

Montana Transfer Project

Montana Board of Regents

May 2025

Broken Transfer Negatively Impacts Millions of Students

80%

of community college students
want a bachelor's degree



33%

of community college students
transfer to a four-year institution



16%

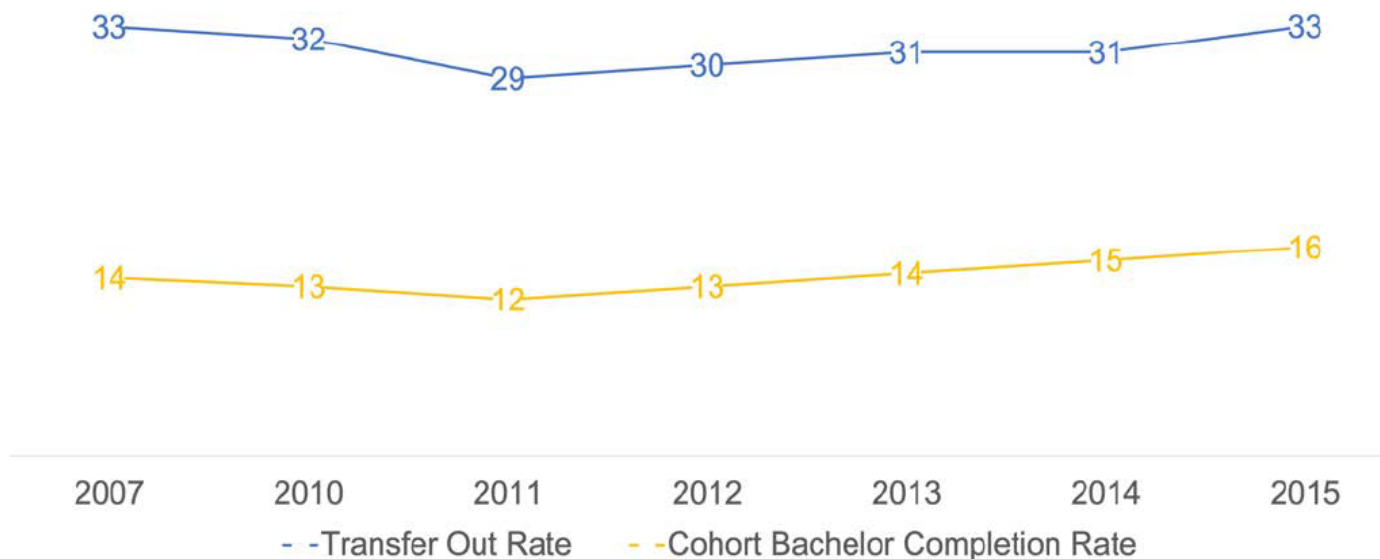
of community college students
will graduate with a bachelor's degree
within six years of starting college



Velasco, Fink, Bedoya-Guevara, Jenkins, & LaViolet. (2024, February). Tracking Transfer: Community College and Four-Year Institutional Effectiveness in Broadening Bachelor's Degree Attainment. In <https://ccrc.tc.columbia.edu/publications/Tracking-Transfer-Community-College-and-Four-Year-Institutional-Effectiveness-in-Broadening-Bachelors-Degree-Attainment.html>

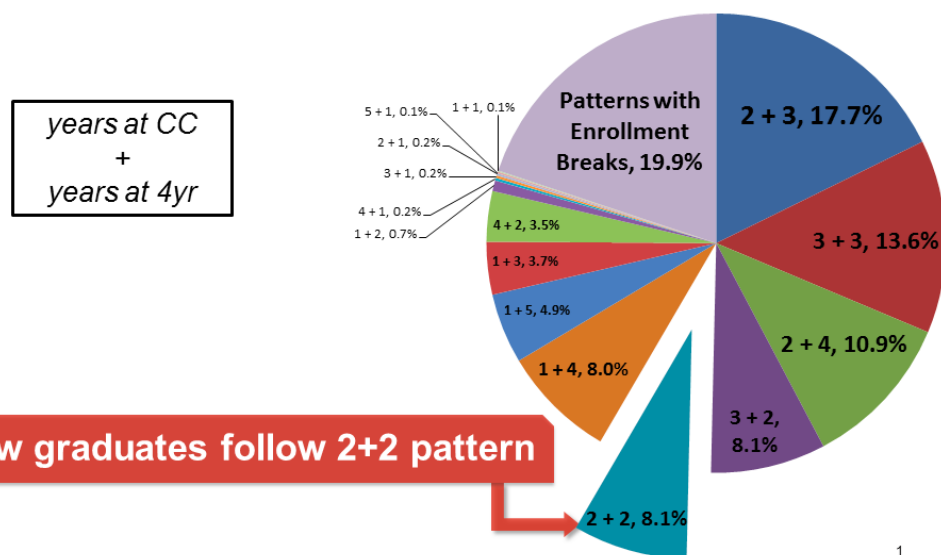
Transfer Outcomes Have Improved Slightly but Remain Too Low

Trends in National Transfer Outcome Rates: Fall 2007 to
Fall 2015 FTIC Community College Entrants

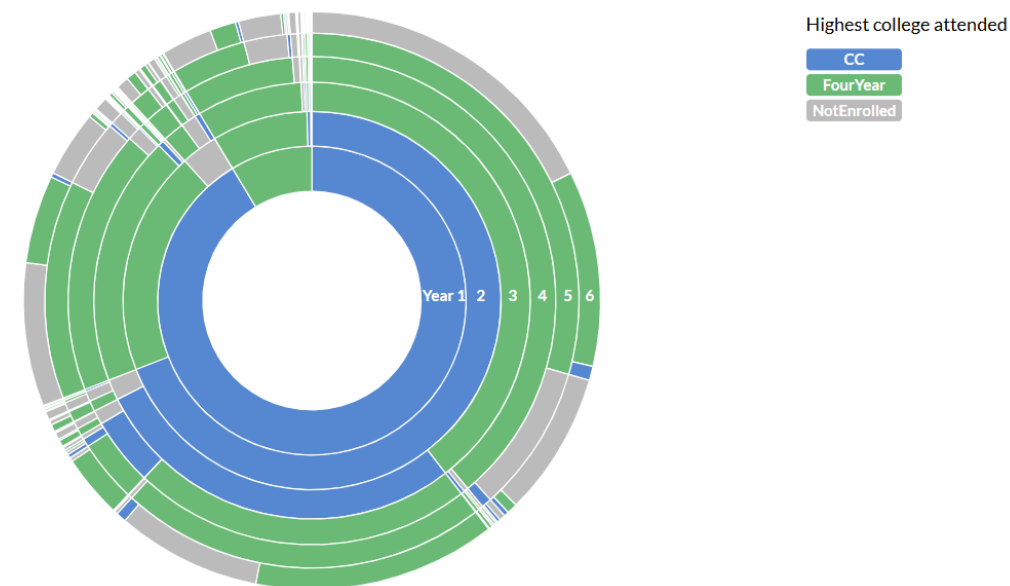


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Enrollment Patterns among Bachelor's Degree Completers who Started at a Community College



Enrollment Patterns Among Transfer Students Who Earned a Bachelor's in Six Years (N = 99,727)





Examine Your State's Community College Transfer Outcomes

Tracking Transfer: Community College and Four-Year Institutional Effectiveness in Broadening Bachelor's Degree Attainment

CCRC COMMUNITY COLLEGE
RESEARCH CENTER
Teachers College, Columbia University

**COLLEGE
EXCELLENCE
PROGRAM**
aspen institute



Select State

Montana

National Comparison

(All)

Subgroup Selection

(Multiple values)

Filter by Gender

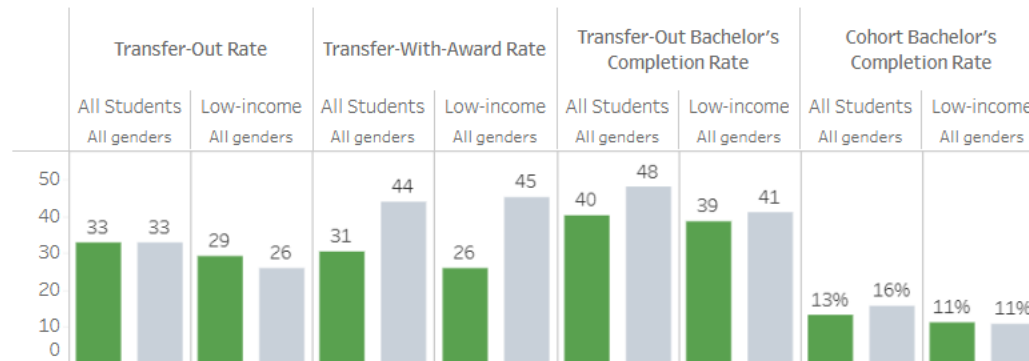
All genders

Focus Four-Year Results by Sector

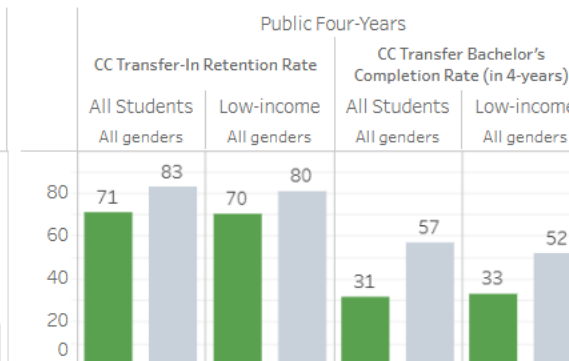
Public Four-Years

Montana
U.S. Average

Community College Transfer Outcomes

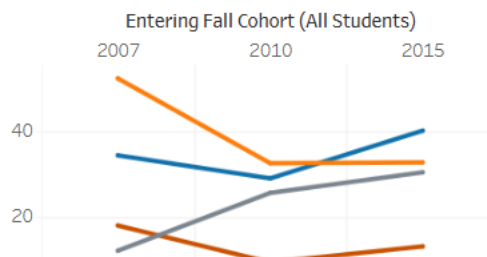


Four-Year Institutional Effectiveness



How Have Our State's Community College Transfer Outcomes Changed Over Time?

Transfer-Out Rate
Transfer-With-Award Rate
Transfer-Out Bachelor's Completion Rate
Cohort Bachelor's Completion Rate



What Percent of Four-Year Students Enter Via the Community College Transfer Pathway?

Disaggregate by

Race/ethnicity

Percent of Montana Four-Year Entrants Who Were Community College Transfers

Public Four-Years	All Students	All genders	9
	Asian	All genders	
	Black	All genders	
	Hispanic	All genders	13
	Nat. Hawaiian/..	All genders	
	Native American	All genders	

Explore More Dashboards

How does our state compare to other states?

Compare States

How do community college transfers fare post-transfer compared to other students at four-year institutions?

Post-Transfer Outcomes

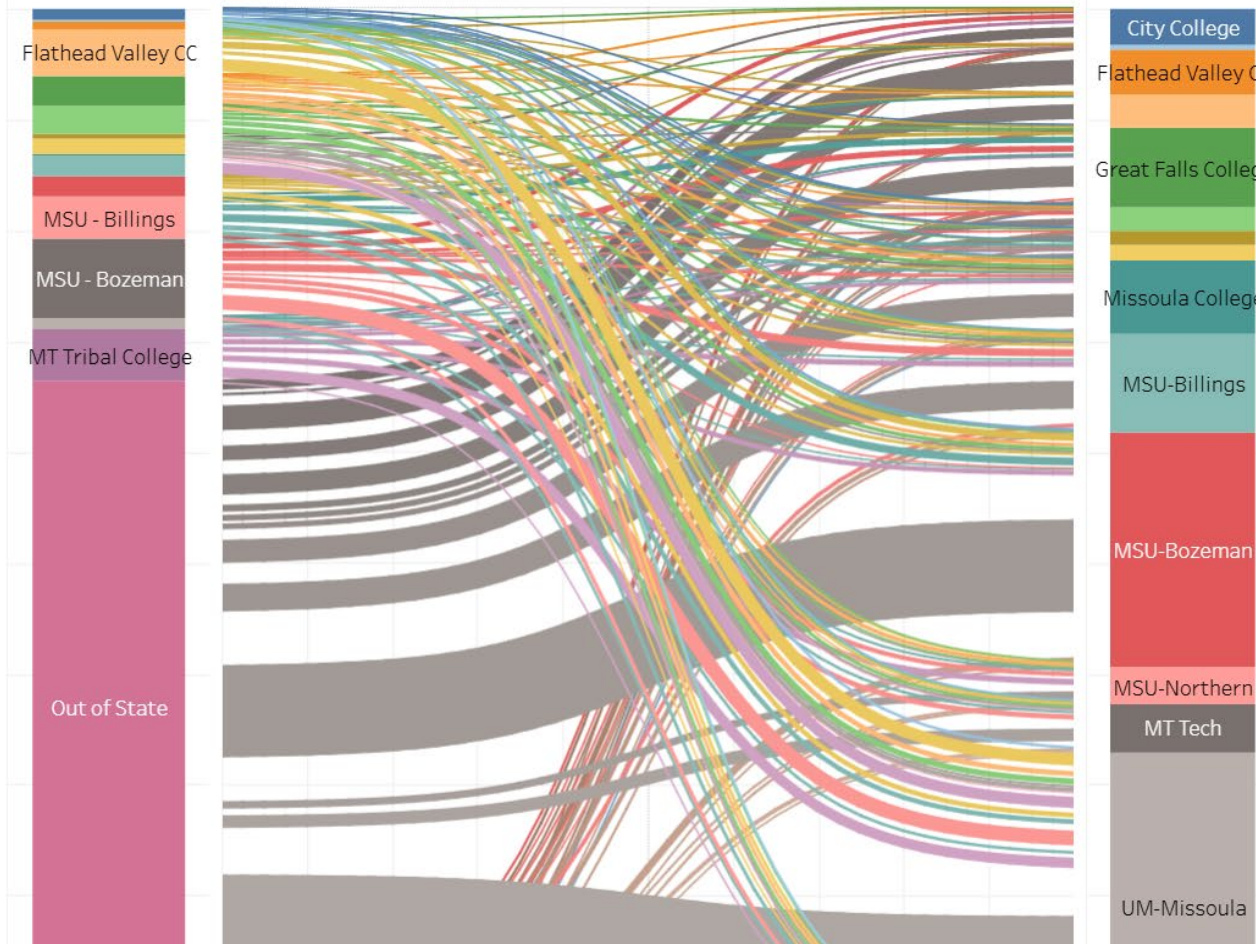
How do transfer outcomes compare for students who begin their journey through high school dual enrollment?

Prior Dual Enrollment

What bachelor's degree majors are transfers completing, and is it representative compared to non-transfers?

Student Transfers

New transfers as of the term selected with the original school designated in the left column and landing school in the right column.



Term
Fall

Select Year
2024 - 2025

Campus Type
(All)

Campus Name
(All)

Race
☒ (All)
☒ American Indian
☒ Asian
☒ Black
☒ Hispanic
☒ Multi-racial
☒ Pacific Islander
☒ Unknown
☒ White

Transfer in the MUS

- 1/6 MUS students will transfer
 - 1/5 MUS students have prior coursework
 - 1/3 transfers happen between MUS 4-year campuses
-
- Common Course Numbering
 - Policy Support

Transfer Listening Tour

- All MUS Campuses and Montana Community Colleges
- Meetings with:
 - Students
 - Staff
 - Faculty

What did we hear?

Thumbs Up:

- CCN Database*
- Transmittal Concept
- Academic Programs
- Feeling of support

Areas for improvement:

- Transmittal/Application Process
- Transfer Scholarships
- Transcript Sharing
- Identifying help
- Credit transfer with confidence (FLOC processes)
- Transfer Pathways & 2+2 support

What did we hear?

Main Student Issues:

- Credit transfer
- Financial aid inequities
- program modalities
- Operational shock
 - Changes to advising
 - LMS
 - Centralized places for support

Main Campus Challenges:

- Staff capacity
- Ability to recruit/communicate with prospective students

Faculty Conversations:

- Connections with other faculty
- Centralized degree resources
- Continual faculty engagement on CCN

What did we hear?

Main Advisor Challenges (sending):

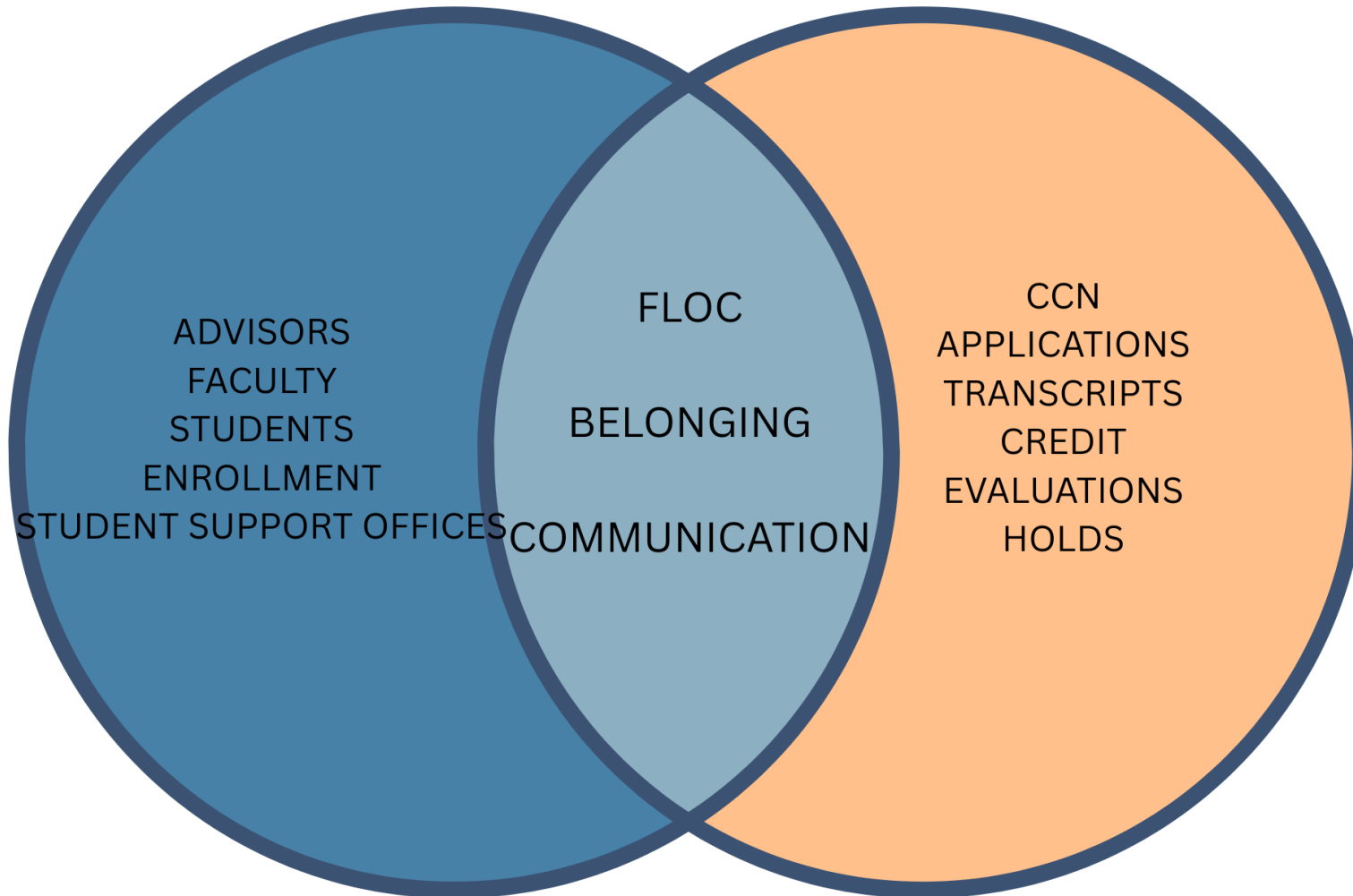
- Hand off concerns
- Advocacy for students
- Where to send students for more information
- Timing of when information is received
- Turnover of point person

Main Advisor Challenges (receiving):

- Yield of transfer students
- Communicating degree/program requirements
- Technology assistance
- Staff onboarding
 - Policy review

PEOPLE

PROCESSES



Transfer Playbook 2.0 Strategies

Achieving Excellence in Transfer and Bachelor's Attainment with Three Strategies

Strategy 1	Strategy 2	Strategy 3
Prioritize Transfer at the Executive Level to Achieve Sustainable Success at Scale	Align Program Pathways and High-Quality Instruction to Promote Timely Bachelor's Completion within a Major	Tailor Transfer Advising and Nonacademic Supports to Foster Trust and Engagement

- Prospective transfer student information sharing
- Reducing time to transfer admission decision
- Coordinated and timely handoffs from enrollment to advising
- Reduced time to registration
- Single points of contact

Next Steps:

- Transfer Advisory Council
 - System council with campus-based teams
- Policy Review
- Application Process and Review
- Regular cycles for FLOC review and transfer pathway discussions

Questions?