

NEW MEXICO HIGHER EDUCATION DEPARTMENT

MICHELLE LUJAN GRISHAM
GOVERNOR



KATE M. O'NEILL, ED.D.
CABINET SECRETARY

Transfer and Articulation Report

December 2019



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Dear Higher Education Leaders,

I am pleased to present this year's Transfer and Articulation Report. NMHED requested each public higher education institution (HEI) to provide qualitative data describing their transfer and articulation processes and programs.

The HEIs provided narrative responses, as applicable, to a series of open-ended questions focusing on their transfer and articulation process, integration of transfer students into the HEI, and whether or not students have filed complaints regarding articulation or transfer credit. Their responses show that overall New Mexico HEIs are very committed to transfer student success and they provide programs designed to help their transition and to help ensure their success.

NMHED looks forward to working together with all Higher Education Institutions throughout the state to support and improve transfer and articulation for our communities, our workforce, and our state. Thanks for all you do to serve and educate our students.

Sincerely,

Kate O'Neill, Ed.D.
Cabinet Secretary

Introduction

The New Mexico Higher Education Department (NMHED), in compliance with NM Stat § 21-1B-6. Reporting, distributed a survey to all New Mexico Higher Education Institutions on August 26, 2019. NMHED requested institutions provide quantitative data on the number of transfer students and qualitative data describing their transfer and articulation processes and programs. The methodology proposed by NMHED to collect the quantitative data was new to institutions and several reported that it would create an undue burden. The institutions proposed establishing a committee, composed of representatives from NMHED and the Higher Education Institutions (HEIs), to develop a consistent and uniform method for the HEIs to report transfer data to the NMHED. The NMHED will establish this committee after the upcoming Legislative Session with the hope of being able to report accurate quantitative data next year.

The HEIs, however, did provide narrative responses, as applicable, to a series of open-ended questions focusing on their transfer and articulation process, integration of transfer students into the HEI, and whether or not students have filed complaints regarding articulation or transfer credit. Many, but not all, Higher Education Institutions have formal policies that enable a transfer student to challenge the number and type of credits they are able to transfer to their new institution. Additionally, some, but not all, institutions provide additional services to track their incoming transfer students. Many institutions indicated that delays in receiving transcripts from the previous institution delays and hinders accurate advising of transfer students prior to their first enrollment.

The following pages of this report list each open-ended question and the responses provided by the institutions. The questions institutions were asked to respond to were:

- Please provide, by race/ethnicity and gender, a list of student complaints regarding articulation or transfer credit. Please include the HEI from which the student is transferring, the nature of the complaint, including specific courses identified in the student's complaint, and your institution's rationale for denial. If the student appealed the transfer credit denial, please provide your institution's response to the student's appeal.
- Has your institution established any institutionally specific meta-majors and transfer modules? Please list. Additionally, please identify which of these are currently available to students?
- How does your institution track in-coming transfer students? Does your institution track students transferring to other campuses? If so, how?
- What are the most challenging aspects of the transfer process that your in-coming transfer students encounter? What policies and programs have you implemented to facilitate their transition and meet the challenges unique to transfer students?
- What resources or services does your institution provide focused primarily or exclusively on in-coming transfer students? Are faculty provide any information identifying a student as an in-coming transfer student?
- Based on your experience, how good of a job does your institution do at fostering the success of in-coming transfer students? Which programs or approaches work the best and which programs or approaches is your institution seeking to improve.

Please provide, by race/ethnicity and gender, a list of student complaints regarding articulation or transfer credit. Please include the HEI from which the student is transferring, the nature of the complaint, including specific courses identified in the student's complaint, and your institution's rationale for denial. If the student appealed the transfer credit denial, please provide your institution's response to the student's appeal.

New Mexico Tech indicated that they have not received any transfer and articulation complaints within the past two years. Transfer credit at New Mexico Tech is processed on a course-by-course basis. Students unsatisfied with transfer credit are encouraged to first meet with the specific Department Chair. Students may file a formal complaint as outlined in the New Mexico Tech Course Catalog section: Complaint Procedure for Transfer Students

The **New Mexico State University (Main and Branch campuses)** have not had any students complain to the Office of the Provost or the Registrar's office about transfer credits. These questions are resolved at the academic department or college level. For example, the only complaint the Dean of Students received about transfer courses came from an out-of-state student (Hispanic Male) majoring in Biology transferring from El Paso Community College. His complaint was not about the courses per se but about the timing of the evaluation.

It is very typical for transfer credit evaluation at New Mexico State University to have several steps. The process begins with an initial review in the Office of Student Records. This review incorporates all standing articulation agreements, state transfer matrix, and agreements with out-of-state institutions such as El Paso Community College. All transfer courses show on the student's record, however not all meet the degree requirements for a particular major, and is common when students have changed majors during their academic career.

After the initial review, if a student believes a particular course should count toward the New Mexico State University degree, they can request a department or college review. For this review the student provides a course description and/or syllabus for the unit to evaluate. Our advising center encourages students to take this step with courses that are transferred in as general electives. Advisors are also trained to look for opportunities for students to utilize transfer credits in the most strategic way possible and routinely review coursework for general education applicability. This is why they require first semester transfer students to meet with an advisor so the advisor can determine if another review is needed.

The New Mexico State University system community colleges have not had any student complaints regarding transfer credit. Only New Mexico State University Carlsbad has had to address anecdotal evidence. In these cases, concerns were addressed but these were not complaints.

The University of New Mexico (Main and Branch campuses) have no record of complaints regarding awarding transfer and articulation credit. The University of New Mexico provides guidelines for students to seek reconsideration of articulation or transfer credit awarded.

Eastern New Mexico University Main has not received any formal complaints, nor have their students expressed concerns regarding articulation or transfer credits.

Neither **ENMU-Roswell** nor **ENMU-Ruidoso** have had any formal complaints filed regarding transfer articulation.

New Mexico Highlands University accepts academic credits for transfer from institutions of higher education that are regionally accredited or are candidates for regional accreditation. Transfer students will receive full credit for coursework completed with an appropriate grade, provided the classes are appropriate to a degree at the university. The Office of the Registrar at New Mexico Highlands University responds to students who have questions regarding transferability of their coursework from other Higher Education Institutions. There is a Transfer of Credits Complaint Form available for students who have complaints. The Office of the Registrar has not received a formal complaint in the last 7 years.

Northern New Mexico College's documentation system currently does not show any complaints from transfer students.

Western New Mexico University did not identify a specific complaint filed by a student. They did indicate that students are unhappy that lower level courses from community colleges do not transfer in as upper level courses at Western New Mexico University.

Although **Central New Mexico Community College** takes complaints and appeals seriously and processes these requests each semester, they are not documented or recorded in a format where they can produce the outcomes of these requests in a report. Additionally, they are unable to identify and provide the race/ethnicity and gender of the students that request appeals or submit complaints regarding articulation.

Clovis Community College has not received any complaints from transfer students based on non-acceptance of transfer credit. All student appeals (with the exception of grade appeals) come through the Executive Vice President's office—there are no documented cases on file for this type of appeal.

In the last three years **Luna Community College** has not had any complaints to a student's transfer credit.

Mesalands Community College tries to accommodate all reasonable transfer requests.

New Mexico Junior College has received no specific complaints related to transfer of credit into the institution. Occasionally, students leaving NMJC have reported challenges in transferring specific courses to new institutions. In some cases, these issues have involved classes such as College Success, which is not a common course at other schools hence not always accepted. In other cases, the difficulties may have resulted from a misalignment of credit hours between the schools. They have evaluated these cases and have made some changes in their assignment of credit hours to better align with common practice. Overall, they have not encountered any specific issues.

New Mexico Military Institute indicated they have not received any complaints.

San Juan College had only one (informal) complaint last semester and the student's demographic information is not associated with the complaint. Students who question credit acceptance are generally referred to the appropriate dean with outcomes that tend to favor the student. There is an online appeal process, but use of it is rare. The only other issue they have is with credits that are "old" and this is primarily an IT issue that has to be resolved manually.

Has your institution established any institutionally specific meta-majors and transfer modules? Please list. Additionally, please identify which of these are currently available to students?

New Mexico State University has established meta-majors, see <https://explore.nmsu.edu/meta-majors/> for descriptions and a list. Their data suggest that meta-majors are not used extensively, however advisors are using them to help students find the best degree path.

Eastern New Mexico University has established a number of transfer partnerships with community colleges. The majority of these can be found at <https://www.enmu.edu/academics/degrees-programs/transfer>. However, because of the recent changes at the state level (Common Course Numbering and General Education) they are in the process of updating these transfer modules. In the coming academic year, updating and expanding transfer partnerships will be a priority.

Eastern New Mexico University established two-year advising modules for all programs approximately a decade ago, and these modules are updated with every catalog cycle. The modules were designed very similarly to the meta-major concept in that they focus on completion of the general education requirements first and include discipline-specific introductory courses that work across disciplines in a field. For example, advising modules for the science fields focus on major-related courses that work across the scientific disciplines (e.g. major-specific introductory Chemistry and Biology courses versus general education oriented science courses, math courses needed by all science majors, etc.). This has facilitated the ability of students to change majors within a field without “losing credits.”

New Mexico Highlands University has not established any institutionally specific meta-majors but does have numerous Articulation Agreements with other New Mexico Colleges and Universities which include: Central New Mexico College, Luna Community College, Northern New Mexico College, San Juan College, Santa Fe Community College, UNM Gallup, and UNM Taos. In addition, New Mexico Highlands University has or has had Articulation Agreements with out of state institutions such as Trinidad State Community College, The College of the Desert, Oklahoma State Institute of Technology, Pueblo Community College, and Dine College. All current agreements can be found here: <https://www.nmhu.edu/office-of-the-registrar/articulationandtransferagreements/>

Northern New Mexico College has not established meta-majors and the only transfer module is the General Education Core. However, they have articulation agreements for some programs with SFCC (BE Info Eng Tech, BAIS Psy, BBA Proj Mgt); SIPI (BE Info Eng Tech, BE Electromechanical Eng); ENMU-Ruidoso (BE Info Eng Tech).

Academic Affairs at **Western New Mexico University** started meta-major discussions but was informed that HED was working on identifying meta-majors. Western New Mexico University has articulation agreements with several community colleges—many of these are with Central New Mexico Community College. A master agreement provides general points of agreement. Individual program agreements indicating specific transfer relations are created from the master agreement. They are all currently available to students.

Central New Mexico Community College is in the process of revamping all their transfer pathway modules to align with Trifecta and university partner curricular adjustments. Prior to the Trifecta there was a transfer pathway that provided a seamless transfer opportunity for all AA, AS, and AAS degrees to at least one of the public universities in New Mexico. These partnerships and transfer pathways that provided curriculum that was aligned between the associate and bachelor's degrees at partnering universities. Specific programs that could serve as a model for seamless transfer and perfect alignment were Business, Criminology, Sociology, Human Services, and Psychology, to name a few. Central New Mexico Community College is revising each of these pathways for re-alignment, and anticipates they will be published before the end of the Fall 2019 semester.

Some of Central New Mexico Community College's courses are designed like a meta-major with the opportunity for students to take concentrations after completing a core block of courses. This is true in the BA and CIS AAS degrees. A complete list of transfer opportunities to and from the institution are available on our website. <https://www.CentralNewMexicoCommunityCollege.edu/student-resources/transfer>.

Clovis Community College has not established meta-majors or transfer modules at this point. Clovis Community College does offer the NMNEC Nursing curriculum which allows for transfer across the state. While not "transfer modules" in the exact form, the courses do transfer in a block.

The **Luna Community College** has not established any meta-majors. The institution does participate in transfer modules and articulation with the following programs/institutions:

- Western NM University – BSN in Nursing
- New Mexico Nursing articulation
- New Mexico Business Consortium
- New Mexico Education articulation
- New Mexico Highlands University
 - BA – Human Performance and Sport
 - BA – Health
 - BS – Biology
 - BS – Chemistry
 - BS – Environmental Geology
 - BS – Forestry

- BS – Mathematics
- BS – Computer Science
- BS – General Science for Secondary Teachers
- BA – Conservation Management
- New Mexico State University
 - Engineering Technology
- New Mexico Tech

Mesalands Community College has developed several meta-majors, including:

AA	AAS
General Business	Agri - Business
Education -	
Bilingual	Allied Health Sciences
Education - Early Childhood	Animal Science
Education - Elementary	Building Trades
	Business
Education – Secondary	Administration
Fine Arts - New Media/Graphic Design	Business Office Tech
Fine Arts -Three Dimensions	Cowboy Arts
Fine Arts - Two Dimensions	Farrier Science
Human Services - Criminal Justice	General Studies
Human Services - Social	
Work	Public Administration
Liberal Arts -	Wind Energy
Communications	Technology
Liberal Arts - University	
Studies	
Natural Sciences - Geology	
Natural Sciences -	
Paleontology	
Physical Science - Pre- Engineering	
Pre- Medical Arts - Pre - Dentistry	
Pre- Medical Arts - Pre - Medicine	
Pre -Medical Arts - Pre - Veterinary	

New Mexico Junior College is currently evaluating the concept of meta-majors as related to NMJC and potential transfer to other institutions. In their case, fewer than 20% of their students transfer to other schools. NMJC is a school of choice for local students and they are the end-point degree/certificate for over 80% of their students. This is not because students cannot go on to other schools. Rather, the majority of our students are place-bound and choose to add to their personal and professional credentials solely through NMJC offered classes and

programs. They are working with institutions in New Mexico and Texas to develop clear pathways for transfer for those students who wish to continue their studies.

New Mexico Military Institute has “concentrations” within their Associate in Arts and Associate in Science programs which are a group of five courses that gear student towards a major at a four-year school. Some of these concentrations are specifically designed to transfer to a four-year school that has a 2+2 agreement NMMI. An example of this would be the Pre-Nursing program that has 2+2 agreements with Carson Newman College and the University of Akron.

Concentrations within the AA program include:

- Art
- Aviation Technical Management
- Business Administration
- Communications
- Criminal Justice
- English
- History
- Philosophy
- Political Science
- Social Science

Concentrations within the AS program include:

- Athletic Training
- Biological Sciences
- Computer Science
- Mathematics
- Physical Sciences
- Pre-Engineering

- Pre-Medicine/Dental/Veterinary
- Pre-Nursing

San Juan College is a participant in the AACC’s Guided Pathways 2.0 project, and has established seven meta-majors, which they call Career Pathways. Most of these have a first semester sequence of courses that allow students to choose a Career Pathway and do further career exploration without committing to a specific program until their second semester. Their Career Pathways are:

- Arts, Communication, and Humanities
- Business and Entrepreneurship

- Computer Science, Information Technology, and Cybersecurity
- Education, Social Services, and Public Safety
- Energy, Manufacturing, and Transportation
- Health Sciences
- Science, Math, and Engineering

The **Santa Fe Community College** Curriculum Committee has discussed the following meta-majors and will be marketing them to students in the spring of 2020 when the degree and certificate sequences, which are another major part of their pathways project, are completed:

Health and Sciences (2 pathways AAS and Certificate) -approved 2/20/19

Business -approved 4/17/19

Sciences and Engineering -approved 2/6/19

Arts and Communication-discussed in Curriculum Committee spring 19

Social Science and Professional Studies-- discussed in Curriculum Committee spring 19

How does your institution track in-coming transfer students? Does your institution track students transferring to other campuses? If so, how?

The **New Mexico Tech**, Office of Institutional Research, can track the previous institutions attended by transfer students via the existing student database (Banner). In addition, New Mexico Tech tracks persistence and graduation rates for transfer students.

Incoming transfer students to **New Mexico State University** are identified within their Banner student record using an identifier for in-state or out-of-state. Outgoing students are not tracked if transferring outside the New Mexico State University system. They could use transcript requests and National Clearinghouse data to do this in the future, however this has not been identified as a campus priority. **New Mexico State University Carlsbad** has utilized Title V grant funding to hire a transfer coordinator/case manager to better manage this in the future.

Students transferring into the **University of New Mexico** are tracked based on an assigned code associated with the student record and captured in their Student Information System. Data are available through reporting for various purposes. Tracking of UNM student-athletes who are transferring out from Main Campus to another institution of higher education is required, and is primarily based on information provided by the student. National Student Clearinghouse Student Tracker is sometimes used to track student athletes transferring in or out from UNM. **UNM branches** indicate that although it is a struggle to track students who transfer out, there are instances where the department chair or advisor of a particular program may manually track students who are transferring out. This tracking may depend upon whether the student transfers in- or out-of-state.

Eastern New Mexico University has always tracked incoming transfer students to check recruiting efforts and to monitor the needs of new students above the freshmen classification. Beginning in 2003, a snapshot of this data was included in the annual Council of University Presidents report. Originally reporting only fall semester, the window of transfers was broadened to include the entire year in 2008 (summer/fall/spring).

The National Student Clearinghouse allows Eastern New Mexico University to track transfer students to their next institution, as long as that institution reports to the Clearinghouse. Although they have used this data to garner insights on whether students are continuing in higher education, they have not regularly or systematically tracked this data.

ENMU-Roswell assigns a specific Student Type to the Admissions Record, Transfer in NM, and a code for Transfer from Out-of-State, for students who transfer from other institutions.

ENMU-Roswell used National Student Clearinghouse to track students who completed programs. Students are coded in admissions as transfer students and with a T for transfer in in the Banner system.

Transfer students at **New Mexico Highlands University** are coded through the Admissions process. All students are tracked by the campus location they are attending. The Office of Institutional Research tracks all student types to include transfer students.

Northern New Mexico College identifies transfer students in four categories: a) New Mexico 2-yr Transfer, b) New Mexico 4-year Transfer c) Out-State 2-year Transfer, and 4) Out-State 4-year Transfer. Northern New Mexico College participates with Student Clearinghouse to track students who transfer out.

Western New Mexico University has an advisor that is assigned specifically to transfer students that tracks them from the time they apply, through the application and transfer process, and up through registration and the start of their courses. They work closely with the registrar's office with transfer evaluations, pulling data weekly for student outreach. Currently Western New Mexico University does not track students transferring to other institutions.

Students self-report transfer status on the **Central New Mexico Community College** admissions application. Any transfer credentials received, such as transcripts from prior colleges attended, are documented in the Student Information System. Central New Mexico Community College uses the National Clearing House to determine if students have transferred to another institution.

Clovis Community College tracks in-coming transfer students through transcript evaluation and articulation. The campus employs a staff member within the Admissions office who deals directly with transfer credit. Clovis Community College is very liberal with the acceptance of transfer credit as long as the credits come from a regionally accredited school.

Clovis Community College students transferring to other schools are tracked according to purpose. Some are tracked after graduation as a part of the accreditation process for various programs. An example of this is in the Allied Health programs which encourage "life-long" learning and track graduates to determine if they have pursued additional education.

In addition, College staff reviews Clearinghouse data to determine institutions graduates or transfer students attend after leaving Clovis Community College.

Luna Community College tracks incoming transfer students by admission type – they do not track students who transfer to other campuses as the institution has one main campus and two satellites and one site. Students indicate via their admission application what their preferred campus of attendance is.

Mesalands Community College tracks in-coming transfer students via the enrollment database; out-going transfer students are tracked from HED’s transfer spreadsheet.

New Mexico Junior College records incoming transfer students and the credits that are recognized for transfer to their programs. They transfer only those credits that apply to the degree or program the student is pursuing at NMJC. They do maintain records on the student’s history and their prior institutions. In recent years, they have tracked students to other institutions using information from The Student Clearinghouse. Information from this source is how they know that fewer than 20% of their students actually continue their studies at other schools.

The **New Mexico Military Institute** begins tracking in the application process. The application asks the student if they are currently attending a college. If the student specifies a college, the applicant is then asked to provide transcripts from the college. Otherwise, transcripts sometimes just shows up at some point in the admission process and the student enters our radar as a transfer student.

The New Mexico Military Institute does not consistently track students transferring to other campuses, however they occasionally use the National Student Clearinghouse to pull back information on students who have left the Institute (graduates and non-graduates).

At **San Juan College**, in-coming transfer students are assigned an admission status of “Transfer” if they are degree seeking. The College is implementing software that will soon allow them to track students that transfer to other institutions. Currently, they are limited to tracking students through the National Clearinghouse, which likely undercounts successful transfer students as not all institutions share their data.

Santa Fe Community College can track transfer students using the National Student Clearinghouse (<https://studentclearinghouse.org/>) to see where a student transferred from, or what other institutions they may currently attend other than Santa Fe Community College. The new student admission application allows students to self-identify if they are transferring in from another school. If they self-identify, they are coded appropriately in their institutional

database system. The College does not track students transferring to other campuses through other means than National Student Clearinghouse.

What are the most challenging aspects of the transfer process that your in-coming transfer students encounter? What policies and programs have you implemented to facilitate their transition and meet the challenges unique to transfer students?

New Mexico Tech's rigorous academic program is challenging for all incoming students, including transfer students. They provide academic support within each department as well as through the Office for Student Learning (OSL). In order to process course transfer credit evaluations for non-articulated courses, students need to supply the Transfer & Articulation Specialist with detailed syllabi from their previous institution(s). Once these have been supplied, the T&A Specialist does the rest of the procedure.

To facilitate their transition to New Mexico Tech, they encourage all transfer students to enroll in one of their Living Learning Communities (LLCs). The LLCs provide students an opportunity to work on collaborative, team based research projects under the close supervision of NMT faculty and student learning coaches. The LLCs promote student engagement and provide opportunities for mentorship as students get to know faculty and upper-class students during their first semester at New Mexico Tech.

New Mexico State University has identified a number of challenges transfer students face, including:

- Understanding how their courses will transfer
- Calculating how long it will take to complete a degree and how much it will cost
- Finding a program that fits their schedule and location
- Making connections to a new campus
- Timing of when to transfer particularly with Military Orders
- Maximizing the courses they can take at a community college at a lower tuition rate.
- Size of financial aid package, particularly for students who have taken too many community college credits
- Sometimes they are reluctant to transfer to a bigger institution.
- The need to submit transcripts from each institution they have previously attended, some still owe money from previous institutions and cannot provide transcripts.
- Each student's situation tends to be unique.
- Students swirling between New Mexico State University System campuses
- Students transferring credits and become admitted but do not attend
- Students who attend multiple institutions in the state prior being admitted
- Students who attend multiple institutions at the same time. This seems to add complexity for the student to get all appropriate transcripts. As online courses become more accessible this challenge grows.
- Sometimes the residency requirements can pose a challenge for some transfer students regarding the number of credits hours that are required to be taken at New Mexico State University.

Policies and programs New Mexico State University has implemented to meet the challenges unique to transfer students include (in respect to the above):

- They have a transfer equivalency website for prospective transfer students to use in order to get a preliminary look at how their courses are expected to transfer. See <https://nmsudirect.nmsu.edu/>
- Prospective transfer students can meet with transfer advisors, academic advisors, academic departments and financial aid and scholarships to get information on how their credits transfer into their selected degree plan and how much it will cost for them to finish their degree at New Mexico State University. They try to have our transfer advisor be the first contact for prospective students to assist them as a one-stop approach. However, transfer students often research their intended academic program online and contact academic departments and/or academic advisors directly prior to contacting the admissions office. New Mexico State University faculty and staff are able to direct students to the admissions office when the time comes for the student to apply.
- They offer online and distance education programs to assist students with full time jobs and/or home life to be able to complete their degree. This is also great for students who are not able to move down to Las Cruces to complete their degree. To improve services for online students, they recently launched New Mexico State University Online. See <https://online.nmsu.edu/>
- New Mexico State University has separate recruitment materials for their transfer students because they have different questions and needs than incoming freshmen. Identifying potential transfer students can sometimes be a challenge.
- For prospective transfer students they host a Transfer Open House so students can meet with academic departments, student support services, etc. They require an orientation program for new transfer students to ensure they know about all the resources available to them. A welcome Reception for new transfer students is available the first week of school so they can meet other new transfer students and get any last minute questions answered by our transfer advisors.
- New Mexico State University tries to assist with the timing of when to transfer when students meet with a transfer advisor, academic advisor, or department by using preliminary transcript evaluation and degree plans. For New Mexico State University Community College transfers, New Mexico State University Main is able to run the degree audit and have the reverse transfer option in order for them to receive an associate's degree if they have not earned on before transferring to the New Mexico State University Las Cruces campus.
- **New Mexico State University Alamogordo** has engineering articulation agreements with UNM and NMT as well as New Mexico State University.

The Office of Advising Strategies at the **University of New Mexico** conducted a survey of about 1,000 undergraduate students in Spring 2018 that asked "Did you transfer?" and then asked

follow-up questions. Surveyed students were those who had seen an advisor during a specific period of time. Most respondents were students who were already on Main campus and had transferred. Transfer students, in particular those from two-year schools, were not aware that talking to a main campus advisor is an option. Based on this study, The Office of Advising Strategies came to the realization that better communication is necessary to inform admitted transfer students that they can meet with advisors.

They believe that anxiety is one of the most challenging aspects of the transfer process. They try to dispel anxiety by providing transfer students with opportunities to ask questions and get clear answers. From one-on-one meetings with admissions officers, recruiters, admissions/academic advisors, to college fairs and school visits, to meetings with specific Main Campus college advisors and departments, to in-person orientations, to follow-up emails and telephone calls, we are communicating and networking with transfer students in an effort to connect them further with the University of New Mexico community.

Some of the surveyed students reported having difficulty transferring transcripts or financial aid documents from the previous institution to the University of New Mexico. For some students transferring from out of state, advising meetings were scheduled before the transfer credits had been evaluated. This meant that at the time the advising meeting took place, information about how the credits were applied was not available. Those who had seen an advisor before the transfer had little difficulty, but if not, there were sometimes stumbling blocks.

A major challenge that transfer students experience at **Eastern New Mexico University** is running out of financial aid before they complete their bachelor's degree. This generally occurs when the students experiment with a number of majors, stay longer than two years at the 2-year college or other university before they transfer and/or have attended multiple universities. While transfer scholarships are available, students' loss of lottery or financial aid eligibility before the 4-year degree is complete is a great challenge. Furthermore, when their transfer advisors review an academic roadmap with these students, or track their progress on a 2+2 agreement, the information can often be daunting and discouraging. To assist transfers, Eastern New Mexico University established a Transfer Center that works specifically with incoming transfer students to facilitate the transition to ENMU.

ENMU-Roswell has identified two over-arching obstacles for students who transfer in. The first is the difficulty obtaining a transcript if they owe a balance at another institution – they have no control over the policies of other institutions. Second, students who transfer courses from other institutions sometimes transfer in courses with low grades, which affects their overall GPA with the institution. ENMU-Roswell maintains an Institutional GPA, Transfer GPA and an Overall GPA, so they can identify how transfer courses affecting the Overall GPA. They individually review transfer students at graduation, and take the Institutional vs. the Transfer GPA into consideration in the completion of their degree or certificate.

ENMU-Roswell Advising Services has an academic advisor to transfer students-in/out. The advisor receives on-going training regarding articulation agreements, HED and PED requirements. Additionally, the advisor attends transfer events across the state in order to enhance partnerships with other institutions.

ENMU Ruidoso identified the challenge of receiving transcripts for another institution, especially if the student comes in owing a balance to another institution.

Some of the challenges **New Mexico Highlands University** reports include transferability of technical/vocational credits or credits from non-accredited institutions. They do not currently accept these types of credits. Another type of challenge is that students want to know ahead of time which transfer credits will be accepted before they may decide to apply to New Mexico Highlands University. The application process currently in place which is inclusive of an application fee as well as the cost of official transcripts are costly for students. They are in the process of creating a designated position for the sole purpose of evaluating Transfer Credits from other Institutions and onboarding a Transfer Evaluation System that would allow students to enter their transfer courses in a searchable database that would then populate the equivalency course/s at New Mexico Highlands University prior to admissions.

For **Northern New Mexico College**, one of the most challenging aspects of the transfer process is the length of time that it takes to get courses transferred over to the Northern New Mexico College transcript. Many times a student is accepted at Northern but the courses/credits accepted to be transferred by the registrar or the academic advisors have not yet been posted to the Northern New Mexico College transcript, which can delay/hinder accurate advisement.

Northern New Mexico College indicated it needs to develop a better process of introducing the student to the department and ensuring that the student works with the program advisors. Another challenge is that students need to have their transcripts reevaluated if they change majors and many students do not realize this immediately.

International students are the most challenging transfer problem **Western New Mexico University**. The University and the students have issues with the vague or basic International transcripts provided by International Evaluators. The students may have taken an in-depth type of course and the international evaluation will state a basic name/course such as Chemistry, but not stating what type of Chemistry the student has taken. Western New Mexico University has set policies on what documents are needed and services these what evaluators can offer, as well as information about fees. They have researched and contacted each evaluator for information to offer the students for an easier transition. This is important so that the students will receive the appropriate transfer credits.

Another challenge students may have is if a transfer school is not regionally accredited. Western New Mexico University has set a policy for non-regionally accredited schools to be accepted as long as they are recognized by the Council for Higher Accreditation. Transfer students or possible transfer students can contact the Transcript Evaluator in advanced to see if their transfer school/credits will be accepted by Western New Mexico University.

For **Central New Mexico Community College**, one of the more apparent challenges for students that transfer from outside of New Mexico universities can be the limited history of articulated courses. For students that transfer to Central New Mexico Community College and have their coursework evaluated, but do not receive the equivalencies that they anticipated, there is a formal process for inviting them to request further evaluation of their transfer coursework. This evaluation can lead to granting students course substitution waivers or help articulate and establish new course equivalencies. When new course equivalencies are established, it streamlines the transfer and articulation process for future students. For career and technical courses, each of the designated programs must assess competencies and outcomes related to the course to verify its transferability.

The most challenging aspect at **Clovis Community College** is the time it takes to determine the credit acceptance and get the Financial Aid package developed for students who are late to begin the process. In order to lessen the time required, the Articulation Specialist is specifically devoted to transfer until those duties are completed. To date, Clovis Community College has not developed policies and programs specific to transfer students.

Luna Community College indicated that the wait time to get an official evaluation of credits is the most challenging aspect of the transfer process. They incorporate the expertise of the academic departments to ensure that the transfer credits they award are related to the major/program of study.

Mesalands Community College has a difficult time obtaining official transcripts from previous institutions attended. Each student is assigned an academic advisor and an academic affairs advisor, and the institution has implemented a very comprehensive persistence and completion program.

The most challenging aspect of the transfer process at **New Mexico Junior College** is effective communication of the process and requirements. Students occasionally do not understand that accreditation requirements establish a minimum number of credits that must be taken at NMJC in order for them to confer a degree or certificate. Occasionally, they do not understand why they may need to take a remedial/transitional class at NMJC if they do not have the necessary pre-requisite or achieve an accepted placement score for classes such as math and English.

They find that the best solution in these cases is to communicate effectively and spend time answering student's questions in detail.

The **New Mexico Military Institute** does not think the transfer process is very challenging. They indicate that for them the most challenging aspect seems to be getting transcripts in a timely manner for evaluation. When student gives the Institute transcripts last minute, it is difficult to get the courses quickly evaluated, if need be. Thus, student and advisor sometimes have a hard time initially scheduling when they do not know how courses will transfer in. The New Mexico Military Institute do not have policies/programs in place to facilitate transfer student transition because they have so few.

At **San Juan College**, the transfer process is fairly straightforward. Transfer students are advised and registered in ways similar to all new students. If they have more than 30 credits, they are waived from participation in New Student Orientation, otherwise they participate with other students. Likewise, they would be required to take the First Year Experience course unless they have 30 credits or have taken a similar course at their previous institution.

The challenges at San Juan College are relatively minor—because the transcript process is electronic, transfer students do not always know when we have received their transcripts. If they apply late in the season, some sections of courses may be closed, although college staff works hard to get them into the courses they need so they are on track for a timely graduation.

A primary challenge **Santa Fe Community College** faces is offering open admissions and not requiring official transcripts. This can result in course duplication, pre-requisites and financial assistance complications for students. When transcripts are received, the manual evaluation and input processes may cause delays in academic advisement. At this time, they are creating a specific new transfer student orientation to help with the transition processes.

What resources or services does your institution provide focused primarily or exclusively on in-coming transfer students? Are faculty provide any information identifying a student as an in-coming transfer student?

At **New Mexico Tech**, a Transfer & Articulation Specialist is the first point of contact for transfer students. From the very first communication with the student, the Transfer & Articulation Specialist makes them aware of resources and is available to answer any questions they might have, both of an academic or non-academic nature (e.g., off campus housing info, day care, school info, work options). The Transfer & Articulation Specialist provides the Faculty Advisor and student with a detailed Transfer Credit Evaluation, showing how the coursework from previous institution(s) transfers into their degree program at New Mexico Tech.

The Admission Office hosts a *Transfer Day @ Tech* each year on March 1st, one month prior to the April 1st deadline for the Transfer Scholarship.

New Mexico State University Academic Advisors review program requirements and transfer credits to determine the best pathway towards degree completion. Going through their Academic Department Head, faculty have access to “Apply-Admit-Enroll” reports which are sent to academic departments on a weekly basis. Transfer student types are easily discernable on this report.

At New Mexico State University system community colleges:

- Transfer students are invited to participate in the New Student Orientation.
- Dona Ana Community College (DACC) has an advisor who specializes in transfer credits.
- DACC does not provide any information to faculty identifying transfer students.
- New Mexico State University Carlsbad provides customized advising for transfer students.

Admissions at the **University of New Mexico Main** has a mobile-friendly admissions application that helps students apply from wherever they are. XML transcripts are accepted from Central New Mexico Community College to UNM and from UNM to Central New Mexico Community College. Most secure online transcripts are also accepted, and they are the quickest way of receiving a transcript. Articulation of the credits is fast, with a 3-day turnaround on decisions, once the transcript is received. A Transfer Recruiter(s) works specifically with transfer students, and there is a checklist showing what needs to happen next in the process. Emails contain a link that enables students to access the checklist on line. Transfer college fairs are held at branches each fall and spring semester.

UNM Main in Albuquerque has reinstated the Central New Mexico Community College to UNM advisor position. This advisor is at Central New Mexico Community College four days per week to assist students. *Central New Mexico Community College -to-UNM Transfer Day* and *Transfer Days*, are annual events for students wanting to transfer to UNM. In addition to *New Student*

Orientation, there is an exclusive *Transfer Orientation* session. The *Transfer Orientation* is a mandatory, one-day program of which two to three hours can be focused on advising.

At UNM Main, departments and external institutions have one-on-one meetings with students thinking about transferring to UNM, and students have the opportunity to meet with their Main-campus advisors from the beginning of their AA or AS degree. Specific programs available through the UNM Health Sciences Center, the RN-to-BSN and NMNEC, partner with two year programs. These programs involving transfer students have been ongoing since 2014.

The Provost's Committee for Advising has a *Transfer Taskforce* that is looking to improve the transfer student experience. Transfer information is available at students.unm.edu and specific information about the transferability of courses can be found at:

https://tes.collegesource.com/publicview/TES_publicview01.aspx?rid=956fca42-5a56-4ed1-8edc-b8f0b222cb6f&aid=2c7cb73c-7f03-434d-9191-0fb16a56087f .

Overall, Main campus websites have been improved, with individual schools and colleges making more information available on how transfer students can contact them.

UNM branches have a “high-touch” process as far as admissions and transfer. At **Taos**, two admissions officers work with readmit and transfer students. These admissions officers meet with students, including transfer students, to identify what transcripts are needed and to assist in requesting them. Once the transcripts are received, the student comes back in and receives assistance to set up a NETID and Lobo ID card. Then the admissions officers do a warm-handoff to placement, and then another warm handoff to Academic Advising. This process is very high-touch in that the student is meeting with an admissions officer multiple times. The same is true with transfer students. These touchpoints are helpful in getting the transfer student’s transcript in and ensuring that the student has everything.

At the University of **New Mexico Los Alamos**, follow-up with transfer students also starts with Admissions, where incomplete applications are checked weekly and outreach is made to applicants by phone and email to see if they need help or tips in obtaining or sending their transcripts. All academic advisors meet with degree-seeking students and use the LoboTrax Audit as the tool to identify issues in transfer courses. Resolution of concerns about transfer credits may be negotiated with the aid of the advisor, by means of an Exception request. UNM-LA faculty, except adjuncts, have access to run LoboTrax audits and can see transfer credits and look for prerequisites in the student’s transfer work. University of New Mexico Los Alamos also offers a transfer fair, specifically so that academic advisors from UNM are available to student transferring to Main campus.

University of New Mexico Los Alamos is training students to use Transfer Equivalency System as a reference when choosing classes from other institutions, as many of our students are shared between campuses/institutions.

UNM Valencia has a similar process. Once the transcript is received, the transfer courses are entered, usually within a day or two, and the student is encouraged to see an academic advisor to review the audit. A transfer advisor is onsite assisting with students seeking transfer to a 4-year institution. They also schedule tours to some of the four-year institutions throughout the year.

University of New Mexico Taos has three transfer stations on campus that allow students to look up transfer information from other institutions. In addition, transfer students have access to all of the services that are available to all other students. The TRIO grant provides for visits to different campuses.

Incoming transfer students to **Eastern New Mexico University Main** are served by a Transfer Center, which is prepared to deal with students in person, online or by phone since many students who transfer are seeking online programs. The Transfer Center specializes in working with adult students with college experience. While there is an on-campus orientation for transfers who come to campus, the online students also receive these services from the Transfer Office. In addition to assistance with their first registration, the Transfer Center works with the students to ensure they are comfortable using the main platforms they will be using as a student (e.g. ENMU portal, email, etc.). They also discuss the student's degree evaluation and work with the student so that they know how to use the degree evaluation system. The Transfer Center also works with academic programs to connect students to the program. After their first enrollment, all transfer students are assigned to a faculty member in their major academic area and work directly with that faculty member, either in person, by phone, or online (i.e. faculty are made aware that the advisee is an incoming transfer.) ENMU has also worked to more effectively enhance the awareness and access of transfer students to support services online (e.g. distance learning assistance, tutoring, library resources, counseling, etc.)

ENMU Roswell provides first-time attendees, including transfer students, academic advising, based on transfer hours, and the requirements of their degree. They also require first-time transfer students to complete New Student Orientation and Title IX Training for the campus, to acclimate them to the campus environment.

In 2016, the **New Mexico Highlands University's** Board of Regents passed the following policy for completion of an associate's degree and a seamless transition to NMHU. Students transferring from a regionally accredited institution of higher education with an associate's

degree will have New Mexico Highlands University proficiency, extended core, and minor requirements waived. However, all other university requirements, including the university's state-mandated, 35-hour common core, program, residency, and the 45 upper-division credit requirements must be met before receiving a bachelor's degree. As of December 2018, students are also guaranteed a degree audit upon admission. Prior to 2018, degree audits would be provided 4-6 weeks after admission, which impacted the student's ability to have a detailed notice of transferable credits which then impacted their ability to seek proper advisement and register for the appropriate coursework in the sequence.

In 2018, the Financial Aid and Scholarship Office revised their scholarships to incentivize completion of an Associates degree and provide more financial resources to incoming transfer students, <https://www.nmhu.edu/financial-aid/scholarships/>.

New Mexico Highlands University has a Student Success Center that is open to all student types from Freshmen to Seniors which includes Transfer Students on the Main Campus. The students can meet with Success Coaches to go over any questions they may have regarding any student processes. They are then referred to either Faculty or other support offices to include the Office of the Registrar for further support.

Faculty play a role in the advisement process of all transfer students. They have access to student records such as degree audit which is a tool that assists with the advisement of transfer students. Faculty also evaluate all major courses beyond the common core, utilizing the student's transcript as well as the syllabi from previous institutions for course equivalencies that lead to upper division transferability.

Northern New Mexico College does not offer any services primarily focused on transfers. Students are identified to faculty within the first month of the semester through a spreadsheet provided by the Provost to the Deans and Chairs. The main purpose of the spreadsheet is for Deans and Chairs to assign program advisors to new students.

Western New Mexico University's Course Catalog offers information on transfer policies that students as well as staff and faculty can refer to for in-coming questions for transfer students. Students can also contact the Registrar's office where staff can help assist with any questions. If it is more of a difficult inquiry, staff, faculty, and students can contact the Transcript Evaluator for additional information. Transfer students are informed of advisors appropriate to the major/program chosen.

Central New Mexico Community College is developing services that are specifically designed to support students that transfer into our college. One of the first initiatives in this approach is to intentionally recognize that students have transferred to Central New Mexico Community College and then to learn of their academic goals.

Faculty are not provided with any information that would inform them of which students in their classrooms transferred to Central New Mexico Community College. The colleges Academic Coaches and Advisors utilize the TES Transcript Evaluation Services to help students understand which courses transfer to Central New Mexico Community College.

Once enrolled at **Clovis Community College**, transfer students enjoy the same benefits as any other matriculating student. All students are tracked through the Starfish software program which allows for very early (week two) intervention for students who are struggling for whatever reason. Students may participate in daily or weekly tutoring sessions through the Tutoring Department. The Center for Student Success aids students who need assistance, whether they are transfer or generic students.

Student advisors at **Luna Community College** are experienced in the general education courses within the state of New Mexico and work closely with the Registrar's Office to establish the best transfer evaluation for students at the time of registration. The Office of the Registrar remains a resource for our incoming transfer students to ensure that students understand where their transfer credits are applied and how they affect their progress in their program.

Mesalands Community College uses advising and persistence tracking programs for transfer students.

New Mexico Junior College does not identify transfer students to instructors nor do they provide transfer-specific support services. In the case of NMJC, a high percentage of their transfer students are student-athletes who are engaged in sports. Their athletic programs have very strong academic expectations and support for their participants. Student-athletes at NMJC consistently graduate at higher rates than their general population of students.

The **New Mexico Military Institute** does not have policies/programs in place to facilitate transfer student transition because they have so few transfers.

At **San Juan College**, incoming transfer students receive all the usual materials sent to new students and encouraged to participate in student activities and become engaged with the campus. They offer little that is unique to transfer students and transfer students are not identified to faculty as such.

Santa Fe Community College is currently developing a transfer coordinator position that will assist all students transferring in to the College and those aspiring to transfer to other institutions. At this time, faculty are not provided with any specific transfer student information, but the College does have the ability to identify these students and to share this information.

Based on your experience, how good of a job does your institution do at fostering the success of in-coming transfer students? Which programs or approaches work the best and which programs or approaches is your institution seeking to improve.

New Mexico Tech faculty, academic departments, the Office of Student Learning, the staff of Registrar's Office, and other support staff support the student during the transfer experience. This individualized approach is one of New Mexico Tech's strengths and it is possible because they are a small campus; they get to know their students well. Having a first semester support program, specifically one where previous transfer students could meet up with incoming transfer students is under consideration, but again, since University of New Mexico is a small campus it seems transfer students find each other. (Personal observation from their Transfer & Articulation Specialist: most transfer students want to shed their "transfer" status as quickly as possible and be considered a "Techie")

The **New Mexico State University** system has a student focused approach, resulting very few student complaints regarding transfer.

They have established a New Mexico State University Admissions Transfer Center which helps with all aspects of a transfer student's transition to New Mexico State University, including organizing a Transfer Orientation.

This unit provides excellent resources for in-coming transfer students to help them make a decision on attending New Mexico State University and assisting with the transition. They host a Transfer Open House each spring semester for prospective students to come meet with the academic department and advisors before they apply and/or transfer to New Mexico State University. Campus visits tailored to transfer students are encouraged so students can get the information they are most interested in and focuses on their needs. These visits are usually include preliminary credit evaluation and a meeting with their intended academic department.

New Mexico State University currently has a transfer admissions advisor position assigned to prospective transfer students outside the New Mexico State University system and an Aggie Pathway Advisor assigned to assist students transferring from one of our New Mexico State University Community College campuses. They also have a phone line and email address dedicated to transfer student inquiries. Undergraduate Admissions & Orientation works closely with University Student Records, Financial Aid & Scholarships and Academic Advising to quickly resolve issues that arise for students.

Transfer Students are required to complete their special orientation program before registering for classes to ensure they know about the resources available to them. Since they require the orientation, they offer in-person and online orientations to meet the needs of this population. New Mexico State University also requires new transfer students to connect with an academic

advisor before they register for classes to make sure they have the correct degree plan and they know how their courses have transferred to New Mexico State University.

The **University of New Mexico** argues it is doing a good job at fostering the success of incoming transfer students. Their process is geared to reducing the anxiety transfer students may experience while they are transitioning by providing them with information they will need, as well as early opportunities to network and establish working relationships that will advance them toward their goals. They offer several touchpoints along the way – from one-on-one meetings with admissions officers, recruiters, admissions/academic advisors to meetings with college advisors and department personnel, from tours, visits, warm hand-offs, orientation sessions, follow-ups and continued outreach by email and by telephone, UNM is putting forward not only information, but also the invitation to new incoming students to be connected – to become a part of “the Pack” – a Lobo – for life.

By the same token, University of New Mexico Main is evaluating whether they can make the transfer from their Branch campuses more seamless – for instance, whether we need an application from Branch students, or whether the application can be simplified. Branches and Main did collaborate and are using the “transition” application, which has simplified the transfer process for Branch students. Currently University of New Mexico Branch transfers to Main require the student to complete an application in order to update demographic information, as well as to confirm admissibility. An online orientation is offered to Branch students transferring to Main, but there has been some confusion for these students in knowing which orientation to sign up for. Some Branch students think they need to sign up for the Transfer Student orientation. One possible solution is to send a targeted communication to let transferring students know that when signing up they can just “click here” and be taken to the correct Orientation registration page.

Overall, **Eastern New Mexico University** staff believe they do a good job fostering the success of incoming transfer students. Some of the approaches they deem to have worked best are:

- Having a dedicated Transfer Center that facilitates the transition of students to the institution.
- Prompt connection with faculty in their chosen major. As soon as possible, the Transfer Center connects the students with the department chair or other faculty member to assure that questions are answered, and service needs are met. The assigned faculty advisor becomes that transfer student’s mentor as soon as the student is enrolled and begins classes, and frequently well before that.
- Providing early awareness/access to support services in both the face-to-face and online environment.
- Many of their transfers are online, ensuring the quality of our courses/curriculum and access to support services is imperative. For example, their Nursing Program (RN to BSN) is an “all-transfer” program, since students cannot be accepted with an ADN/RN.

The program is completely online and has refined curriculum and services into a seamless and very successful enrollment-to-completion process. Graduation rates and student satisfaction with this program are very high. The faculty in the online programs also take advantage of Quality Matters (QM) training, a series of workshops that assist faculty to transition to the online environment and to use QM rubrics to enhance course design, assignments and assessments.

- More recently, they have begun a collaboration with EAB Retention Analytics, which will provide a more robust system for identifying and tracking transfer students, including identifying “roadblocks” to persistence and completion. The platform will provide faculty advisors with more detailed information regarding their transfer advisees and provide a more effective means for connecting these students to needed support services.

ENMU Ruidoso processes transcripts within 48 hours of receipt and has specific personnel that review transcripts for transfer articulation of credits. They have assimilated the transfer student in the same manner as a new first time entry student.

It is the policy at **ENMU Roswell** to treat transfer students equitably. They do not differentiate between transfer students and students who begin their education at their institution. They are, however, in the process of creating a face-to-face orientation or campus tour specifically for transfer students. They believe that initial and continued advising support is instrumental in the success of all of our students and all students have access to all learning resources on campus to support their success.

The leadership of **New Mexico Highlands University** believes they are making some improvements that will allow their transfer students to have a smoother transition into New Mexico Highlands University. They believe they are headed in the right direction. Their Office of Admissions has implemented an online application specifically for Transfer Students. The Registrar’s Office plans to begin building our Transfer Module. These changes will allow will transfer students to be better informed prior to and during the admissions process.

Transfer-in students at **Northern New Mexico College** are treated as continuing students and are offered the same retention strategies and support. They have specific programs (i.e. Nursing, Rad Tech, Education and Business) that work effectively with a larger number of transfers than other programs. Their athletic programs bring in a number of transfer students who receive mentoring, scholarships, and required study sessions. They are currently developing the integration of degree works to automate the degree audit process. The goal is to enhance and simplify the transfer process.

It is very important to **Western New Mexico University** to help students succeed. They strive to help better our students' education and their transition into the university. Orientations are comprehensive in providing information and campus experiences, including outdoor opportunities. Expert faculty advisors provide advising workshops for new and existing faculty each semester. Emphasis is on helping students to understand policies, steps and the transfer process. Western New Mexico University tries to explain the process so that the student knows what may be the next steps and provide contact information for any future problems. They suggest they may need to improve communications related to missing transcripts and when they have been received by the institution.

Recently, **Central New Mexico Community College** has intentionally placed an emphasis on increasing their understanding, recognition, and support services for their transfer in population. Realizing the size of their transfer population, they are developing and implementing strategies, processes and policies to make the transfer process seamless and in line with the academic goals of our students.

Speaking from an academic affairs perspective, Central New Mexico Community College has spent a number of years proactively engaging in curricular alignment initiatives with university partners. Specific programs that serve as the model for seamless transfer to and from Central New Mexico Community College and can accommodate students at any point in transfer would be those that have an established statewide transfer and articulation matrixes. To expand on these models and continue their success for supporting students transferring to Central New Mexico Community College, they are intentional in their effort to collaborate with each of our college's divisions and university partners. They remain in constant communication and discuss degree program alignment with university partners, and are able to adjust curriculum as needed, which in turn allows the student to always be prepared to efficiently transfer to their preferred university and baccalaureate program.

Academic programs that specifically provide a seamless transfer alignment are the associate degrees in Business, Criminology, Psychology, History, Business, Teacher Education, Early Childhood Education, and Human Services.

Central New Mexico Community College fosters in-coming transfer students. The best approach is when an MOU is in place, but they also offer prerequisite overrides, substitutions, Credit for Prior Learning, and placement testing. However, not all students are aware of all these options. Central New Mexico Community College provides two online admission applications: Transfer and Visitor, to fit the need of any transfer student. Central New Mexico Community College does not charge an application fee for admission. Central New Mexico Community College allows students to use unofficial transcripts to secure their registration, while the review of the student's official transcript is completed by the Records office for future registration.

Former Central New Mexico Community College students whom have transferred to four-year schools have made Central New Mexico Community College aware that courses with a grade of

CR (credit), are accepted as a transfer course but do not meet graduation requirements because a letter grade was not issued.

Clovis Community College fosters the success of all students, whether in-coming transfer students, returning students, or students seeking their first-time freshman experience. All support services are available to all students. The College uses a New Student Orientation session that is open to all students. Academic Advising is strongly encouraged for all students, and required for Financial Aid students. The College is very aggressive in determining student participation or difficulty with content areas through Starfish. Transfer students are supported in the way of all students—to prepare them for their field of study or to transfer to another institution.

Luna Community College indicated they do a great job of fostering the success of all their students. Each academic program has a dedicated program advisor and these advisors have become content experts within their area to best assist all their students. Luna Community College continuously seeks to improve the time frame in which transfer credit is officially evaluated and constantly monitor our advising practices to be in alignment with institutional/regional/national best practices for student success.

Mesalands states they do an excellent job at reverse transfers. They have recently reduced required number of credits to graduate with the AA and AAS degrees.

Transfer students are a very small part of the overall **New Mexico Junior College** student population. In spring 2019, the college had 78 transfer students (3.4% of their total enrollment). In the fall 2019 semester, only four new transfer students enrolled. The total number of transfer students in fall 2019 was just 37 (1.6% of their enrollment). As a two-year comprehensive college, NMJC is not a frequent destination for transfer students. Consequently, they have not constructed transfer-specific services and policies other than those relating to evaluation and awarding of transfer credits. To date, they have experienced no problems or complaints with regards to their processes. More importantly, transfer students tend to complete their programs at higher percentages than do students in their general population.

The **New Mexico Military Institute** indicated that since they have so few transfer students, they have not done much to foster this specific group's success. Like first time college students, their transfer students arrive at our school about a week and a half before the start of classes to get acclimated to our school, both on the Corps and academic side.

This Fall **San Juan College** had a significant number of transfer students, which was unusual for them. It has led the College to ask some of these questions and they are in the process of implementing software, specific messaging, and follow-up that will allow them to better support, encourage, and track these students. The strongest support comes at the departmental level and their Alternative Licensure Program (Teacher Education), Nursing Dept., and Veterinary Technologist program are exceptional in this regard.

Santa Fe Community College argues their institution does a phenomenal job with overall retention and graduation rates and inclusive of these rates, are their transfer students. Their transfer-in enrollments are not very large, however, they can certainly work on developing a stronger recruitment process for this population and then develop a strong on-boarding process. Having a dedicated individual who will focus on this group and assist them with the College requirements and process will facilitate a stronger educational experience. Santa Fe Community College recently were granted the Title V grant where they committed to purchasing the Transfer Evaluation System. It will assist with the evaluation and input of the transcript data. Sharing the transfer student information with faculty will assist with appropriate program alignment and preparedness for future course sequencing.