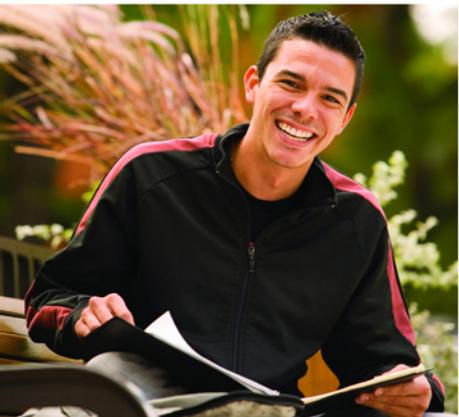




Four Ingredients of a Successful Transfer Enrollment Strategy



Academic Policy, Data-driven Planning,
Institutional Partnerships, and
Technology Platforms



Presented by: Caryn Chaden, Gerry McLaughlin,
Rina Bongsu-Petersen, and Liz Sanders, DePaul University,
Chicago, Illinois; Anne Brennan, Saint Xavier University,
Chicago, Illinois.

Presented to SEM, Dallas, TX, November 2009



Today's Agenda

- The DePaul Context
- Academic Policies
- Infrastructure
- Data-driven Planning
- Institutional Partnerships
- What We Have Learned

DePaul University in Context

The DePaul Context

- 109 years of urban, Catholic, Vincentian tradition
- Today, enrollment of 24,000 students;
- 9 colleges and 8 campuses in Chicagoland area
- Largest & fastest growing Catholic university in U.S.
- 8th largest private not-for-profit university
- The largest provider of master's level graduate and professional education in Illinois

America's 10 Largest Private Universities (2008)

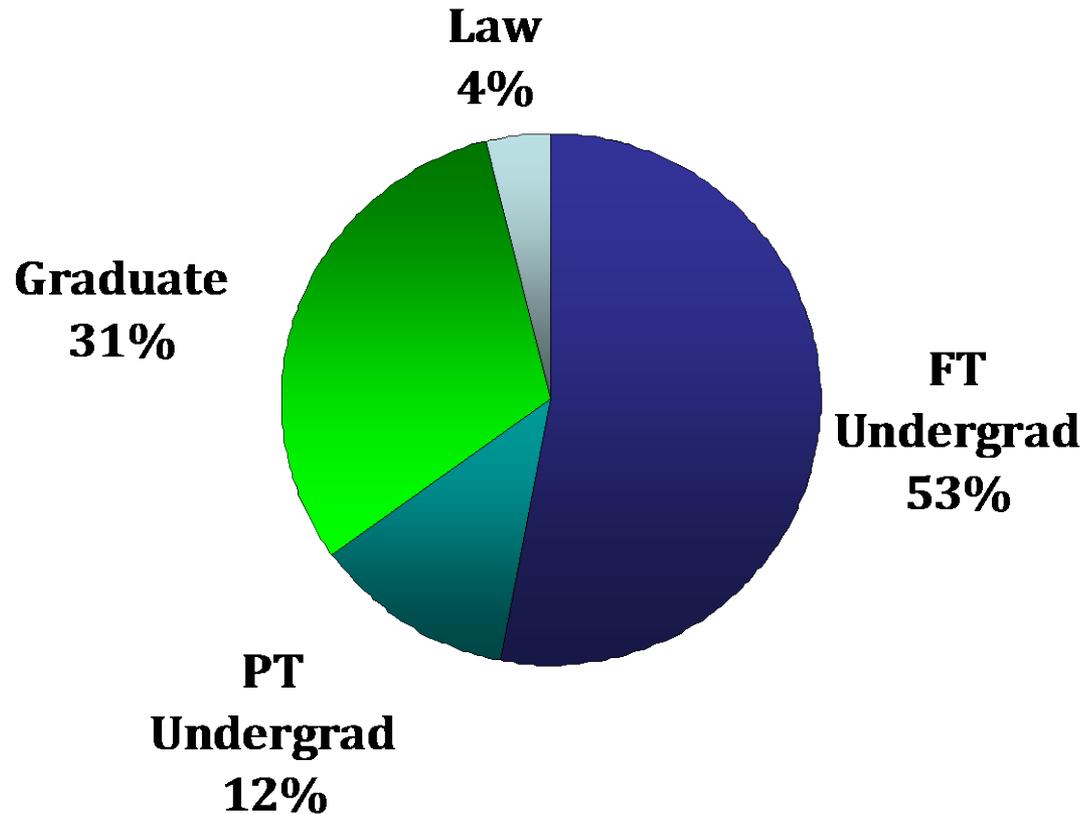
New York University	41,783
Brigham Young University	34,245
University of Southern California	33,747
Boston University	31,766
Harvard University	26,453
Northeastern University	25,571
George Washington University	25,116
<i>DePaul University</i>	24,352
University of Pennsylvania	24,107
Columbia University	22,655

Note: This list includes traditional, doctoral universities.

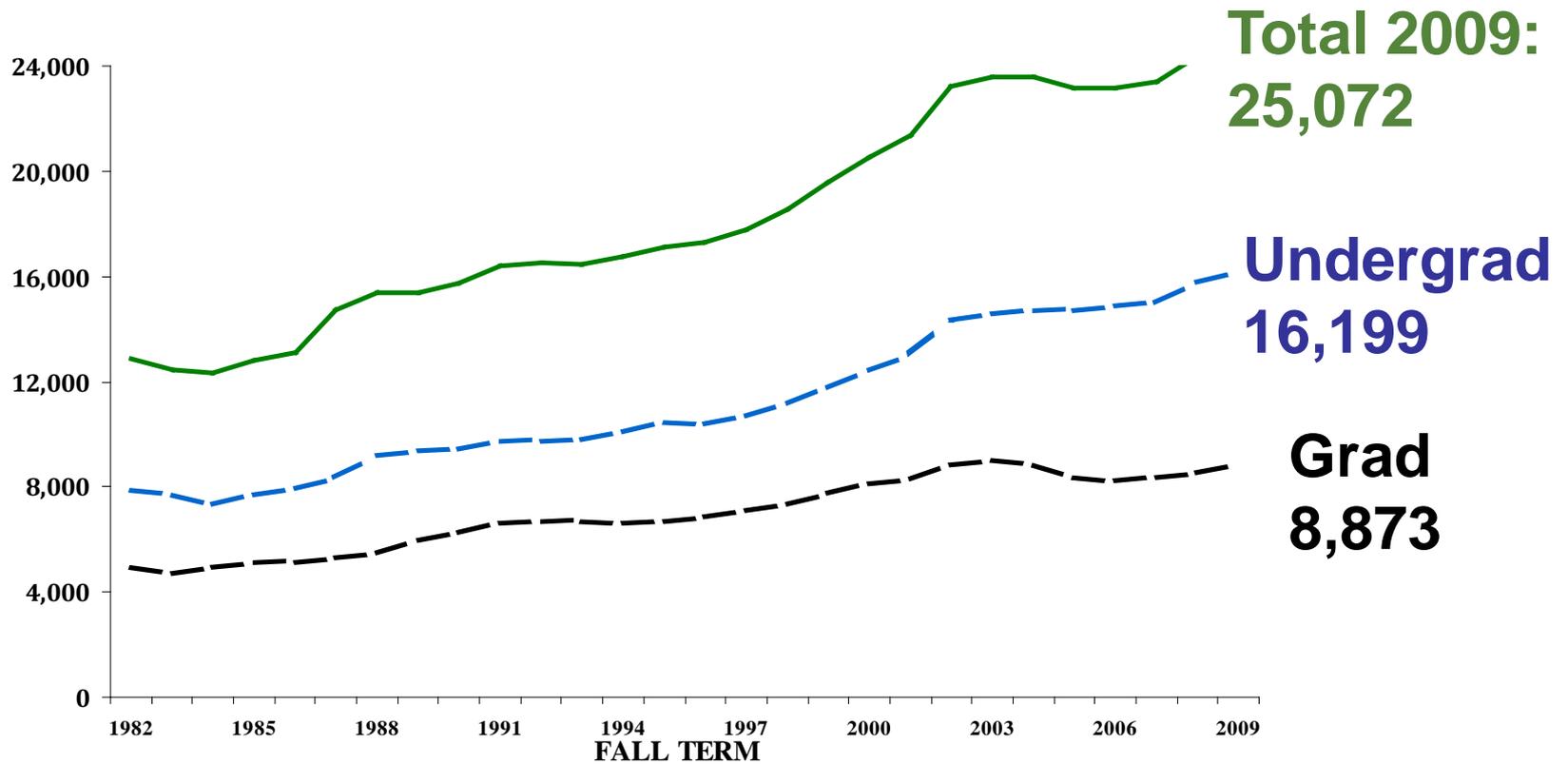
Source: EMR Annual Survey of National Privates and Catholics, 2008

DePaul Enrollment Profile

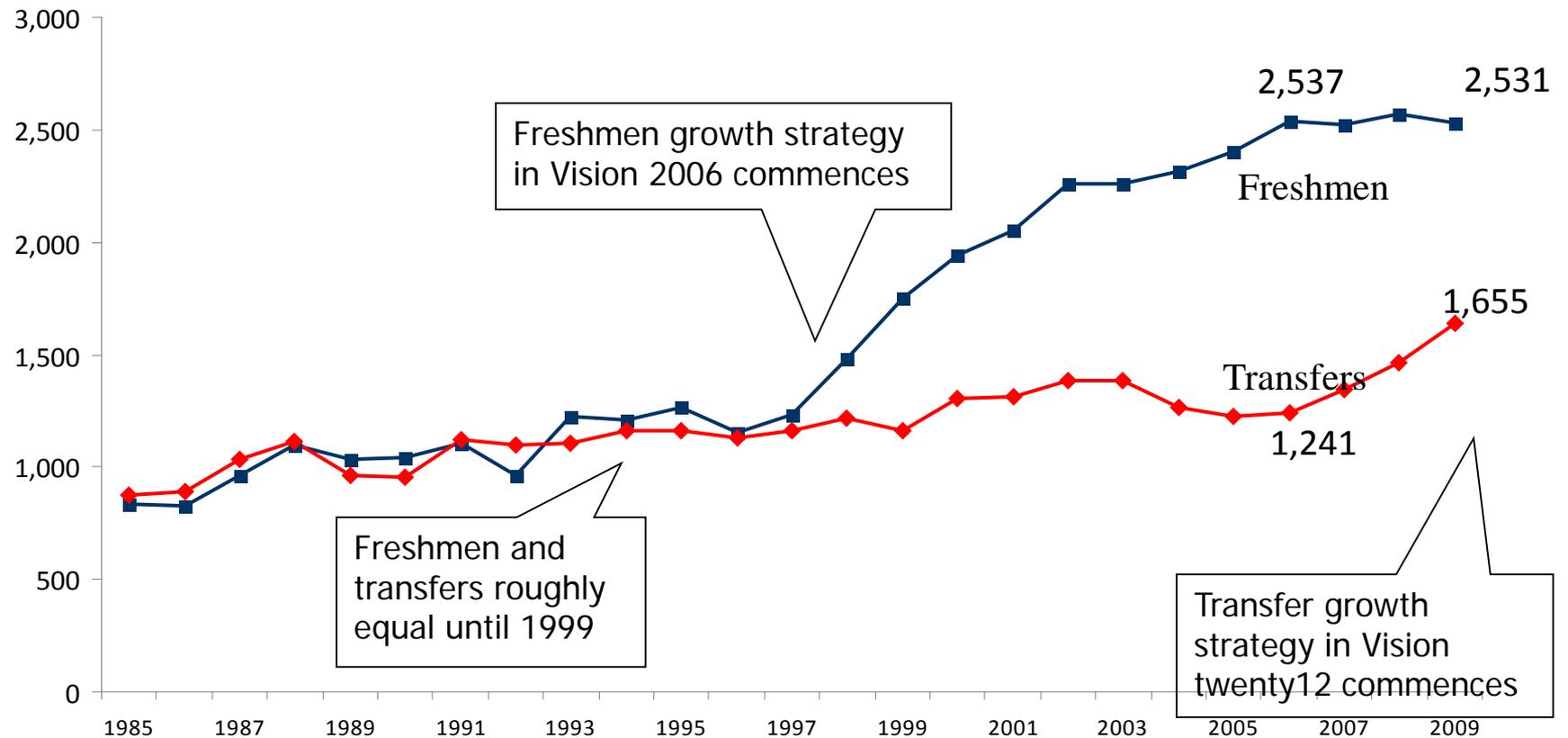
Fall 2009



Two Decades of Enrollment Growth 1982-2009

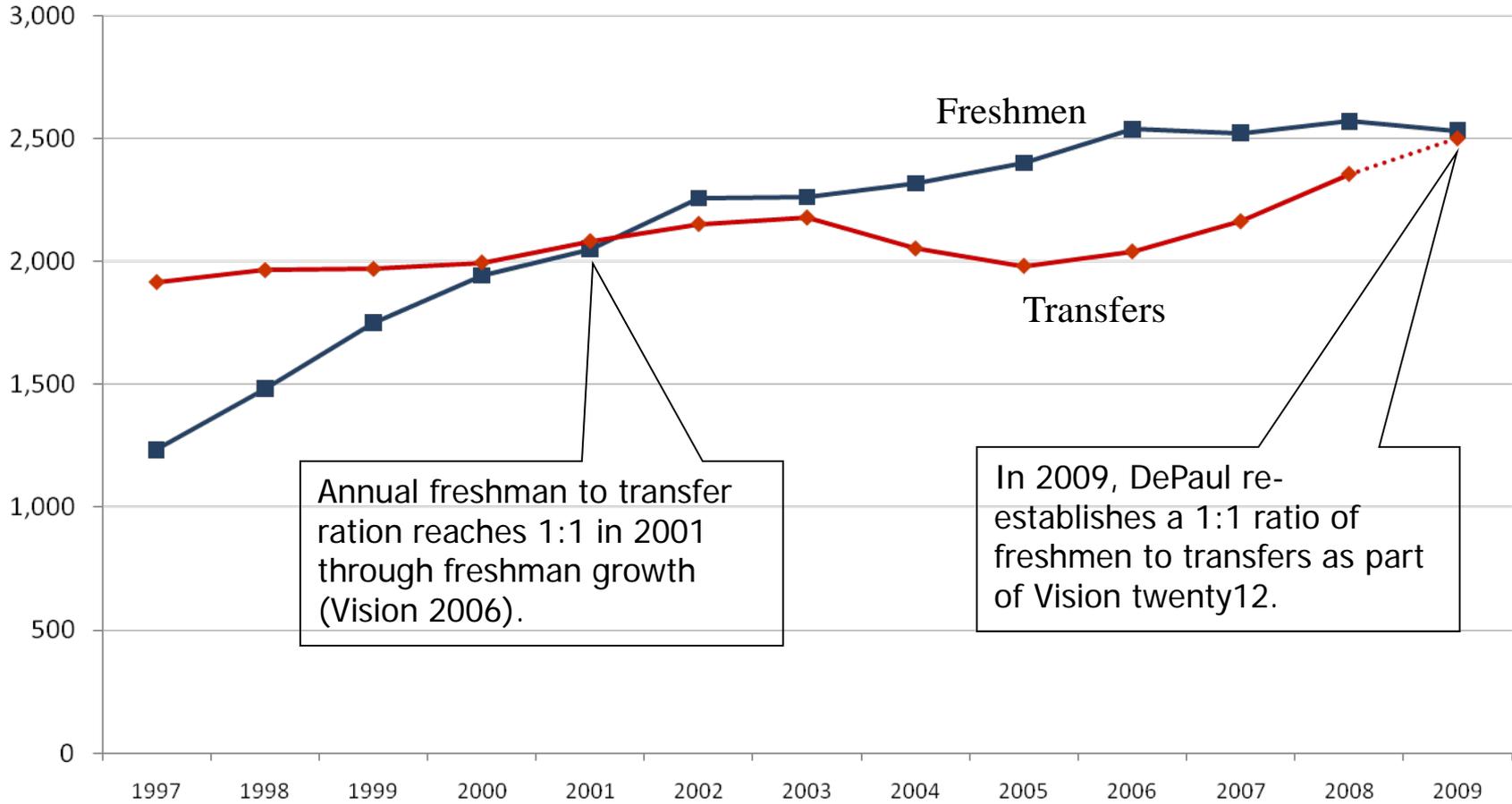


Historical Trends and Recent Growth in Transfer Fall Enrollment





Historical Trends and Recent Growth in Transfer Academic Year Enrollment



Annual freshman to transfer ratio reaches 1:1 in 2001 through freshman growth (Vision 2006).

In 2009, DePaul re-establishes a 1:1 ratio of freshmen to transfers as part of Vision twenty12.

Academic Policy

From “Friendly to Students One-by-One”
to a
Institutionally Transfer-Friendly

Foundations of a Transfer-Friendly Institution

- Policy
- Process
- Infrastructure
- Staffing
- Data / Analysis

Policy

From the 1997-1999 *DePaul Undergraduate Catalogue*:

“Generally all academic credit earned at accredited colleges is accepted in areas comparable to those offered at DePaul.”

Excerpts from Current Policy, 2007:

“DePaul will accept for transfer credit

- baccalaureate-level courses completed at baccalaureate granting, US institutions fully accredited by one of the regional accrediting bodies.....
- college-level courses earned in A.A. and A.S. degree programs at 2-year institutions fully accredited by one of the regional accrediting bodies.....

Policy, continued

- Course credit earned at 2-year accredited institutions in other degree programs . . will be reviewed on a course-by-course basis...
- In general, courses . . . that are earned in a certificate or professional training capacity are not eligible for transfer credit.
- Developmental courses are not eligible...

Process

- Widely representative group created the new policy.
- With policy in place, transfer articulation becomes a joint effort:
 - Centralized office responsible for articulation.
 - That office works with college faculty to create articulations.

Infrastructure

- Statewide Initiative: u.selectIllinois (formerly CAS)
- Articulation Data Tables
- Degree Progress Report
- Advising Brochures

New Staffing

- University Articulation Coordinator
- College office transfer specialists
- Academic advisors for newly admitted transfer students (pre-matriculation)

Data-Driven Planning

According to the Vision twenty12
Strategic Plan:

“by 2012, DePaul will achieve undergraduate enrollment growth through a balanced strategy of increasing new freshmen and new transfers.”



Market Matrix for Undergraduate Transfers

	Target Market	Inquiries	Apps and Admits	Enrolled	Alumni
Target Market					
Industry					
Competition					
Profile					
Perceptions					
Strengths					

Market Matrix for Undergraduate Transfers

	Target Market	Inquiries	Apps and Admits	Enrolled	Alumni
Target Market					
Industry					
Competition			?		
Profile				?	
Perceptions					
Strengths					

How do applicants compare us to competition?

?

What is the profile of our enrolled students?

?

Adapting the GE/McKinsey Matrix

Community College Market Matrix

		DePaul's Success in Obtaining/Retaining Students		
		High	Medium	Low
Community College Transfer Focus	High	Grow (1)	Grow (2)	Hold (3)
	Medium	Grow (4)	Hold (5)	Harvest (6)
	Low	Hold (7)	Harvest (8)	Harvest (9)

GE/McKinsey Matrix

- **Industry Attractiveness / Market Potential**

The vertical axis of the GE / McKinsey matrix is industry attractiveness, which is determined by factors such as the following:

- Market growth rate
- Market size
- Demand variability
- Industry profitability
- Industry rivalry
- Global opportunities
- Macroenvironmental factors

<http://bizeco.blogspot.com/2007/06/gemckinsey-matrix.html>

GE/McKinsey Matrix

- **Strength of Business Unit / DePaul's Success**

The horizontal axis of the GE / McKinsey matrix is the strength of the business unit. Some factors that can be used to determine business unit strength include:

- Market share
- Growth in market share
- Brand equity
- Distribution channel access
- Production capacity
- Profit margins relative to competitors

<http://bizeco.blogspot.com/2007/06/gemckinsey-matrix.html>

The intersection of Transfer Focus and DePaul Success give direction for marketing and recruitment.

Community College Market Matrix

		DePaul's Success in Obtaining/Retaining Students		
		High Success	Moderate Success	Low Success
Community College Transfer Focus	High Focus	Maintain/ Grow (1)	Maintain/ Grow (2)	Selective investment(3)
	Mod Focus	Maintain/ Grow (4)	Selective investment (5)	Evaluate (6)
	Low Focus	Selective investment (7)	Evaluate (8)	Evaluate/ Exit (9)

NOTE: Adapted from the McKinsey Matrix and the BCG Matrix.

Variables used in dimensions.

Variables in Transfer Focus:

- % Associate Degrees /total deg awarded
- % certificate or degree seeking students/ total enrollment
- Transfer rate of FT Degree/certificate seeking students from 2003 cohort
- % associate degrees (0607) / total enrollment in 2006
- % full time
- % receiving state / local grant aid
- Average state/local grant aid received for those receiving aid
- % minority
- Admit rate to DePaul
- % under 25 / total enrollment
- Existence of unique partnership with DPU
- Number of courses articulated

Variables in DePaul Success:

- Continuity: 7 years historical data (number of students sent over the last 7 years, minimum 2 students)
- Enrollment Trend on historical data
- Number of students entering DePaul (average last 3 years)
- Relative presence: Avg. 3 year enrolled/ (CC Assoc. Deg + Cohort Transfers)
- Yield to DePaul
- % minority / total enrolled
- 1st year retention rate (returning for the second Fall)
- First Term GPA
- % Transfer Sophomore or higher

Institutional Partnerships

Goals of the Office of Community College Partnerships

- Connect curriculum, faculty members, and advisors between DePaul and transfer institutions.
- Create formal partnerships and agreements that make transferring to DePaul predictable and smooth. All agreements are made between faculty members, deans, the provost, or the president and are facilitated by the office.
- Create communications for faculty members, advisors, and students that advertise, promote, and clarify transfer agreements, procedures, and policies.
- Maintain records of all partnerships and agreements made between DePaul and other institutions for the purpose of transfer.

Characteristics of Successful Partnerships

- Trust
- Symbiosis
- Mutual Need
- Persistence
- Compatible Styles or Cultures
- Flexibility
- Tolerance of Differences

Examples of Partnerships, Agreements, and Activities

- Illinois Articulation Initiative
- Dual Admissions
- Program to program or programmatic
- Faculty Round Tables
- Transfer Center and u.select on web

Dual Admissions Programs

The DePaul College of Computing and Digital Media

What is Dual Admissions?

The College of Computing and Digital Media has entered into agreements with the community colleges allowing admission to both institutions simultaneously. Students attend the community college for the first part of their college career with the intention of completing the bachelor's degree at the College of Computing and Digital Media (CDM) at DePaul University, in one of the 14 bachelor degree programs. Admission into a dual admissions status allows students to make a move to the College of CDM very smoothly when the time comes. The College of CDM has agreements with: **The College of DuPage, McHenry County College, Morton College, Parkland College, Triton College, and all seven of the City Colleges of Chicago.**

What are the benefits of Dual Admissions?

- Degree requirements and tuition rates at DePaul will be determined by the quarter that students are admitted as a dual admissions student.
- Students will be issued DePaul ID's, email accounts, and login accounts to DePaul University web services. While attending the community college, dual admit students have access to DePaul activities and services.
- Dual admissions students are assigned faculty and staff advisors at DePaul to offer help with course selection and transfer advice.
- Each year, dual admissions students send DePaul their updated transcripts. Since they have access to online degree progress reports at DePaul, they can see how they are making progress toward a bachelor's degree with their community college courses.
- Students will be given access to web services at the College of Computing and Digital Media, through a portal service available only to enrolled students.
- Students will have access to DePaul libraries and labs.
- Students will be mailed newsletters and email announcements about extracurricular, scholarship, and alumni activities from the College of Computing and Digital Media, while dually admitted.
- Students will be invited to extracurricular and support activities available to regularly admitted students.

Three Steps in Applying For Dual Admissions

Step 1: You will apply for Dual Admissions by submitting the online application to DePaul University. On the application, you will indicate that you are applying as a Dual Admissions student when you choose a major in the College of Computing and Digital Media. Be sure to indicate what community college you are going to apply to or are attending in the "colleges attended" section. Online application URL: <https://wa.is.depaul.edu/AdmissionApp/login.aspx>

Step 2: Apply for admission to the community or city college.

Step 3: After admission, submit the Statement of Intent to enroll as a dual admissions student. Attend Orientation at DePaul. Begin or continue enrollment at the community or city college.

Orientation and Continual Enrollment

Dual Admissions students will attend the DePaul orientation session, called Transition DePaul. If a student does not attend an orientation session, the dual admissions offer will be withdrawn. At the orientation, dual admissions student will receive: A DePaul ID card, a web services login and password, training on DePaul web resources, a tour of the College of Computing and Digital Media building and the Loop Campus, and an advising meeting with a faculty advisor/mentor.

NOTE: Dual Admissions students must start DePaul within four years of the term they are admitted to Dual Admissions. Students are required to maintain continual enrollment at the community college, following the continual enrollment policy required of all DePaul students.

Read about Dual Admissions at:

http://www.depaul.edu/admission/types_of_admission/dual/index.asp

**Oakton Community College and DePaul University
Early Childhood Agreement**

**From Associate of Arts in Teaching: Early Childhood Education
To Bachelor of Science in Early Childhood Education**

**Effective for four years for Oakton students who begin the program in the following academic years:
2007-2008; all Oakton courses must be completed and the student must transfer to DePaul within
four years of beginning at Oakton.**

Oakton Community College: AAT in Early Childhood Education

EGL 101 Composition I	3	EGL 102 Composition II	3
MAT 128 Found Math Elem EDU I	3	ECE 104 Intro to ECE	4
ECE 102 Child Growth & Development	3	PSC 101 American Government	3
IAI Humanities/Fine Arts course	3	IAI Biological Lab Science	4
PSY 101 Intro to Psychology	3	IAI Contemporary Global Studies	3
ECE 107 Observ & Assess Young Child	3	ECE 226 Lang Art/Soc Studies	3
ECE 125 Play/Creat Expression Child	3	EDN 101 Intro to Education	3
ECE 270 Child, Family & Com Relation	3	IAI Physical Science Course	4
IAI Humanities/Fine Arts course	3	IAI Human/Fine Arts course	3
SPE 103 Effective Speech	3	MAT 129 Found Math Elem EDU II	3
	<hr/> 30		<hr/> 33

Bridge Semester

Basic Skills Test must be passed before entrance to DePaul.

**62-63 Semester/93-94.5 credit hours are completed in the AAT degree. Student will need to take three
additional concentration courses at Oakton. A limit of 66 semester/99 quarter hours will transfer to DePaul.**

DePaul University, School of Education: BS Early Childhood Education

Fall Quarter		Winter Quarter	
Concentration course	4	Concentration course	4
Concentration course	4	ECE 092 Clinical Experience	1
ECE 091 Clinical Experience	1	EE 347 Children's Literature	4
ECE 303 History & Phil of ECE	4	ECE 306 Understand Children Behavior	4
PHL 100 Philosophy & Its issues	4	Religious Dimensions	4
EDU 025 Technology competence completed	0		
	<hr/> 17		<hr/> 17
Spring Quarter		Fall Quarter	
LSE 380 Philosophical Issues in Education	4	Concentration course	4
ECE 309 Pre School Except	4	ECE 331 Beginning Math & Science Instruction	4
ECE 311 Curriculum & Instruct w/ECE 094	5	ECE 375 Early Childhood Assessment	4
SCU 336 Adoles & Adult Growth & Development	4	Religious Dimensions	4
	<hr/> 17		<hr/> 16
Winter Quarter		December Term	Spring Quarter
ECE 310 Preprimary Curriculum	4	ECE 384 Capstone in Early Childhood	ECE 385 Student Teaching
EE 324 Beginning Reading Instruction	4		4
ECE 307 Speech & Lang Dev of the Young Child	4		12
PE 273 Health and Nutrition	4		
	<hr/> 16		<hr/> 16

Total: 99 Quarter Hours

Oakton/DPU ECE 2b2 2008



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▶ STUDENT LIFE

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Apply Online

Request Information

Visit Campus

Undergraduate: Transfer Center



How will your
credits transfer?

Transfer Advisors
CLICK HERE ▶

The Transfer Center is a collection of information that is aimed at making transfer to DePaul predictable and successful. Whether you are a traditional-aged student, an adult transfer student, an international transfer student, or a current DePaul student who wants to take one class at another college and transfer it back to DePaul, you should be able to find help and resources through this page.

Applying for Admission

Learn more about the transfer admission process, or [apply for admission](#) as a transfer student.

Community Colleges

The [community college pages](#) show contact names and special agreements DePaul has with

VIEW LINKS FOR:

First-Year Student

- Academic Calendar
- Admission Instructions
- Ask an Admission Question
- Campus Sideshow
- Chicago
- DePaul Facts
- Financial Aid
- Lincoln Park Campus
- Majors
- Rankings & Distinctions
- Scholarships
- Student Housing
- Student Life
- Career Services
- Tuition
- Visit Campus

TRANSFER LINKS

- Transfer Course Lists
- U.select Illinois (formerly CAS)
- Illinois Articulation Initiative (IAI)
- Community College Information
- Admission
- Transfer Advisor Information
- Upcoming Admission Events
- Dual Admission
- Transfer Policies
- Transfer Brochures and Guides



student life
CLICK HERE



Member Login

User ID

School ID in u.select

Password

Login

Forgot password?
Forgot User ID?
Guest Login
Create an Account



Welcome to u.select

u.select (formerly CAS) is an online tool that will help you view program requirements, course equivalencies, and see how courses you have taken or plan to take transfer to another college or university.

To get access to all that u.select has to offer, just follow the Get Started button!



Get Started



Click on the map for more details

Which States are using u.select

u.select is used throughout the U.S. to help students explore their educational options. Click on the map to the left to find out more.

News and Announcements

u.select Demo

Posted on : Fri Jan 30 11:53:52 CST 2009, News Item edited by [Melissa Brooks](#)

A brief demo of u.select is now available!

[Click here to view the u.select Demo](#)

Internet Explorer users can view the demo [here](#).
(When prompted, select to **Run** the file)

[View Online](#)

[User Guides](#)

Posted on : Fri Oct 31 10:33:40 CDT 2008, News Item edited by [Melissa Brooks](#)

Have questions about how to use u.select? Try our [User Guides](#).

[View Online](#)

u.select (formerly CAS)
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Version: 4.2.2 b31 Built On: 12 Mar 2009 15:00 Built By: tl-buildserver...

Challenges

- Course Articulation Upkeep
- Connecting with the Right People
- Turnover in Personnel
- Computer System Changes

Innovations

- Partnerships in Grants
- New Ideas: the Associate Degree Cooperative
- Dynamic Transfer Guides

What We Have Learned

- **Build on your institution's mission:** Transfer students have always been a large part of the DePaul enrollment profile and mission, we can build on this
- **Engage institutional commitment at all levels:** It takes a village
- **Recruit institutions, not just students:** Transfer initiatives are systems-oriented (institutions and technologies); the desired outcomes are to improve the student experience
- **Use research and analysis to focus efforts:** know your target market

Thank you!

- For additional information, please contact us at:
 - **Anne Brennan**, Director of Transfer Relationships, abrenna2@depaul.edu
 - **Caryn Chaden**, Associate VP for Academic Affairs, cchaden@depaul.edu
 - **Gerry McLaughlin**, Associate VP for the Office of Institutional Planning and Research, gmclaugh@depaul.edu
 - **Rina Bongsu-Petersen**, Research Associate, Enrollment & Marketing Research, rbongsu@depaul.edu
 - **Liz Sanders**, Assistant VP for Enrollment & Marketing Research, lsander3@depaul.edu



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Undergraduate Student Handbook

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Double Majors

Evaluation and Credit

Evaluation and Credit/Limitations

FERPA/Student Privacy

Forgiveness Policy

Grades

Grades, Challenges to

Grades, Incomplete Expiration Policy

Grades, Pass/Fail

Grades, Repeating Classes

Graduation, Commencement Ceremony

Graduation, Degree Conferral Policy

DePaul Undergraduate Course Catalog

HANDBOOK

2007-2008

Undergraduate Student Handbook > Undergraduate Student Handbook > Undergraduate Academic Policies > Transfer Credit, Regulations

Print

Transfer Credit, Regulations

Transfer Credit Conversion

DePaul University's academic calendar is based on the quarter system. College credit is accumulated on the basis of quarter hours. To convert credit hours from the semester system to the quarter system, multiply 1.5 (example: 3 semester hours x 1.5 = 4.5 quarter hours). The minimum number of hours required for graduation with a bachelor's degree is 192 quarter hours.

Types of Transfer Credit Accepted by DePaul University

The following statements describe DePaul's transfer credit policies:

1. DePaul will accept for transfer credit baccalaureate-level courses completed at baccalaureate granting, US institutions fully accredited by one of the regional accrediting bodies of the Association of Schools and Colleges. DePaul will also accept transfer credit from tertiary level international institutions that are formally recognized by their country's ministry of education or its equivalent.
2. DePaul will accept for transfer credit college-level courses that are earned in Associate of Arts and Associate of Science degree programs at 2-year institutions fully accredited by one of the regional accrediting bodies of the Association of Schools and Colleges.
3. Course credit earned at 2-year accredited institutions in other degree programs, such as the Associate of Applied Sciences or Associate of Fine Arts degrees, will be reviewed for transfer credit on a course-by-course basis. When necessary, students will be expected to provide bulletin descriptions and course syllabi to facilitate the review process.
4. In general, courses presented for transfer from 2-year, regionally accredited institutions that are earned in a certificate or professional training capacity are not eligible for transfer credit. Examples of these programs include, but are not

RELATED LINKS

Course Descriptions
Archived Catalogs



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Good Afternoon, **Liz Sanders**

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If you believe you should be in one or more projects, please contact Ed Schaefer.

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EMR Project List
EMR SP Admin
Enrollment - Admission - YTD - Revenue Dashboard
Matrix Admin
Survey Track

Enrollment & Marketing Research

EMR MARKET MATRIX™

Choose a Resource Group: **Transfer**

All resources in Transfer	Market	Prospects	Applicants, Admits	Enrolled	Alumni
Industry	What are the trends in higher ed learning?	What helps move transfer prospects to applicants?	How do apps/admits differ from prospects? What are their trends?	How do DPU students compare to higher ed students in the nation?	What career successes are DPU grads having?
Target Market	What do higher ed transfer students need?	What's important to higher ed prospects?	How do apps/admits compare to national profiles?	How do DPU enrolled compare to national profile of higher ed learners?	What can we learn from alumni that teaches us about the market?
Competition	What are the trends in higher ed transfer programs? Who is the higher ed transfer student learner in the U.S.?	What other schools appeal to DPU prospects?	To what other schools are our students apps/admits?	Who is our competition in the eyes of enrolled students?	How can we leverage affinity to reach prospects?
Profile	What do professionals in field think of DPU?	How do our prospects perceive DPU?	How do our apps/admits perceive their school?	How do our enrolled students perceive DPU?	How do DPU alumni perceive DPU?
Perceptions	What positive feedback do alumni receive from	What do prospects think DPU does	How does apps/admits compare their school to	How does DPU compare to competition in eyes of	How does DPU compare to competition in eyes of
Strengths					

All resources in Transfer Resource List

Type	Name	Owner
	2005-06 Graduating Seniors Profile	Tracy Mohr
	Adult Market Trends 2003	Liz Sanders
	Adult Satisfaction with DPU	Liz Sanders
	Adult Transfer Market (Contact owner)	Liz Sanders
	ASQ Part I 2002	Susan Stachler
	ASQ Part II 2002	Susan Stachler
	Brown Bag: Alumni Research 2002 & R-4 Matrix Typology 4/03	Susan Stachler
	Brown Bag: DePaul's New Students Using Claritas PRIZM Clusters, 5/2007	Karolynn Horan
	Brown Bag: Early Fall 2007 Freshman & Transfer Summary_091107	Liz Sanders
	Brown Bag: Graduate & Adult Application Timeframe 10/06	Justin Gillmar
	Common Knowledge Survey 2003	Susan Stachler
	Community College Report Card AY 06/07	Rina Bongsu
	Community College Report Card Fall 2006 and Fall 2007	Rina Bongsu
	Community College Report Cards AY 2006-07	Rina Bongsu
	Community College Transfer Market Potential Analysis 04/08	Liz Sanders
	Competitive Analysis 2003	Sarah Partin
	Distance Learning Audit 2004	Susan Stachler
	Enrollment Trends - Actual & Projected Enrollment for Fall 1999-2008_11202007	Karolynn Horan
	Fall '03 Transfer Admission Summary	Rina Bongsu
	Fall 2005 Traditional Age Transfer Admits Profile	Liz Sanders
	Graduating Senior Survey	Joe Filkins
	How Non-Traditional Are Our Transfer Inquiries	Rina Bongsu
	I.C. Stars Alumni Survey Analysis (2006)	Rina Bongsu
	IBHE Undergraduate Analysis 1995 to 2004	Susan Stachler
	Info Session Research	Dara Crowfoot
	MS#01: Largest Catholic	Liz Sanders