining the ways in which these functions are executed.

AZTransfer recognizes its place in advancing education attainment in Arizona. Transfer provides an alternative pathway to higher education that makes a college degree possible for those who thought it couldn't be done. Transfer makes higher education seem less daunting and shows students how they can efficiently and strategically earn college credit that lays a foundation for future university study. By providing tools and sharing information about dual enrollment and credit by exam, AZTransfer ensures that even the youngest students make informed decisions in their academic careers.

AZTransfer is committed to raising awareness and increasing access to transfer information and envisions that college degree pathways are accessible to all Arizonans.

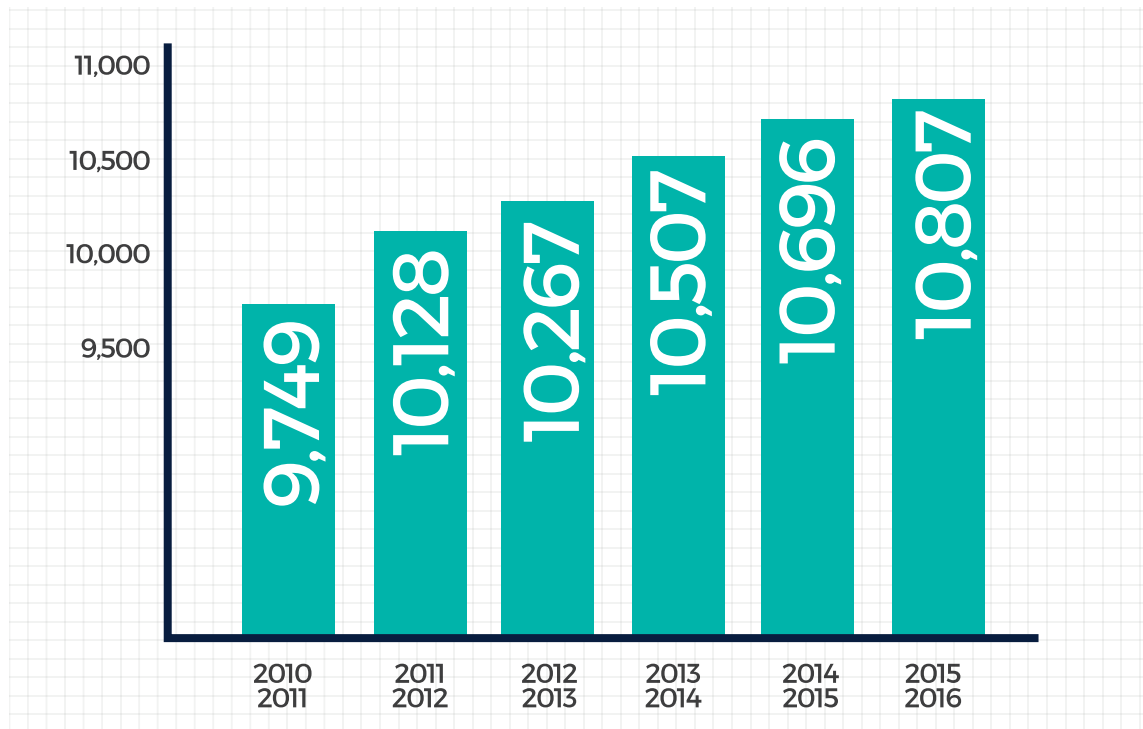


Evaluating Progress with Data

The Arizona State System for Information on Student Transfer (ASSIST) is a relational database containing enrollment and degree information on students attending Arizona's public universities and community college districts. Using this data, AZTransfer provides a statewide snapshot of progress toward improving transfer and degree attainment in Arizona. With data on new transfers (figure 1), graduation rates (figure 2), credit hours transferred (figure 3), and demographics (figure 4), ASSIST shows AZTransfer institutions the effectiveness of their transfer programs and policies.

FIGURE 1

NEW TRANSFERS FROM ARIZONA COMMUNITY COLLEGES



ALUMNI SPOTLIGHT

Nancy Hernandez

Arizona Western College
to University of Arizona



Nancy Hernandez is a CPA at Ernst & Young (EY). She attended Arizona Western College (AWC) in Yuma, AZ from 2004 to 2006. There, she joined the Students in Free Enterprise organization and participated in their national

competition. Also, while at AWC, Nancy was active in the Student Support Services group (both as a member and tutor). She believes both of those organizations provided the foundation for her future educational and career paths. After completing her General Education Associate in Applied Science, Nancy transferred to the University of Arizona's Eller College of Management. She obtained a Bachelor of Science in Accounting and Business Economics. She also has a Master of Science in Accounting degree from the University of Virginia.



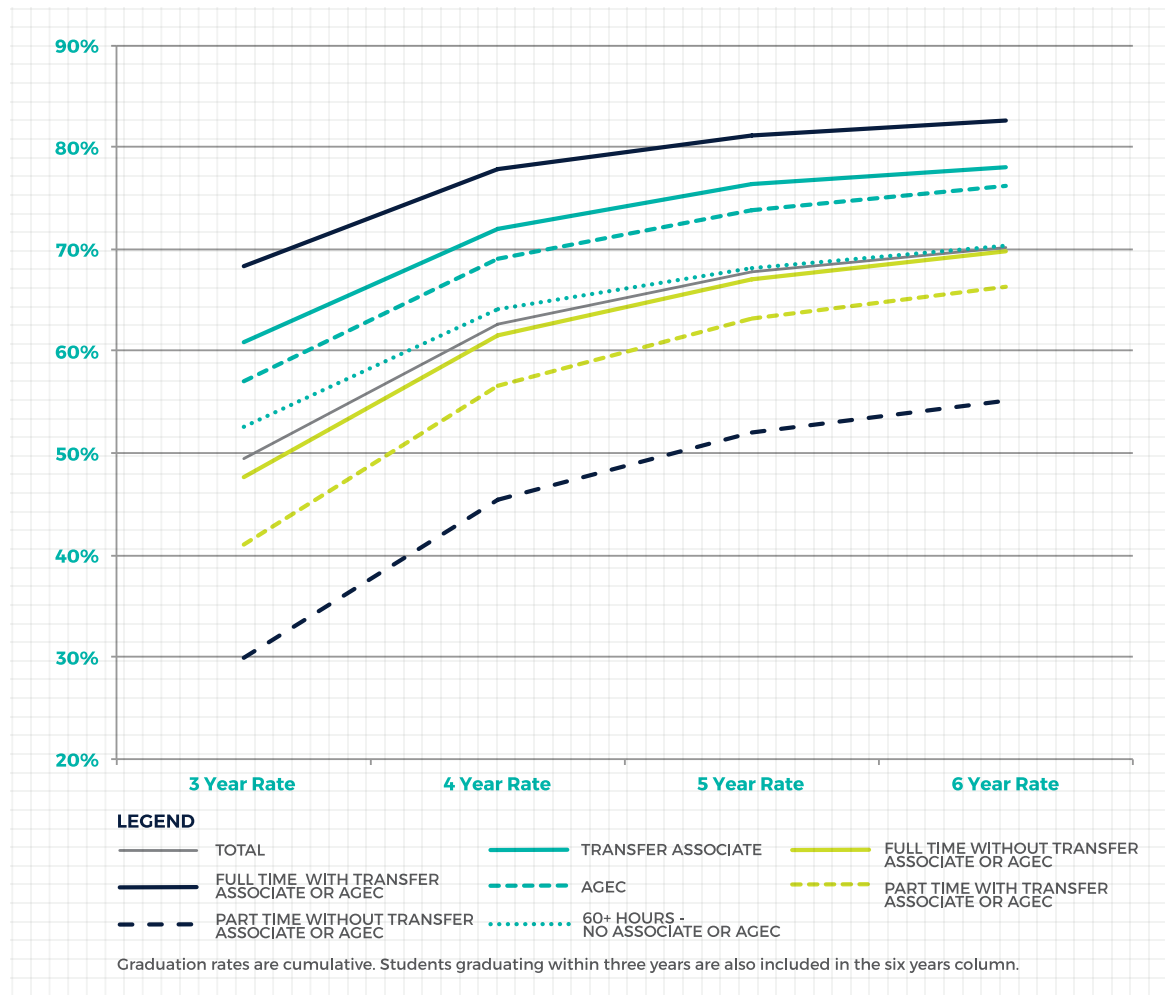
Data from the 2015-2016 academic year shows a small but steady increase in the number of transfers to Arizona State University, Northern Arizona University, and the University of Arizona from one of Arizona's public community college districts (figure 1). The five-year change is 10.9%.

University Graduation Rates

About 50% of new transfers graduate with a bachelor's degree within three years of transferring, and an additional 20% graduate in the next three years. Further analysis of the graduation rate and the type of community college award earned before transfer shows that transfer students with an associate's degree have the highest graduation rate, with about 61% graduating within three years of transferring to the university. Almost 80% of these students graduate within six years of transfer.

FIGURE 2

TRANSFER STUDENT GRADUATION RATES



About 57% of students who completed an AGEC before transfer graduate within three years of transfer, and 76% graduate within six years. Students who transfer with at least 60 community college credits but did not complete an associate's degree have a graduation rate of about 53% within three years of transfer, and 70% within six years.

Data suggests that in addition to completing a community college credential before transferring, whether the transfer student attends full-time or part-time has a significant impact on graduation rates. Transfers without an AGEC or transfer associate's degree who enroll full-time in their first semester have a graduation rate of 70% after six years, which is four points higher than the graduation rate of transfers with a transfer associate's degree or AGEC who enroll part-time in their first semester.

Transfer Student Diversity

ASSIST data also shows that new transfers are diverse (figure 4). The five-year change for all minority transfer students is 31.1% with Hispanic and African American students accounting for the largest changes-- 40.3% and 27.2% respectively.

FIGURE 3

NEW TRANSFERS FROM ARIZONA COMMUNITY COLLEGES CREDIT HOURS TRANSFERRED AT ENTRY

	2010 2011	2011 2012	2012 2013	2013 2014	2014 2015	2015 2016
12-23 HOURS	8.5%	7.2%	7.2%	7.0%	7.1%	7.3%
24-34 HOURS	10.7%	8.3%	8.0%	8.5%	8.9%	8.4%
35-39 HOURS	33.6%	33.0%	30.8%	30.3%	30.5%	29.9%
60+ HOURS	47.2%	51.5%	53.9%	54.2%	53.5%	54.4%
ASSOCIATE'S DEGREE	48.8%	54.0%	54.9%	54.8%	56.0%	N/A
AGEC ONLY	5.7%	5.9%	5.2%	5.4%	4.9%	N/A



43.1%

of all new community college transfers were minorities in 2015-2016.

Another notable five-year change is in the number of students over age 30. In academic year 2010-2011, 1,915 students in this demographic transferred, and that number grew to 2,360 in academic year 2015-2016. This growth informed the need to focus marketing and outreach efforts to engage with adult students, especially those who may be re-careering or returning to school after an absence (see page 18). With the number of adult students growing, it becomes more important to ensure this population is aware of transfer resources.

ASSIST Support for AZTransfer Institutions

In the spirit of its service-oriented culture, AZTransfer and ASSIST grew the library of data and reports available to member institutions in the 2015-2016 academic year and increased efficiency to shorten turnaround time. These reports provide information to assess the effectiveness of Arizona's general education curriculum and transfer model and are distributed to both the ASSIST and AZTransfer Steering Committees. In 2015-2016, ASSIST added five new standard statewide reports and made significant improvements to others (figure 5). The information in ASSIST is also available to participating institutions directly with up to eleven institution-specific reports generated for each institution. One new report specific to community colleges is the Course Progression Report which charts a student's advancement through specific academic disciplines to measure academic success as the student moves forward to the university.

ASSIST staff process nearly six million records each year and support reporting with data loads. Staff also generate custom reports and special projects at an institution's request. These services strengthen statewide collaboration, help institutions make data-driven decisions, and affirm each institution's role in transfer student success.

FIGURE 4

NEW TRANSFERS-ETHNIC DISTRIBUTION

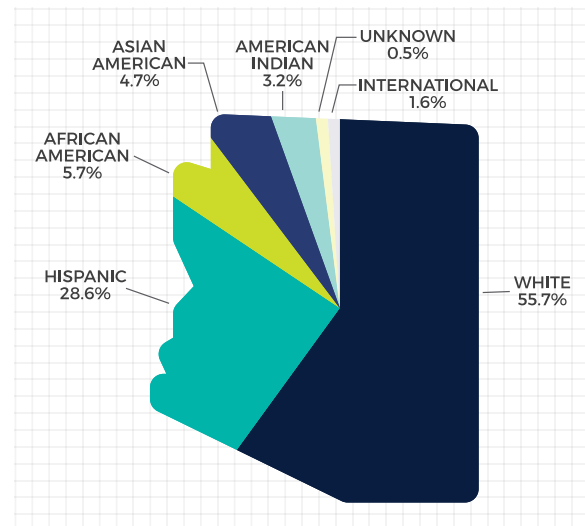


FIGURE 5

ASSIST STANDARD REPORTS

REPORT NAME
New Transfers Report
Baccalaureate Degree Report
Enterprise Metric: Graduation Rate
New to Higher Education Transfer Rate Report
Rural Colleges Transfer Rate
Reverse Transfer Study
Graduation Rate of New Transfers Reports
National Community College Benchmarking Report First-Year Performance

Achieving Results with a Faculty-Driven Model

AZTransfer is recognized nationally for its successful faculty-driven transfer model. Each fall, 1,254 faculty in 41 academic disciplines convene to evaluate course transferability and discuss curricular alignment (figure 6). The outcome of these meetings provides the content for the tools and resources on AZTransfer.com that students, advisors, and counselors use to plan a seamless transfer. In addition to the discipline specific ATFs, academic advising, admissions and records, and general education ATFs meet several times a year to address issues and trends in student support and general studies. Communities of interest also meet to discuss emerging disciplines and topics.

It is a point of pride for AZTransfer that each of our 50+ committees has at least one representative from each of our participating institutions. Attendance at these meetings is critical to the success of the transfer system and ensures each institution has a voice. AZTransfer staff

work to ensure maximum participation in each ATF by providing communications and resources that allow institutional representatives easier access to meetings.

After the fall 2015 ATF meeting season, AZTransfer conducted a survey with participating faculty to learn what they think about the format and productivity of these meetings. Faculty feedback was overwhelmingly positive, affirming the efficiency and collegiality supported by AZTransfer activities. Of the 173 respondents, 72% felt the ATF meeting they attended was a good use of their time. One respondent commented “I like getting the opportunity to meet with the college and university faculty to discuss articulation and general trends in our field. It is a good use of time (also fun).”

FIGURE 6

AZTRANSFER MEMBERSHIP

TOTAL MEMBERS	1,757
ATF FACULTY	1,254
ASSIST	86
ACADEMIC ADVISING ATF	79
ADMISSIONS & RECORDS ATF	66
GENERAL EDUCATION ATF	37
COMMUNITIES OF INTEREST	168



AZTransfer Facilitators at the 2016 training retreat in Flagstaff, AZ.

Over
1,200
 faculty attend
 ATF meetings
 every year

FIGURE 7

ATF FACULTY MEMBERS BY INSTITUTION



Prior to the ATF meetings, AZTransfer institutions provide faculty training to prepare for the meetings. Of the survey respondents, just 41% had attended a training. Those who had not attended a training commented that the resources and guides provided by AZTransfer adequately prepared them without needing to attend additional training.

ATF Meeting and Transfer Articulation Facilitation

Institutions designate an ATF Facilitator who has responsibilities at both the institutional and statewide level for managing the operational procedures supporting transfer articulation in Arizona. Facilitators provide oversight and coordination of processes and procedures related to ongoing maintenance of course equivalencies and transfer tools. Facilitators ensure faculty and staff are familiar with the Arizona Transfer System.

Convening Stakeholders to Build a Stronger Arizona

As the only statewide organization that routinely brings public community college and university representatives together, AZTransfer began hosting an annual conference called the AZTransfer Summit in 2014. The 2016 Summit was attended by over 300 stakeholders from AZTransfer institutions, public high schools, education advocacy groups, and other non-profit organizations interested in advancing educational attainment in Arizona. Attendance was an all-time high and an increase of 61% from 2015 and 130% from the first Summit in 2014.

Due to its popularity and participants' demand for more content, the 2016 Summit was expanded to a day and a half. This allowed for a record 16 breakout sessions offered in four different time slots. Sessions were presented by community college and university staff, leaders from external organizations, and AZTransfer staff. This diverse range of learning opportunities was well-received and participants were enthusiastic about the connections they made and knowledge gained.



“Great information, great opportunity to meet colleagues at other institutions, and even colleagues from my own whose names I may know but who I've never met in person. Great opportunity to learn about things other institutions are doing. Morale booster.”

In addition to breakout sessions, the 2016 Summit featured a panel of community college presidents. Presidents J.D. Rottweiler of Cochise College, Jeanne Swarthout of Northland Pioneer College, and Penny Wills of Yavapai College discussed the state of higher education, challenges faced, and opportunities to strengthen educational outcomes in Arizona. Closing remarks for the Summit were made by Arizona Board of Regents President Eileen Klein.

Summit attendance is split equally between community college and university staff (figure 8). University representation in particular shows the strong investments being made to collaborate with community colleges and share in the vision for transfer in Arizona.

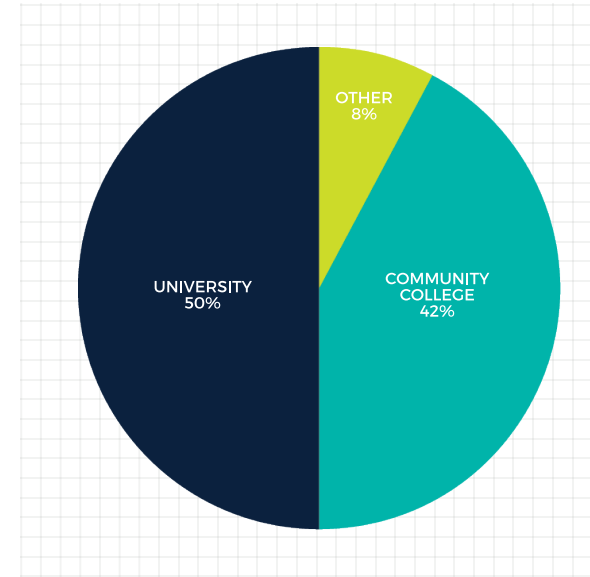


The roles attendees have at their institutions is balanced between administrators, advisors, admissions representatives, but faculty participation is low. The 2016 Summit was also attended by individuals from Earn to Learn, College Success Arizona, and other partners. The interest from these organizations demonstrates the value placed on transfer as a vehicle to increase degree attainment in Arizona. The Summit's well-rounded audience makes it a dynamic and creative environment for stakeholders to learn and collaborate.

70%
of participants
plan to attend
the Summit in
2017

FIGURE 8

SUMMIT ATTENDANCE BY INSTITUTION TYPE



Recognizing Commitment to Transfer in Arizona

Calendar year 2016 marks the 20th anniversary of the legislation passed that formed what is now the AZTransfer Steering Committee. Recognizing the tremendous effort and commitment to creating and maintaining the Arizona Transfer System dominated AZTransfer's activities this year.

Using AZTransfer's comprehensive membership database, 172 faculty and staff with 15 years or more of service to the system were identified. These individuals were recognized at the AZTransfer 20th Anniversary Gala on April 21, 2016. Nearly 200 faculty, staff, family, and other supporters attended the event honoring the long-term service and commitment of educators statewide. Three alumni speakers shared their stories of using the Arizona Transfer System to achieve personal and professional success.

FIGURE 9

YEARS OF SERVICE HONOREES

ARIZONA STATE UNIVERSITY	CENTRAL ARIZONA COLLEGE	COCONINO COMMUNITY COLLEGE
Lynne Cody	Terri Ackland	Monica Baker
James Collofello	Diane Beecroft	Bryan Bates
Kay Faris	Jeffrey Bunklemann	Dave Bowman
Jim Fieberg	Bill Demory	Maxie Inigo
Darryl Hattenhauer	Karen Geldmacher	Kathryn Kozak
Pamela Howard	Gayle Haro	Alan Petersen
Kristin Koptiuch	Steve Ornelas	James Rhodes
Ian Moulton	Robert Perea	Dave Rudakewich
Julie Murphy-Erfani	Robert Randall	
Duane Roen	Maren Wilson	DINÉ COLLEGE
ARIZONA WESTERN COLLEGE	COCHISE COLLEGE	Charles Coffey
Scott Donnelly	Tanya Biami	Louise Litzin
Linda Elliott-Nelson	Chuck Hoyack	OJ Vecenti
Gary Neumeyer	Jeannie Neeley	Karen Willetto
Liz Renaud	Guillermo Retana	
Daniel Russow	Kim Rogalski	
Joe Vielbig		



Kelly Robles (left), AZTransfer Executive Director, honors Linda Elliott-Nelson (right) for her years of service at the 20th Anniversary Gala. Elliott-Nelson is the Steering Committee representative from Arizona Western College.

EASTERN ARIZONA COLLEGE

Jim Bagnall
Madhuri Bapat
Dana Barnett
Wayne Flake
Trish Jordahl
Dee Lauritzen
Patrick Lukens
Bryan McBride
Phil McBride
JoAnn Morales
Ida Nunley
Kenny Rhodes
Mayuree Siripoon

MARICOPA COMMUNITY COLLEGES

Angela Ambrosia
Molly Baird
Patricia Baker
Steve Borick
Ray Bromley
Peter Brown
Debra Campbell
Patricia Case
Cindy Cloud
Linda Collins
Karen Conzelman
Marilyn Cristiano
John Dassinger
Cheryl Dellai
Dori DiPietro
Rosanne Dlugosz
Casey Durandet
Michael Farabee
Karen Fehr
Rodney Freeman
Jerome Garrison
Amy Goff
Donald Hall
Darby Heath
Kurt Hill
Kathy Hunter
Steve Kadel
John Kavanagh
Gera King
Jon Koehler
Dilip Kumar
Shereen Lerner
Liz Logan
Bill Lyon
Kenny Macleish
Bahman Maneshni

Bassam Matar
Richard Morales
Jack Mullins
Brian Murphy
Ibrahim Naim
Jim Nichols
Nancy Oreshack
Christine Osgood
Judy Proggi
Sian Proctor
Kyle Rawlings
Jim Reed
Ken Roberts
Rose Rojas
Linda Scott
Jill Sheport
Nancy Short
Bob Simms
Don Speed
Bill Stewart
Scott Stroher
Charlene Thiessen
Gerald Thurman
Roselyn Turner
Elizabeth Ursic
Cynthia Viera
Fran Vitale
Liz Warren
Larry Williams
Merry Wilson
Richard Wilson
Peter Zawicki
Guillermo Zepeda

MOHAVE COMMUNITY COLLEGE

Farah Farah
Andra Goldberg
Alan Hall

NORTHERN ARIZONA UNIVERSITY

Dennis Catlin
Richard Coast
Karina Collentine
Pamela Foti
Dayle Hardy-Short
Alyce Jordan
Norm Medoff
Mary Reid
Michael Roberts
Martin Sommerness
Gioia Woods

NORTHLAND PIONEER COLLEGE

John Deaton
Claude Endfield
William Fee
Ryan Jones
Randy Porch
Doug Seely
Mike Solomonson

PIMA COMMUNITY COLLEGE

David Bishop
Teresa Campbell
Nancy Christie
Jennie Conway
Amy Cramer
Lazaro Hong
Dennis Landry
Jeff Neubauer
Don Roberts
Mary Sibayan
Rosalia Solorzano
Mike Talbot
David Wing

UNIVERSITY OF ARIZONA

Malcolm Compitello
John Drabicki
Pam Perry
Michael Polakowski
Jeffrey Warburton

YAVAPAI COLLEGE

Beth Nichols Boyd
Diane Dutkevitch
John Morgan
Randy Russell
Tania Sheldahl
Paul Smolenyak
Amy Stein

Ramping Up Marketing, Outreach, and Communications

The 2010 evaluation of the Arizona Transfer System conducted by Hezel Associates revealed that too few students knew about the system and its benefits. Since then, AZTransfer has made significant strides in its marketing and outreach efforts. Using television ads, web ads, direct mail, and email blasts, AZTransfer has reached out to more Arizonans than ever before. In addition to marketing and advertising, in-person outreach efforts have proven effective in generating more interest and growing a larger network of high school, community college, and university staff users.



11,158

**number of text messages
AZTransfer sent
in 2015-2016**

The past few years of marketing activities have generated increased demand for transfer information. As a result, AZTransfer added a new team member in August 2015 to help meet the demands. This Outreach and Communications Specialist helps provide more services and resources for staff, students, and families statewide.

Growing the marketing and outreach team made it possible to provide specialized transfer training to the academic advisors and high school counselors who guide students in their postsecondary pursuits. In

addition, the marketing team was able to increase AZTransfer's representation at college fairs, transfer fairs, and community events. In 2015-2016, AZTransfer participated in 86 high school events, 79 community college events, and many others (see figures 10 and 11 for a list of events attended). Visits at high schools alone resulted in AZTransfer collecting contact information from over 2,000 juniors and seniors who expressed interest in transfer information. In turn, AZTransfer disseminated email and text messages to these students reminding them of the free tools and resources provided by AZTransfer.

In 2015-2016,
AZTransfer
collected over

2,300

student contacts
from the class
of 2016 from
high schools
statewide.



AZTransfer made

79

community college
visits in 2015-2016

FIGURE 10

FALL 2015 OUTREACH ACTIVITIES

HIGH SCHOOL VISITS

Apache County
Round Valley High School
St. John's High School

Cochise County
Benson High School
Bisbee High School
Douglas High School
Saint David High School
Tombstone High School
Valley Union High School
Wilcox High School

Coconino County
Coconino High School

Gila County
Payson High School

Maricopa County
Agua Fria High School
Betty Fairfax High School
Buckeye Union High School
Camelback High School
Copper Canyon High School
Corona Del Sol High School
Cortez High School
Desert Edge High School
Desert High School
Estrella Foothills High School
Gila Bend High School
Gilbert High School
Glendale High School
La Joya High School
Maryvale High School
Metro Tech High School
Mountain Pointe High School
Perry High School
Shadow Ridge High School
Sunnyslope High School
Thunderbird High School
Tolleson High School
Trevor Browne High School
Valley Vista High School
Westview High School
Youngker High School

Mohave County
Kingman High School
Lee Williams High School
Mohave High School
Needles High School
River Valley High School

Navajo County
Alchesay High School
Blue Ridge High School
Holbrook High School
Joseph City High School
Mogollon High School
Show Low High School
Snowflake High School
Winslow High School

Pinal County
Apache Junction High School
Florence High School
J.O. Combs High School
Maricopa High School
Poston Butte High School
Ray High School
San Tan Foothills High School
Superior High School

Pima County
Ajo High School
Ironwood Ridge High School
Marana High School
Mountain View High School
Palo Verde High School
Sabino High School
Sahuarita High School
Sunnyside High School - Two Visits
Tucson College Night
Tucson Magnet High School

Santa Cruz County
Nogales High School
Rio Rico High School

Yavapai County
Bradshaw Mountain High School
Camp Verde High School
Mingus Union High School
Sedona Redrock High School

Yuma County
Antelope Union High School

REGIONAL EVENTS
Chandler College Night
Cochise College Fair
Mesa Op Shop
Northern Arizona Regional College Night
Phoenix NACAC College Fair
Southern Gila County College Fair
Tucson College Night

TRANSFER FAIRS
Arizona Western College
Arizona Western College-Family Night
Central Arizona College Palooza -
Superstition Mountain Campus
Aravaipa Campus
Signal Peak Campus
Maricopa Campus
San Tan Valley Campus
Chandler-Gilbert Community College
Estrella Mountain Community College
GateWay Community College
Glendale Community College
Glendale Community College-North
Mesa Community College
Northland Pioneer College-Show Low
Northland Pioneer College-Winslow
Paradise Valley Community College -
Black Mountain
Paradise Valley Community College
Phoenix College
Pima Community College - Downtown
Pima Community College - Northwest
Scottsdale Community College
South Mountain Community College
Yavapai College - Clarkdale
Yavapai College - Prescott

STATE & REGIONAL CONFERENCES
Arizona School Counselors Association
College Access Forum
Arizona ACT Conference
Maricopa Student Success Conference
Future Educators of Arizona Conference

TABLE VISITS
Camino al Exito Resource Fair
Organized by Expect More Arizona, held
at South Mountain Community College.
Glendale Community College
Two (2) table visits
Phoenix College
One (1) table visit

PRESENTATIONS
Arizona School Counselors Association
College Access Forum
Betty Fairfax High School
AVID College Planning Event
Chandler-Gilbert Community College
Two (2) classroom presentations
provided. One to the Chandler Early
College High School Program and to one
CPD 150 class
Estrella Mountain Community College
Five (5) classroom presentations provided
to CRE101, RDG 100, ENG 091, and CPD
150 classes
GearUp Counselor Training
Glendale Community College
Twelve (12) classroom presentations plus
one College of Education Workshop
Programs of Study Counselor Training
Tucson Magnet High School
West-MEC
Two (2) workshops provided
Yavapai College
Three (3) workshops provided at the
Prescott Campus.

NATIONAL EVENTS
National College Access Network Annual
Conference
Presented "Increasing Access through
Marketing & Outreach: Strategies to
Promote Higher Education on a
Shoestring Budget." September 2015, Ft.
Lauderdale, FL

ADVISOR TRAINING
Mesa Community College
Phoenix College

FIGURE 11

SPRING 2016 OUTREACH ACTIVITIES

<p>HIGH SCHOOL VISITS</p> <p>College Bound Tour Blue Ridge High School Holbrook High School Show Low High School Snowflake High School Winslow High School</p> <p>REGIONAL COLLEGE FAIRS Phoenix RMACAC Tucson RMACAC University of Arizona Transfer College and Resource Fair</p> <p>TRANSFER FAIRS Arizona Western College Transfer Fair Arizona Western College Transfer Thursday Chandler-Gilbert Community College Estrella Mountain Community College GateWay Community College Glendale Community College - North Mesa Community College Transfer Tailgate Northland Pioneer College - Show Low Northland Pioneer College - Winslow</p>	<p>Phoenix College Yavapai College - Clarkdale Yavapai College - Prescott</p> <p>STATE & REGIONAL CONFERENCES Arizona School Counselors Association Spring Conference SUNS Avid Night Tucson 27th Annual Youth Leadership Conference Yuma Youth Town Hall Annual Conference</p> <p>TABLE VISITS Arizona Western College Estrella Mountain Community College Two (2) table visits GateWay Community College Glendale Community College</p> <p>PRESENTATIONS Camp Verde High School College and Financial Aid Night Central Arizona College Counselor Day Earn to Learn Training Glendale Community College Resource Luncheon - Transfer Planning Insight Academy Virtual Presentation</p>	<p>Maricopa Academic Advisement Conference Pascua Yaqui Tribe - Transfer Presentation Yavapai College - Prescott Campus Nine (9) workshops conducted</p> <p>NATIONAL EVENTS National Institute for the Study of Transfer Students Annual Conference One (1) AZTransfer representative participated. February 2016, Atlanta, GA</p> <p>ADVISOR TRAINING Arizona Western College Central Arizona College Chandler-Gilbert Community College Cochise College Coconino Community College GateWay Community College Glendale Community College Northern Arizona University Northland Pioneer College Scottsdale Community College South Mountain Community College</p>
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AZTransfer made

86

high school visits
in 2015-2016

Providing Resources to AZTransfer Institutions

AZTransfer's marketing and outreach efforts also include providing print materials to member institutions. These materials are displayed in advising and transfer centers, included in new student orientation packets, and distributed to students during college readiness courses. In 2015-2016, AZTransfer provided 46,650 pieces of marketing collateral to community colleges and universities (figure 12). AZTransfer also provides these materials to high schools.

Reaching Today's Students

AZTransfer adopted a text messaging system as a new method for reaching students. Understanding that students overwhelmingly prefer text messages to emails, this technique allowed AZTransfer to engage with students immediately and in a format they are more comfortable using. In 2015-2016, AZTransfer sent 11,158 text messages to students statewide and achieved a 48.7% response rate with 56.7% engagement.

Email Marketing

Email marketing to high school students complimented the text message campaigns. AZTransfer's Class of 2016 email list contains 2,352 email addresses and has an average of a 17.4% open rate and 2.2% click through rate. These rates are comparable to industry averages which are 16.7% for opens and 2.5% for clicks. An email sent to the Class of 2016 at graduation time was especially successful. This campaign exceeded industry averages with a 23.2% open rate and 2.7% click rate.

ALUMNI SPOTLIGHT

Shannon Erickson

Yavapai College
to Northern Arizona University



Shannon Erickson's journey as a transfer student started at Yavapai College. She transferred to Northern Arizona University after receiving two Associate's degrees; one in

Elementary Education and one in Early Childhood Education. Shannon chose NAU for the College of Education's reputation, as well as the weather and culture of Flagstaff. During Shannon's second year at NAU, she was offered a position as a Transfer Peer Mentor with the Transfer and Commuter Connections program where she had the opportunity to assist transfer students in their transition. While completing her final semester of undergraduate work, Shannon was offered a position as a Transfer Admissions Officer. A year and a half later, she is busy traveling around Arizona and other western states to recruit transfer students from community colleges. Shannon earned multiple degrees from NAU and is currently working on a Master's Degree in Educational Leadership with a focus on Community College Higher Education.



FIGURE 12

MARKETING MATERIAL DISTRIBUTION BY INSTITUTION

COLLEGE	BROCHURES	BOOKMARKS	AGEC CARDS	TOTAL
Arizona Western College	200	200	200	600
Central Arizona College	1,100	1,100	1,100	3,300
Chandler-Gilbert Community College	2,350	2,350	2,350	7,050
Cochise College	850	400	600	1,850
Coconino Community College	325	375	75	775
Diné College	700	700	0	1,400
Eastern Arizona College	300	400	0	700
Estrella Mountain Community College	450	450	300	1,200
GateWay Community College	400	400	200	1,000
Glendale Community College	175	125	0	300
Mesa Community College	650	650	200	1,500
Northland Pioneer College	700	550	500	1,750
Phoenix College	900	725	100	1,725
Pima Community College	1,150	1,250	1,250	3,650
Scottsdale Community College	4,200	4,250	3,500	11,950
South Mountain Community College	2,500	1,675	1,250	5,425
Yavapai College	400	2,075	0	2,475
GRAND TOTALS	17,350	17,675	11,625	46,650

Advisor Training

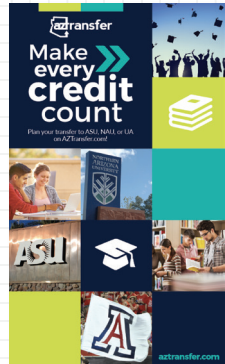
In spring 2016 AZTransfer focused on providing outreach and training to academic advisors statewide. Throughout the spring, AZTransfer conducted in-person training to 15 of 21 community colleges and one of the three state universities. These training sessions provided advising staff with a more in-depth look at the AZTransfer website and an opportunity to ask pointed questions. The sessions also helped advisors develop a personal connection with AZTransfer staff so they know who to contact for support. Though the trainings are designed as learning experience for advisors, AZTransfer also learns from feedback at these sessions on possible enhancements to the website and other ways AZTransfer can better serve advisors and students.

Connecting with New Audiences

AZTransfer began to connect with a new audience in the 2015-2016 academic year-- adult students. One strategy for reaching out to adult students was to make contact with re-careering and social service agencies such as Goodwill, Fresh Start Women's Center, Workforce

FIGURE 13

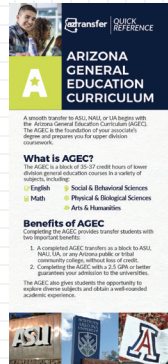
MARKETING COLLATERAL



Brochure

This brochure explains the many tools and resources on AZTransfer.com that support successful transfer in Arizona.

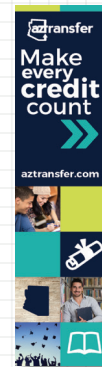
AUDIENCE: High school students, community college students, parents, counselors, advisors.



AGEC Card

This card provides an overview of the components of the Arizona General Education Curriculum and its benefits.

AUDIENCE: High school students, community college students, parents, counselors, advisors.



Bookmark

This bookmark is a basic introduction to AZTransfer.

AUDIENCE: High school students, community college students, parents, counselors, advisors.

In 2015-2016,
AZTransfer
distributed
46,650
pieces
of marketing
collateral
to member
institutions.

Connections and others. In addition to personal outreach to organizations, AZTransfer executed an email marketing campaign using Republic Media's vast list of consumers from around the state. This campaign targeted 43,221 Arizona adults over 30 years old who had indicated they were interested in continuing their education and/or had already earned some college credit. The email was sent four separate times and each blast maintained about a 13% open rate and 1% click through rate. Reaction from this demographic has been positive and AZTransfer plans to prioritize working with this market in 2017.

In summary, AZTransfer's marketing and outreach efforts this year focused on increasing reach to high school students and adult students. AZTransfer also prioritized making activities as efficient as possible by providing training to advisors and counselors who can share the message with more students than AZTransfer could on its own.





Engaging with Statewide Initiatives

Increasing engagement with organizations outside AZTransfer member institutions was a priority in the 2015-2016 academic year. Building relationships with educational advocacy groups heightens AZTransfer's visibility, reputation, and affirms its commitment to advancing transfer and education in Arizona.

In the 2015-2016 academic year, AZTransfer collaborated with:

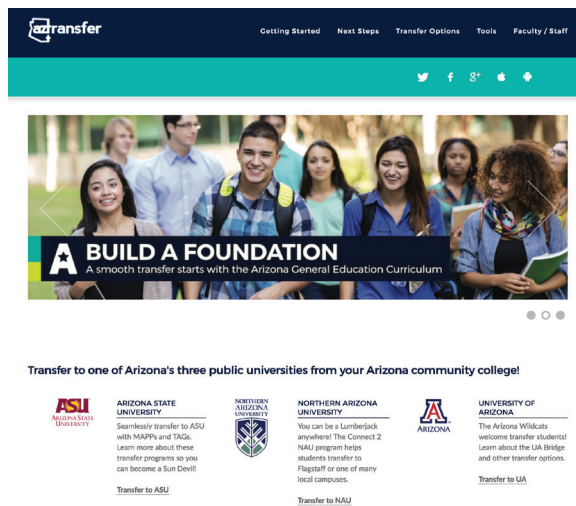
- Achieve60AZ
- Arizona College Access Network (AzCAN)
- Arizona Center for Civic Leadership
- Arizona Commission for Postsecondary Education
- Arizona Department of Education
- Arizona School Counselors Association (AzSCA)
- Center for the Future of Arizona
- College Success Arizona
- Earn to Learn
- Expect More Arizona

These partnerships are an important component of AZTransfer's service to public institutions and the state as a whole. Increasing awareness of AZTransfer encourages engagement and gives member institutions confidence they are part of a successful and notable system.



Advancing Transfer with Technology

The Arizona Transfer System is built on custom technologies designed to streamline the process of evaluating and approving curriculum, to connect faculty and staff, and to provide students, families and staff access to transfer information. In the 2015-2016 academic year, AZTransfer made significant improvements to its major components, added a new mobile app, and continued to provide the infrastructure to ensure the transfer system is efficient and productive.



New AZTransfer.com home page

Changing the Face of AZTransfer.com

In the summer of 2016, AZTransfer embarked on an ambitious project to rebuild the framework of AZTransfer.com and streamline the faculty and staff pages in advance of the fall 2016 ATF meeting season. The website refresh was prompted by a need to make the sites mobile-friendly, easier to navigate, and more efficient for staff to manage and update.

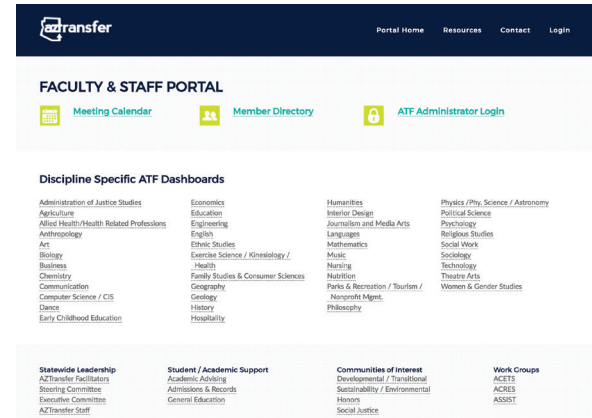
In addition to a cosmetic upgrade, the navigation on the student side of the website was streamlined and new content was added on building a degree and transfer tips. The new design also reduced the number of clicks needed to access information. Most importantly, the site is now 100% responsive and seamlessly adapts to tablets, smartphones, and a variety of different portable computers.

The faculty and staff website underwent a more significant change. Previously, the web tools used by faculty and staff to run the transfer system were on their own website designed for the AZTransfer Steering Committee. After studying user engagement with the Steering Committee website a trend emerged that much of the content on the site was not being utilized. In reorganizing the site, content with fewer visits was removed or integrated into pages that were

visited more often. In the new layout, faculty and staff content is accessible directly from the AZTransfer.com home page through a link that takes visitors to a dashboard of ATF resources. This new format allows for greater efficiency for faculty and staff and is easier for AZTransfer staff to maintain and update.

Going Mobile

In the 2015-2016 academic year, AZTransfer launched a new mobile app that is available for free download for both iOS and Android devices. The app features popular AZTransfer tools such as the Course Equivalency Guide, Exam Equivalency Guide, Dual Enrollment Database, AGECE Database, and Degree Search. In early summer, AZTransfer staff conducted a focus group with community college students to receive feedback on the interface and content of the app. This feedback was very constructive and allowed AZTransfer to work out bugs and make enhancements prior to the app's official launch.



The new faculty & staff portal features easier access to ATF dashboards.

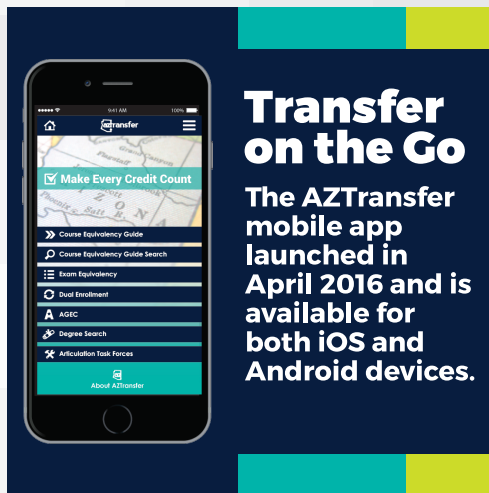
Arizona Course Equivalency Tracking System

The Arizona Course Equivalency Tracking System (ACETS) is a web-based application for faculty and staff at AZTransfer member institutions that tracks course equivalency decisions, including Shared Unique Number System (SUN) courses, as the courses move through the statewide evaluation and articulation process. ACETS supports all decision-making required to establish equivalencies in Arizona beginning with the initial request for an equivalency evaluation and ending with the creation of a report to be used by Arizona university encoders. ACETS tracks the time frame for course equivalency from source institution to target institution and triggers a report to target institutions when timelines are outside normal boundaries. A target school records its decision in ACETS within 45 days and encodes it within 15 days. Institutions can check recent information activity by querying the database.

In 2015-2016 there were 26,829 ACETS logins and over 17,000 forms processed. Three ACETS releases were deployed throughout the year based on requests from AZTransfer institutions. These requests included changes such as adding fields and options in different reports.

Academic Curriculum Review and Evaluation System

The Academic Curriculum Review and Evaluation System (ACRES), also known as Curriculum ChangeMaker, is another web-based application available for faculty and staff at Arizona institutions to use for their formal internal curriculum review and evaluation process. Curriculum approved through ACRES can be submitted directly to ACETS with a single click. Other institutional processes can also be deployed in ACRES such as Program Approval forms, Institutional Degree/Certificate forms, Employee Development and more.



Institutions utilizing ACRES are:

- Arizona State University
- Arizona Western College
- Central Arizona College
- Coconino Community College
- Maricopa Community Colleges
- Mohave Community College
- Northland Pioneer College
- University of Arizona

Through the end of the 2015-2016 academic year, there were 60,912 ACRES logins and over 81,000 forms processed (including archives). Three ACRES releases were deployed and featured upgrades to the user interfaces, added fields, and increased functionality.

ALUMNI SPOTLIGHT

Andrew Allred

Maricopa Community Colleges to Arizona State University



Andy's transfer story begins like many others. He earned his GED just before his twenty-second birthday, then made the decision to enroll at both Rio Salado College and Mesa Community College while working full-time at Bank of America. Building on this momentum, Andy

enrolled in the Maricopa to Arizona State University Pathways Program. Before transitioning to ASU, Andy earned an Associate of Arts degree with high distinction. At ASU, Andy pursued undergraduate studies in nutrition and performed behavioral based nutrition research. In January 2014, Andy became a published scientific researcher, and just four months later graduated summa cum laude with a bachelor of science in nutrition. In keeping with his rigorous approach to academics, Andy began his graduate studies at Baylor College of Medicine just a month after leaving ASU. At Baylor, Andy is heading up a research project on underserved cancer patients, and this past September he began a one-year health policy fellowship with the Physician Assistant Education Associate. Upon completing his Master of Science degree in December 2016, Andy will pursue a career as a physician's assistant practicing in adult oncology.





Earning Recognition for Excellence

AZTransfer works tirelessly to support institutions, students, staff, and faculty with a Transfer System that leads to successful transfer outcomes. It is an honor when the work AZTransfer does is recognized by outside organizations. In 2015-2016, AZTransfer received two awards.

The Pathways to Postsecondary Education Award recognizes successful college access programs that set a standard in Arizona education. AZTransfer was selected to receive the award in the Higher Education category and was recognized at the Developing Human Capital Conference on November 13, 2015 in Tempe, AZ.

The National Council for Marketing and Public Relations (NCMPR) Medallion Awards recognize excellence in marketing and public relations at community colleges throughout the country. AZTransfer submitted an entry for District 6 in the brochure category and was recognized with a Bronze Medallion Award. Recipients were acknowledged at the NCMPR National Conference March 13-15, 2016 in St. Louis, MO.

These awards affirm AZTransfer's commitment to excellence in all endeavors and show AZTransfer's high standards are recognized by organizations in Arizona and throughout the country.



AZTransfer staff accept the Pathways to Postsecondary Education Award.







Looking Ahead

AZTransfer continually seeks creative and strategic ways to advance transfer and degree attainment in Arizona and be a part of the emerging education revolution. AZTransfer is driven by a desire to generate new ideas, join and support initiatives that align with its vision, and make connections with people and organizations that expand its presence throughout the state. AZTransfer is a proactive organization that seizes every opportunity to serve and be engaged with institutions, students, and other stakeholders.

In the 2016-2017 academic year, AZTransfer will challenge conventions to better serve member institutions and demonstrate commitment to developing a more educated Arizona. As Arizona works collectively toward a vision of more degrees for Arizonans, AZTransfer's promise to help students make every credit count has never been more important. Building on the success of the 2015-2016 academic year, AZTransfer will continue its pledge to do its part to build a better Arizona through transfer and degree attainment.



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