

Tiger Way Final Report

As the Tiger Way Initiative comes to a close, we are pleased to report that much has been accomplished and that we will continue to build on the foundation of Tiger Way with additional plans to further enhance the student experience at Towson University. In brief, the Transfer Student Center opened in January 2019 and two new staff positions were created for evaluating and advising transfer students. For international students, international scholarships were tripled to \$240,000 a year, admissions processes were streamlined to encourage international applications, the website and Salesforce communications were upgraded and improved, and TU led in the formation of the Maryland International Education Consortium. At the graduate level, graduate assistantships have been increased \$1,000 each of the last two years, with a third increase planned for fall 2020. In addition, an additional 10 assistantships were created in Academic Affairs, a number of programs have begun creating online sections of existing courses, and a number of new programs have been created and are in the curricular pipeline.

Transfer

The Transfer Student Center (TSC) opened in January 2019 and is now fully-resourced with a team of transfer evaluators and academic advisors to meet with transfer students at any stage of the process. In addition to regular walk-in hours, the TSC offers the option for students to set up appointments for more in-depth services. The Center now provides unofficial evaluations of transfer credit for prospective students and offers pre-transfer advising which includes major exploration, assistance with course selection at the student's current institution and academic planning into TU's majors. The Admissions Office brought up a new course equivalency system (TES) that houses equivalencies from four-year institutions in addition to two-year institutions both inside and outside of the state of Maryland. The transfer team developed a new website with easy navigation to valuable resources to ensure a seamless and well-informed transfer experience for prospective and current transfer students. The TSC created a program in conjunction with the Tutoring and Learning Center to provide

intensive advising to transfer students who did not achieve good academic standing in their first semester at TU.

The Transfer Student Center expanded its outreach in terms of recruitment, sending evaluators and advisors to approximately 75 events in the last academic year. They created unique partnerships with three community colleges: Harford Community College, the Community College of Baltimore County, and Carroll Community College, and developed unique programming to provide a seamless transition for their students to TU. The Center created TSC on the Road to deliver pre-transfer services on location at the partnering schools, setting aside over 25 days in the last year to provide pre-transfer advising, academic planning and credit evaluation to individual students at the partnering schools. We dedicated a resource to work exclusively with prospective and newly admitted transfer students to TUNE and provided weekly appointments at TUNE and Harford locations. We developed some unique programming and held special events for prospective students from our partnering schools on campus and on location. We increased the opportunities to connect with faculty and administrators at our partnership schools and developed shared goals to improve the overall transfer experience. Lastly, we overshot our goals for articulation agreements finishing AY 2018/2019 with 120+ on the books.

With the momentum we have from the Tiger Way Initiative, we are moving confidently into the next stage of enhancing the transfer student experience and have already put in place plans for growth. We hope the Transfer Service Center will become a hub of activity for transfer students and will continue to have a positive impact on the transfer experience. We plan to hold regular events to celebrate our transfer students during Welcome Week and National Transfer Student Week and we hope to expand the resources available to students in the TSC. We are looking forward to partnering with the Career Center, Academic Achievement, Veterans Affairs, the Transfer Student Mentor program and Tau Sigma (to name a few) to deliver services in the TSC. Plans to expand our recruitment schedule and TSC on the Road are underway. With the Spring 2020 admission cycle, we will provide counseling and academic planning to students who are denied admission in the hopes they will be eligible for admission in subsequent terms. We expect to provide advising resources for at-risk transfer students and we will hold a variety of workshops aimed at improving student

success. We are adding three new community college partners (AACC, MC, PGCC) and intend to hold events designed uniquely for our six partnering schools on campus in this academic year. With these new partners, we expect to double our number of 2+2s in the next two academic years and see an increase in the number of prospective students the TSC will serve.

International

- The scholarship campaign was reconfigured, and we implemented a tiered scholarship format and participated in #Youarewelcomehere scholarship initiative.
- Website enhancement and new user-friendly content were launched supporting international undergraduate, international graduate students and intensive English students.
- New Admission policies were created and implemented to encourage international applicants.
- International Initiatives collaborated with Maryland higher education institutions to create the Maryland International Education Consortium (MIEC)- non-profit promoting Maryland as a higher education destination and branding MIEC member institutions.
- Launched two successful academic articulations with international universities.

In the future:

- Increased recruitment funds will be utilized for recruitment initiatives in major students markets of China, India, Nigeria, Brazil, Ghana and South Africa, and second-level markets such as Japan and Thailand-September 2019.
- Limited international recruitment campaigns will continue in India, China, Nigeria and targeted markets-fall 2019 and spring 2020.
- The Salesforce communication plan went live in April, 2019 and will be enhanced over the fall 2019 semester.
- The university is launching an academic pathway program to support international students with limited English proficiency. Projected implementation spring 2020.
- A new scholarship for international transfer students coming from Maryland community colleges is being explored.

- Utilizing International Student Fee, limited seasonal student acculturation and support staff will be hired to assist with international student integration fall-spring.
- Exploration of an academic articulation at graduate level with an Indian institution to bring a cohort of graduate students in Information Technology and Computer Science. Initiation Fall 2019-Projected implementation Fall 2021.

Graduate

- We have increased TA/GA stipends by \$2,000 and plan one additional \$1,000 increase in fall 2020. In addition, we've added an additional ten TA/GA positions and plan an additional 15 in the next academic year.
- The EAB's Student Success Collaborative was launched to advise graduate students.
- We hired a graduate recruiter and made a substantial increase in money to expand digital marketing and recruiting efforts.
- A number of graduate courses were converted to online delivery.
- We have completed proposals for new programs, added additional concentrations in existing programs, and submitted four Letters of Intent to continue expanded programs.
- We've begun to host career mentoring networking events for graduate students and mentors.