



University of Colorado  
Boulder

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February 4, 2019

Russell L. Moore, Provost and Executive Vice Chancellor for Academic Affairs  
University of Colorado  
40 UCB  
Boulder CO 80309-0440

Dear Provost Moore:

On September 12, 2018, you created the Provost Advisory Committee on Transfer Success and charged it to examine and make recommendations regarding policies, processes, and structures to improve the transfer student experience at CU Boulder. Co-chairs Katherine Eggert and Kevin MacLennan recruited members for the committee, which met between October 12, 2018, and February 1, 2019. Our focus included both incoming transfer students and students planning intra-university transfer between schools and colleges.

The committee divided into four working groups that surveyed best practices and the CU Boulder environment in these areas: (1) admissions and evaluation of transfer credit; (2) student life, New Student Welcome, and advising; (3) intra-university transfer and changes of majors; and (4) data analysis, student retention, and time to degree. The working groups proposed recommendations that were then discussed as a whole and decided upon by the entire committee. An executive summary and a detailed list of our recommendations accompany this letter.

We wish to highlight one recommendation in particular: employing a campus transfer coordinator and creating a Transfer Student Center. While this recommendation will require investment and effort, we think that a centralized resource will be tremendously helpful in organizing what are now often disparate and scattered efforts across the schools and colleges as well as central administration. Indeed, many of our recommendations could be implemented and maintained most effectively by a campus transfer coordinator.

Thank you for this opportunity to begin a concerted, campus-wide effort to improve transfer students' experience throughout their time at CU Boulder, from the stage of being a prospective student through graduation. We look forward to assisting you with planning and implementing those recommendations that you wish to move forward.

Sincerely,

The Provost Advisory Committee on Transfer Student Success:

Katherine Eggert, Senior Vice Provost and Associate Vice Chancellor for Academic Planning and Assessment (co-chair)

Kevin MacLennan, Assistant Vice Chancellor of Enrollment Management (co-chair)

Chris Anderson, Director of Student Services and Transfer Pathways, College of Engineering and Applied Science

Shelly Bacon, Assistant Vice Provost for Advising and Academic Services

Akirah Bradley, Associate Vice Chancellor for Student Affairs

Joe Bryan, Associate Professor of Geography

Miki Brooks, Campus Advising Specialist, University Exploration and Advising Center

Andrew Burow, Transfer Credit Evaluator, College of Arts and Sciences

Amber Cardamone, Director, New Student and Family Programs

Suzanne Classen, Director of Student Services, Continuing Education

Kim Diawara, Senior Assistant Director of Admissions

Emily Good, Pre-Transfer Advising Specialist, University Exploration and Advising Center

Amelia Jackson, Assistant Registrar

Susan Johnson, Student Services Specialist, College of Arts and Sciences

Mark Kavanaugh, Senior Executive Aide to the Provost

Cynthia Keller, Learning Coordinator and Senior Instructor, University Libraries

Mary Kraus, Vice Provost for Undergraduate Education

Jack Kroll, Associate Director of Admissions

Meagan Larsen, Assistant Director of Communications and Marketing, Student Affairs

Jennifer Long, Transfer Admissions Counselor, Admissions

Sarah Miller, Assistant Dean for Diversity and Inclusion, College of Engineering and Applied Science

Jeremy Moore, Assistant Director for Marketing, Communications, and Student Transitions, Student Affairs

Katie Palmer, Pre-Transfer Advising Specialist, University Exploration and Advising Center

Lindsay Roberts, Assistant Professor and Social Sciences Librarian, University Libraries

Kristyn Sample, Transfer Student Liaison, Off-Campus Housing and Neighborhood Relations, and undergraduate major in Aerospace Engineering Sciences

Jon Sawyer, Admissions Service Center Supervisor, Admissions

Michael Simmons, Director, University Exploration and Advising Center

Robert Spencer, Professor of Psychology and Neuroscience

Marin Stanek, Assistant Vice Chancellor for Information Technology, Deputy Chief Information Officer, and Director of Academic Technology

Robert Stubbs, Director of Institutional Research

Patrick Tally, Assistant Dean of Academic and Curricular Affairs, College of Arts and Sciences

Kathryn Tisdale, Director of Advising Quality, Academic Advising Center, College of Arts and Sciences

Megan Welsh, Assistant Professor and Interdisciplinary Arts and Humanities Librarian, University Libraries

Janet Yowell, CAPS (Creating Academic Pathways in STEM) Project Director, Center for STEM Learning