



Connecticut Independent College Transfer Guarantee Memorandum of Agreement

Between

**Connecticut Conference of Independent Colleges
Connecticut State Colleges and Universities
New England Board of Higher Education**

and

Connecticut Independent Institution Signator

June 2020

Connecticut Independent College Transfer Guarantee Memorandum of Agreement

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I Background

In November 2019, the New England Board of Higher Education (NEBHE), received a three-year implementation grant co-funded by the Teagle Foundation and the Davis Educational Foundation to develop systematic transfer pathways between community colleges and four-year independent colleges in three New England states including Connecticut. NEBHE is partnering with the Connecticut Conference of Independent Colleges (CCIC) to establish the Connecticut Independent College Transfer Guarantee, which ensures acceptance at an independent four-year institution for students graduating from a community college with an associate degree.

II The Connecticut Independent College Transfer Guarantee

The Connecticut Independent College Transfer Guarantee (Connecticut Guarantee) builds upon Connecticut's existing public institution transfer policy, with the intention of unifying transfer in the state and expanding transfer options for Connecticut's community college students. The Connecticut Guarantee will ensure acceptance at a participating four-year independent Guarantee institution for associate degree holding students who have met a minimum GPA requirement of either 2.0, 2.5 or 3.0. The minimum GPA requirement will vary by institution. At the core of the Connecticut Guarantee is an unwavering commitment to equity, opportunity and access for all students in higher education. A signed Memorandum of Agreement by all parties is the condition to begin the process of articulating, and subsequently publishing, institutional Guarantee Transfer Pathways.

III Purpose

This Memorandum of Agreement (MOA) between the Connecticut State Colleges and Universities (CSCU), Connecticut Conference of Independent Colleges (CCIC), New England Board of Higher Education and _____ signed on _____ serves as the agreement for the Connecticut Guarantee. The MOA applies roles and responsibilities and terms and conditions to the signators of this agreement. The signatories shall include the president of each organization or his/her designee.

IV Roles and Responsibilities

New England Board of Higher Education (NEBHE)

NEBHE was established in 1955 by the six New England governors and authorized as a regional higher education compact by Congress. NEBHE's mission is to promote greater educational opportunities and services for the residents of New England and its more than 230 colleges and universities. Under the Connecticut Guarantee NEBHE will:

1. Serve as the administrator for the joint Teagle Foundation and Davis Educational Foundation grant award.
2. Seek additional grant funds through foundations and other means to support the Connecticut Guarantee.
3. Allocate resources from the grant sources to support the Connecticut Guarantee.
4. Coordinate the operation of the Connecticut Guarantee Steering Committee.
5. Coordinate all aspects of the Connecticut Guarantee in consultation with its primary partners - CCIC and CSCU.
6. Plan and deliver all state convenings.
7. Develop all necessary documents that guide and inform the implementation of the Connecticut Guarantee.
8. Develop press release templates for use by partners and participating institutions.
9. Develop a public engagement plan.
10. Develop and implement project data collection and impact plan.
11. Collaborate with CSCU to produce a website for the Guarantee Transfer Pathways and Guarantee–TAP Pathway Agreements.
12. Develop resources that support the implementation of the Connecticut Guarantee.

The Connecticut Conference of Independent Colleges (CCIC)

CCIC serves to improve, strengthen, and expand the capacity of independent higher education in Connecticut. CCIC serves its members—15 accredited nonprofit independent colleges and universities based in Connecticut—through government relations, public policy development, research analysis, communications and coordinated member services. Under the Connecticut Guarantee CCIC will:

1. Promote the Connecticut Guarantee to its member institutions and other stakeholders in the state.
2. Serve as a member of the Connecticut Guarantee Steering Committee.
3. Assist in endeavors for additional grant funds through foundations and other means to support the Connecticut Guarantee.
4. Advise on Guarantee policy and resource development.
5. Coordinate with NEBHE's evaluation plan to measure impact of the Connecticut Guarantee.

Connecticut State Colleges and Universities (CSCU)

CSCU's mission is to promote the education of Connecticut residents and the economic growth of the state through affordable, innovative and rigorous programs. CSCU is made up of 12

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community colleges, four universities and one online college. Under the Connecticut Guarantee the CSCU executive office will:

1. Serve as members and co-chair of the Connecticut Guarantee Steering Committee.
2. Provide Guarantee–TAP Pathway Agreement templates for institutions to complete.
3. Provide resources and technical assistance to institutions in completing the Guarantee–TAP Pathway Agreements.
4. Review Agreements submitted by institutions and recommend action by the Connecticut Guarantee Steering Committee.
5. Post on CSCU website, upon approval by the Connecticut Guarantee Steering Committee, institutional Guarantee–TAP Pathway Agreements, along with the Guarantee Transfer Pathways.
6. Advise on Guarantee policy and resource development.
7. Coordinate with NEBHE’s evaluation plan to measure impact of the Connecticut Guarantee.
8. Provide critical information on the Guarantee to community college leaders and other key staff such as transfer counselors.

Connecticut Guarantee Steering Committee

The Connecticut Guarantee Committee serves to guide the successful implementation of the Connecticut Guarantee. The Steering Committee is co-chaired and includes representation from CSCU, CCIC, NEBHE, a community college and Connecticut independent institutions and will:

1. Provide strategic direction to NEBHE and its state partners in the adoption of the Guarantee.
2. Provide input into various Guarantee aspects including but not limited to: Guarantee design and Guiding Principles, state meeting agenda building, implementation guide, front-facing student information about the Guarantee, and technology needs.
3. Identify risks and challenges as well as offer advice to mitigate risks and surmount challenges.
4. Advise on policy development and procedures prioritizing actions that need to be taken by NEBHE and its state partners to implement the Guarantee.
5. Advise on developing reporting and success metrics.
6. Provide long-term guidance on the operation of the Guarantee.
7. Advise on the development of a sustainability plan when grant funding is no longer available.
8. Serve as the decision-making body on all aspects of the Connecticut Guarantee.
9. Serve as the arbiter of issues that may arise between two or more institutions.
10. Approve institutional pathway articulation forms.
11. Advise in the evolution and formation of further governance structures and policies.

Connecticut Guarantee Participating Independent Institution

The participating independent institution will:

1. Adhere to the Connecticut Independent College Transfer Guarantee Guiding Principles and Foundational Design. See Appendix A and Appendix B.
2. Designate a Guarantee Coordinator. The Guarantee Coordinator will serve as the point of contact and coordinate the implementation of the Connecticut Guarantee at the

institutional level. This individual will also chair the Cross Functional Team focused on the implementation of the new Guarantee–TAP Pathway Agreements. See Appendix C for form and additional responsibilities.

3. Form an institutional Guarantee Cross Functional Team. Membership can include representation from the following: department heads, faculty members (including faculty involved with general education requirements), registrar's office, admissions, financial aid, and advising staff. The role of the Cross Functional Team is to identify and map new Guarantee–TAP Pathway Agreements. Additionally, the Team can advise the institution's administration on transfer policy, training faculty and staff, recruiting, marketing, transfer advising, accepting credits, onboarding, and data collection. See Appendix C.
4. Participate in convenings/training on Connecticut Guarantee implementation.
5. Post on the institution's website, upon approval by the Connecticut Guarantee Steering Committee, Guarantee–TAP Pathway Agreements.
6. Identify incoming Guarantee students in the institution's student information system.
7. Submit annual reports to NEBHE that include outcome-based data for students admitted under the Connecticut Guarantee. These reports will be compiled for each participating institution into a summary report for the Connecticut Guarantee Steering Committee to measure progress.
8. Provide, if requested by NEBHE, permission for the National Student Clearinghouse to share institutional data on Guarantee students. The purpose of gaining access would be to conduct research and state impact.

V Articulation of Guarantee Transfer Pathways

Student Eligibility Criteria

To be eligible for the Connecticut Guarantee, a student must have graduated with an Associate of Arts (AA) or Associate of Science (AS) from a Connecticut community college and have an overall average of 2.0 GPA at minimum. Some participating Guarantee institutions require that students have a 2.5 or 3.0 GPA. Institutions are able to self-select the minimum GPA from the three tiers for guaranteed admission. Eligibility is further outlined in the Foundational Design (Appendix A). Institutions will indicate their standard institutional minimum GPA in the Institution Specific Transfer Policy Form (Appendix E).

Admission is guaranteed given the student has met all eligibility criteria for the selected institution, and the institution has available capacity within the intended major. Participating four-year independent institutions recognize that Connecticut community college associate degree holding graduates have received a rigorous, quality education, and, thus, are prepared to succeed at a four-year independent institution. To ensure maximum transferability of credits, students will follow institutional Guarantee Transfer Pathways, established through the Guarantee–TAP Pathway Agreements.

Features and Benefits to Students

The Foundational Design (Appendix A) outlines the unique features of the Connecticut Guarantee, which include:

1. Waived application fee for all participating Connecticut Guarantee independent institutions.
2. Guaranteed transfer of associate degree.
3. Guaranteed admission - given the student has met all eligibility criteria for the selected Connecticut Guarantee institution, and the institution has available capacity within the intended Guarantee Transfer Pathway.
4. Potential for guaranteed 60 or fewer credits remaining for majors requiring 120 credits to earn a baccalaureate degree - given the student has met all specific Guarantee Transfer Pathway requirements stipulated in the Guarantee–TAP Pathway Agreement Form and/or the Institution Specific Transfer Policies Form.
5. Institutional financial incentives (varying by institution).
6. Adherence to the Guiding Principles (Appendix B).

Guarantee Transfer Pathways & Guarantee–TAP Pathway Agreement Forms

Upon submitting a signed MOA – that includes the designation of a Guarantee Coordinator and the creation of a Guarantee Cross Functional Team–participating institutions may begin the process of articulating Guarantee Transfer Pathways.

All Guarantee Transfer Pathways are modeled upon and correspond with [CSCU's Transfer and Articulation Policy \(TAP\)](#), otherwise known as Transfer Tickets. Guarantee Transfer Pathways are mapped through the completion of Guarantee–TAP Pathway Agreement Forms (see Appendix D). Templates for all current Guarantee Transfer Pathways are available online or by request, with technical assistance provided by the Director of the Office of Transfer and Articulation at CSCU.

Guarantee–TAP Pathway Agreement Forms consist of two main components, which assure alignment with TAP associate degrees:

1. General Education (Framework30)
The general education requirements for TAP are listed in a portion of the curriculum known as the Framework30. Institutions may either receive the Framework30 credits as a “Block Waiver” or “Mapping” course-by-course. Under the “Block Waiver”, institutions must waive at least 30 credits.
2. Major Requirements (Pathway30)
Additional required major coursework, known as the Pathway30, lists specific major requirements for the selected Guarantee Transfer Pathway. Institutions map correlating coursework.

The participating four-year institution guarantees that community college graduates covered under the Guarantee will enter with at least junior standing and be guaranteed 60 or fewer

credits remaining to earn a baccalaureate degree unless there are majors that require additional required courses, or the student changes majors. Additionally, select Guarantee Transfer Pathways may require specific minimum course grades for transfer credit or additional admissions requirements, which will be clearly stated within the Guarantee–TAP Pathway Agreement Form and/or stipulated in the Institution Specific Transfer Policy Form (Appendix E).

Recommended Transfer Credit Policies & Institution Specific Transfer Policies Form

In order to facilitate smooth and successful student transfer under the Connecticut Guarantee, institutions should consider aligning their current transfer policies with [CSCU's Transfer and Articulation Policy](#). Community college students frequently take courses and receive credit from multiple institutions or through credit for prior learning including, but not limited to Advanced Placement (AP) exams, International Baccalaureate Programme (IB), national standardized exams such as CLEP, challenge examinations, and Joint Service Transcript analysis for veterans or current members of the military, or online coursework. The determination to award credit from other institutions or for credit for prior learning is made in a community college transfer audit and a graduation audit.

These audits serve to ensure that all associate degree earners have fully met degree requirements of the community college. While all relevant documentation in the form of scores reports and transcripts will be forwarded to the receiving institution, the receiving institution agrees to honor the community college graduation audit for credit issued.

The recommended minimum course grade for transfer under the Connecticut Guarantee is “C”. Institutions may, however, elect to use the current course grade for transfer stipulated by the institution’s existing policy.

In Appendix E, institutions will stipulate their Institution Specific Transfer Policy Form.

Guarantee Pathway Agreement Submission and Publication Process

Completed Guarantee–TAP Pathway Agreement Form(s), for intended Guarantee Transfer Pathways, will be submitted to the Director of the Office of Transfer and Articulation at CSCU for technical review and recommendation. Recommended forms will then be reviewed by the Connecticut Steering Committee for approval. Upon approval, the Guarantee–TAP Pathway Agreement Forms, and the corresponding Guarantee Transfer Pathways, will be published on the CSCU Transfer website and then the Guarantee institution can publish, promote and enroll students within the approved Guarantee Transfer Pathways.

VI Institutional Incentives and Financial Aid

The Connecticut Guarantee partner institutions are committed to providing access through need-based financial aid, as well as merit-based and/or Guarantee scholarships. Institutions are encouraged to offer incentives with clear criteria (ie: GPA-based or percentage-based) and provide detailed information about how incentives discount total cost to degree. Institutions may

set their own incentives or discounting rates for the Connecticut Guarantee. All institutional incentives and pertinent financial aid information will be posted on the Connecticut Guarantee website in order to provide the utmost transparency for students and families.

VII Student Advising

Community college transfer advisors will provide information and guidance to students pre-transfer through review of all transfer opportunities, which include Guarantee Transfer Pathways.

Pre-application and post-transfer, participating independent four-year institutions will provide robust student support and wrap-around services. Services include, but are not limited to, academic guidance and counseling, academic support, orientations, peer advising, personal guidance and counseling, career services and supplemental services. Additional student services and commitments are outlined in the Guiding Principles Foundational Design (Appendix B).

VIII Promotion

NEBHE, CCIC and CSCU will co-promote the Connecticut Guarantee through a cohesive marketing and outreach campaign. The Connecticut Guarantee will have a highly visible and impactful web presence on the existing CSCU transfer website. Consistent messaging, branding, and information will be deployed across all outreach platforms including: press releases, marketing materials, social media channels, and other avenues that disseminate information to students, faculty, and staff.

Outside of NEBHE, CCIC and CSCU promotion, participating institutions are encouraged to promote their Guarantee Transfer Pathways. Institutions are recommended to develop Connecticut Guarantee specific landing pages, marketing materials and connect with students through existing outreach channels.

IX Data Collection and Reporting

NEBHE will collect data from participating Connecticut Guarantee institutions beginning in Fall 2021. Data include enrollment of students under the Guarantee, persistence and completion. A complete list of data variables can be found in Appendix F.

Under this agreement, using data from participating institutions, NEBHE will produce an annual report that measures impact and progress over time. The report will include institutional and state level data and be reviewed and approved by the Steering Committee prior to any release. A copy of the report will also be provided to funders, including the Teagle Foundation and Davis Educational Foundation, which have provided financial support for the Connecticut Guarantee.

X Term and Withdrawal Provisions

This agreement takes effect upon the signature of authorized representatives of each party and shall remain in effect for three years. The MOA may be extended beyond the three years upon the written agreement of all parties. A party to the MOA may withdraw from the agreement by providing written notification to the other parties at least one-year in advance of such withdrawal. For any institution that seeks to withdraw, this would require expunging all language pertaining to the institution's participation in the Connecticut Guarantee.

XI Impact on Other Articulation Agreements

The Connecticut Guarantee takes precedence over existing bilateral agreements. However, in cases where community college graduates gain additional educational and/or financial aid benefits, those agreements should be maintained and are encouraged.

XII Other Provisions

This MOA expresses the entire agreement of the parties and shall not be modified or altered except in writing executed by the authorized written agreement of all parties.

XIII Signatories

Connecticut Guarantee Participating Institution

Institution Name: _____

Signator Name and Title: _____

Signature: _____


Date: _____



Appendix A: **Connecticut Guarantee Foundational Design**

Eligibility

- Completion of an associate degree at a Connecticut community college
- A minimum GPA of either 2.0, 2.5, or 3.0
 - Participating institutions select a GPA tier for minimum eligibility requirements

Features

- Waived application fee for all participating Connecticut Guarantee independent institutions.
- Guaranteed transfer of associate degree.
- Guaranteed admission - given the student has met all eligibility criteria for the selected Connecticut Guarantee institution, and the institution has available capacity within the intended Guarantee Transfer Pathway.
- Potential for guaranteed 60 or fewer credits remaining for majors requiring 120 credits to earn a baccalaureate degree - given the student has met all specific Guarantee Transfer Pathway requirements stipulated in the Guarantee–TAP Pathway Agreement Form and/or the Institution Specific Transfer Policies Form.
- Institutional financial incentives (varying by institution).
- Adherence to the Guiding Principles.



Appendix B: **Connecticut Independent College Transfer Guarantee Guiding Principles**

The Connecticut Independent College Transfer Guarantee (Connecticut Guarantee) is a student-centered approach to transfer, which provides eligible students with greater access, opportunity, and affordability at participating four-year independent institutions.

The Connecticut Guarantee is guided by the following principles:

1. Students attend community colleges for a variety of purposes, including the goal of transferring to a four-year institution. Community college graduates bring to a receiving four-year institution enriched perspectives from their life experiences, persistence, diversity, and the academic preparation necessary to be able to graduate at a rate equal to or more likely higher than incoming high school graduates.
2. The demographic challenges facing New England, and especially Connecticut, make community colleges essential to both public and independent four-year institutions.
3. The Connecticut Guarantee is student-centered, taking into account life experiences, financial and support services needs, interests, aspirations, and/or cultural backgrounds.
4. The Connecticut Guarantee builds upon the public four-year transfer pathways that have been established in Connecticut and provides eligible students with the opportunity to transfer as juniors to a participating independent institution in their home state.
5. The Connecticut Guarantee enables students to transfer without loss of credit counting towards graduation, provided that any minimum course GPA requirements of the receiving institution are met. Whether the credits are applied to a major, general education core or electives will be determined by the receiving institution. All institutional minimum grade requirements for transfer credit will be clearly stated and available to all prospective students.
6. Each independent college will designate a Guarantee Coordinator who will serve as the point of contact and coordinate the implementation of the Connecticut Guarantee at the institutional level.



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7. All Connecticut Guarantee transfer pathways will include:
 - a. Clear criteria for guaranteed admission, in most cases a minimum GPA; for programs that have additional admission requirements, these requirements will be clearly spelled out.
 - b. Clear information regarding total cost to complete the baccalaureate.
 - c. If incentives are offered, clear criteria for these incentives (such as GPA) and information about how any incentives will affect the total cost to degree.
 8. Based upon research findings, community college students are far more likely to be successful if they receive support in the form of intensive advising that includes, academic guidance and counseling, academic support, peer advising, personal guidance and counseling, career services and supplemental services.
 9. Pre-application and post-acceptance support services are critical to the successful transition of community college graduates into four-year institutions and these services shall be provided by participating institutions.
 10. Independent institutions will be encouraged to take into consideration the transfer slump many students experience and to develop academic good standing policies that wait until the end of the academic year to determine whether any transfer student (regardless of participation in the Connecticut Guarantee) should be placed on academic probation.
 11. Community college transfer advisors provide students with the full range of public and independent four-year institution transfer options taking into consideration aspirations, goals, best fit, and affordability.
 12. Four-year Independent institution participation is voluntary and the conditions for participation are included in a Memorandum of Agreement.
 13. Independent institutions will provide annual transfer data to the New England Board of Higher Education. Data will include enrollment of students under the Connecticut Guarantee, persistence and completion.



Appendix C:

Designated Guarantee Coordinator & Guarantee Cross Functional Team Form

Guarantee Coordinator

Participating Connecticut Independent College Transfer Guarantee institutions shall designate a Guarantee Coordinator. The Guarantee Coordinator will coordinate the implementation of the Connecticut Guarantee at an institutional level. The Guarantee Coordinator will:

- Participate in all Connecticut Guarantee implementation convenings, workshops and trainings.
- Collaborate with NEBHE Guarantee Project Director in all aspects of institutional implementation.
- Assemble and chair a Guarantee Cross Functional Team focused on the implementation of the Guarantee–TAP Pathway Agreements.
- Coordinate with the CSCU Director of the Office of Transfer and Articulation while mapping Guarantee–TAP Pathway Agreements.
- Oversee submission of Guarantee–TAP Pathway Agreements to the CSCU Director of the Office of Transfer and Articulation.
- Submit an annual Guarantee report to the New England Board of Higher Education.

Guarantee Cross Functional Team

The Guarantee Coordinator is responsible for convening a Guarantee Cross Functional Team. Membership can include representation from the following: department heads, faculty members (including faculty involved with general education requirements), registrar's office, admissions, and advising staff. The role of the Cross Functional Team is to identify and map new Guarantee–TAP Pathway Agreements. Additionally, the Team can advise the institution's administration on transfer policy, training faculty and staff, recruiting, marketing, transfer advising, accepting credits, onboarding, and data collection.

The Guarantee Coordinator provides assurances that a designated Guarantee Cross Functional Team has been or will be assembled at their institution within 30 days of submission of this document to the New England Board of Higher Education. The Guarantee Coordinator shall retain and provide, if requested, the names and position of the Guarantee Cross Functional Team members.

Institution:

Name:

Title:

Email:

Phone:

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Appendix E: **Institution Specific Transfer Policy Form**

Minimum Institutional GPA For Guaranteed Acceptance

To be eligible for the Connecticut Guarantee, a student must have graduated with an Associate of Arts (AA) or Associate of Science (AS) from a Connecticut community college and have an overall average of 2.0 GPA at minimum.

Participating institutions must select a standard minimum GPA for acceptance from the three tiers listed below. Admission is guaranteed given the student has met all eligibility criteria for the selected major indicated in the Guarantee–TAP Pathway Agreement Form, and the institution has available capacity within the intended major. Please select one option:

2.0

2.5

3.0

Institution Specific Transfer Policy

In order to facilitate smooth and successful student transfer under the Connecticut Guarantee, institutions should consider aligning their current transfer policies with [CSCU's Transfer and Articulation Policy](#) (Transfer Ticket). Community college students frequently take courses and receive credit from multiple institutions or through credit for prior learning including, but not limited to Advanced Placement (AP) exams, national standardized exams such as CLEP, or online coursework. The determination to award credit from other institutions or for credit for prior learning is made in a community college transfer audit and a graduation audit.

The recommended minimum course grade for transfer under the Connecticut Guarantee is “C”. Institutions may, however, elect to use the current course grade for transfer stipulated by the institution’s existing policy.

Participating Connecticut Guarantee institutions may either accept standard [CSCU TAP Transfer Policies](#) or stipulate institution specific transfer policies. Select one option below:

Institution will accept CSCU TAP Policies

The institution will accept all credits as they have been earned and applied to the Transfer Ticket. This will guarantee students having completed a Transfer Ticket will have no more than 60 credits remaining to complete the corresponding baccalaureate program.

Continued on Page 2



Specific institution transfer policies

Minimum course grade for transfer credit (select one):

Accept CSCU minimum course grade for transfer (D- for a completed Transfer Ticket). Grade restrictions for specific major courses or pre-requisites still apply.

Accept institutional transfer policy's minimum course grade for transfer, which is C (enter minimum course grade). Grade restrictions for specific major courses or pre-requisites still apply.

Additional transfer policies:

Accept previous credits earned from Advanced Placement (AP) Exams that have been applied to the completion of the Transfer Ticket.

Accept previous credits earned from College Level Examination Program (CLEP) that have been applied to the completion of the Transfer Ticket.

Accept previous credits earned from other exam sources that have been applied to the completion of the Transfer Ticket.

Accept credits earned from English as a Second Language (ESL) courses that have been applied to the completion of the Transfer Ticket.

Other:

List any additional transfer policies pertinent to the Connecticut Guarantee below:



Appendix F: Connecticut Guarantee Data Collection and Reporting Variables

Data variables to be collected from all participating institutions including:

- Institution name
- Participating students disaggregated by:
 - Transferring community college
 - Pell Grant status (as a proxy for family income), if available
 - Race/Ethnicity using IPEDS definitions
 - Gender
 - Age reported in age bands (<18, 18-24, 25-34, 35+)
 - Full-time
 - Part time
- Financial aid award
 - Pell
 - Institutional aid
 - Merit aid
 - Other
- Student GPA as an incoming transfer student
- Community college major
- Major at receiving institution
- Persistence status
- Persistence status GPA
- Completion major/pathway
- Completion status
- Completion GPA

In order to monitor and measure the success of the Guarantee, NEBHE will collect quantitative and qualitative data to measure the following:

1. The number of institutions signing participation MOA's
2. The rate of increase in community college graduates in the three states
3. The rate of increase of community college graduates enrolling as transfer students in independent institutions
4. The rate of increase in community college graduates earning a degree from an independent institution
5. Identification of independent institutions having the best and worst outcomes
6. The efficacy of Guarantee Guiding Principles implementation
7. The efficacy of marketing and outreach campaign, measured through analytics

The quantitative evaluation for measuring success will incorporate data collection for institutions that have implemented the Guarantee. The first report will include the number of participating community college transfer students, their major and demographic composition. This includes low-income as measured by Pell eligibility and those students who are traditionally underserved. Subsequent reports will add metrics such as persistence rates, and, in years two and three,



credential attainment. NEBHE will investigate whether the National Student Clearinghouse can provide the identified data at an affordable cost to ease the reporting burden of institutions.

Qualitative data will be derived using surveys of enrollment managers, transfer admissions directors and students. NEBHE will utilize an evaluation consultant to develop the surveys, determine the best methods for deploying the surveys and interpreting the results.