Campus Change Processes and Action Steps for Advancing Transfer Student Success

**Initiating a Project**
- Set a collaborative tone early in the process
- Proactively coordinate and connect multiple initiatives
- Maximize engagement based on assessment and collaborative capacity

**Environmental Scan**
- Include project faculty and staff in the grant application process
- Schedule early conversations with multiple project stakeholders
- Conduct an institutional inventory of similar initiatives and relevant campus structures and goals
- Clarify for faculty, staff, and policy makers how project work fits with existing work
- Inventory faculty and staff who are familiar with campus change mechanisms
- Begin with a small team of enthusiastic leaders who can lay groundwork for expansion
- Define expected project outcomes as a team

**Build a Team That...**
- Seeks balance with different types of participating faculty and includes senior academic leaders who can help build intracampus and intercampus support
- Schedules formal and informal convenings to strengthen existing relationships across departments, campuses, etc.
- Connects its work to other top strategic priorities and plans and starts with work already valuable and familiar to faculty and staff
- Helps faculty move from “my students” to “our students”
- Aligns with disciplines already engaged in similar work
- Is anchored in data-sharing agreements and learning management systems to propel the work forward
- Repeatedly uses statewide convenings to connect initiatives
- Leverages funds from other projects

**Project Design**
- Intentionally calibrate the work of multiple initiatives by organizing a project that...
- Design a project, with end goals in mind, that...
- Repeatedly emphasizes and clarifies the overall project goals, and that introduces change slowly and deliberately
- Intentionally structures relevant activities (e.g., curriculum mapping work) to build faculty capacity
- Scaffolds faculty/staff workshops and other project activities over time (i.e., assignments → assessments → student pathways and program design)

**Outcomes**
- Increased levels of respect and trust among colleagues
- Sustainable, scalable projects embedded in and connected to institutional goals and other related initiatives
- Increased understanding and new avenues to extend project work more broadly, engaging larger groups of stakeholders