Creating a Culture of Mobility

Needs of Small Institutions

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Project summary

- As student mobility demands increase, the role of institutions to be responsive in managing student mobility will need to become part of institutional culture.
- This project explores the **value system**, **best practices** and **challenges** of credit transfer that promote and sustain a culture of mobility.

Why this study?

- Define a culture of mobility
- Determine best practices
- Determine challenges in creating and sustaining a culture of mobility

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Research Questions

- What is a culture of mobility?
- Why is a culture of mobility important?
- What are the key determinants of a culture of mobility?
- What values are demonstrated in a culture of mobility?
- Why do small institutions want or need a culture of mobility?
- How can a culture of mobility be created and sustained?

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Methodology

- Phase One (May-June)
  - Literature review
  - Key informant interview survey designed and implemented
  - Secondary data analysis of existing institutional documents
- Phase Two (June-November)
  - A quantitative survey involving staff and faculty from the 10 institutions (target 100 surveys)
- Phase Three (Dec-March)
  - Analysis and report

Level of Authority			
Position N=114	Colleges	University	Total
Dean	13	1	14
Associate Dean	2	0	2
Director	13	3	16
Chair	1	0	1
Coordinator	17	0	17
Faculty	4	5	9
Admissions	3	5	8
Recruitment	1	4	5
Other*	28	14	42
Total	82	32	114

*** Includes VP's Administrative Assistants, Registrars, Counsellors etc.**

Key themes

- Values
- Behaviors
- Investments

Values

- Access
- Student success
- Faculty engagement
- Student mobility

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Participants said:

"We support student success by creating bridging and valuing meaningful credit awarded at other institutions"

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Participants said:

"We want to use student mobility as a way to promote their success."

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Participants said:

"…We see access as a key to student success."

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Participants said:

"…Learning is fluid…mobility is part of that."

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Participants said:

"…virtually every department…has been touched by student mobility."

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Practices /Behaviors

Institutional- Practices

- Centralized process
- Data base of information
- Information flow – website
- Identified best practices
- New program development process

Individual - Behaviour:

- Communication
- Application of the process
- Recognition of underutilized pathways
- Lexicon

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Examples of Identified Best Practices

Category	Practices
Communication	Outreach campaigns Open forums Strategic initiatives
New Behaviors/Practices	Pathways officer sustained Database tracking Revamped website
New Terms/Language	“Advanced Standing “ “Course equivalence” “Degree pathways “
Providing Information to Students	Website Internal TVs Presentations to high school teachers

Investment

FORMAL LEADERS COMMITMENT

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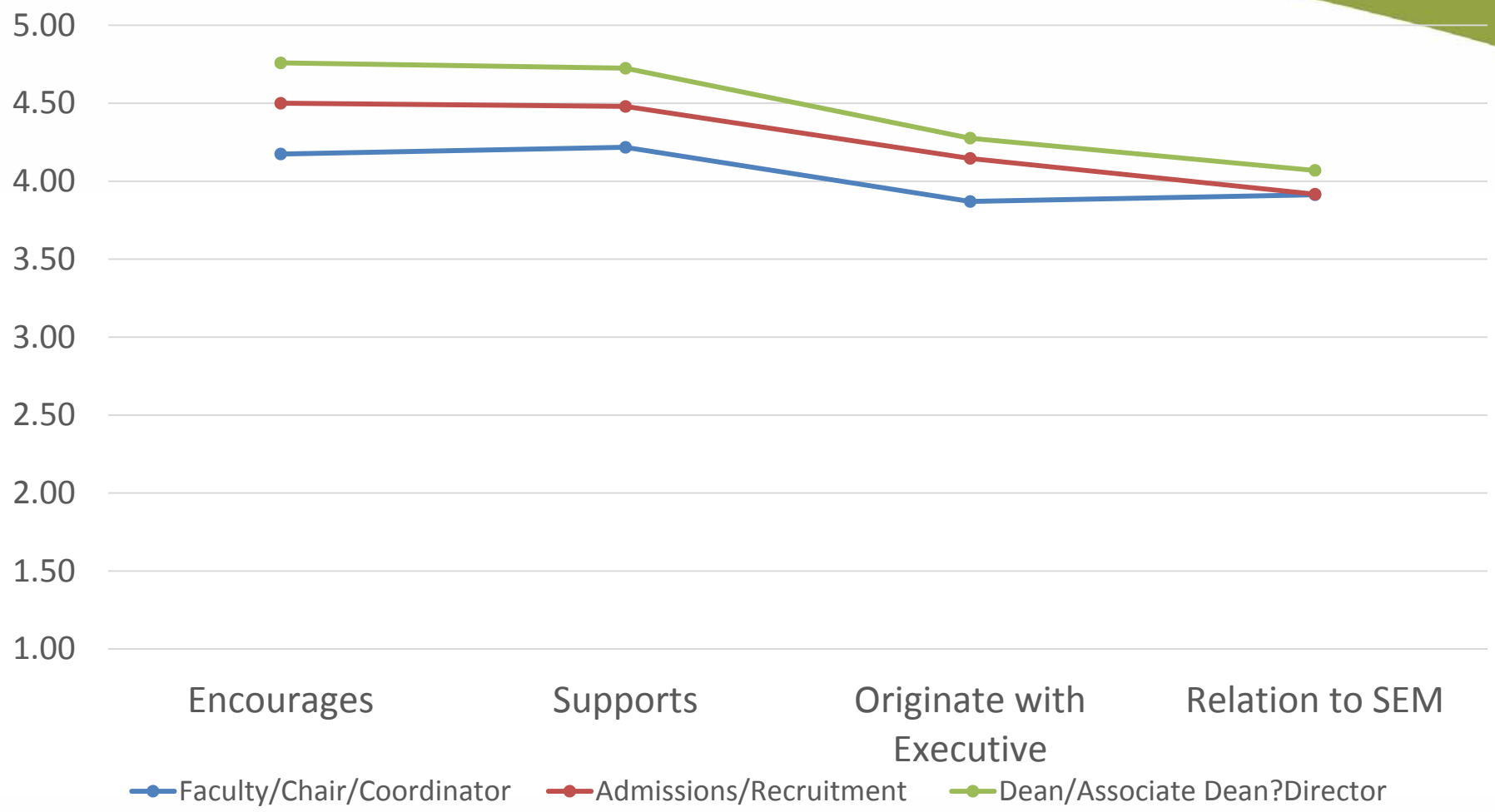
Comparison of SEM statements by Level of Authority



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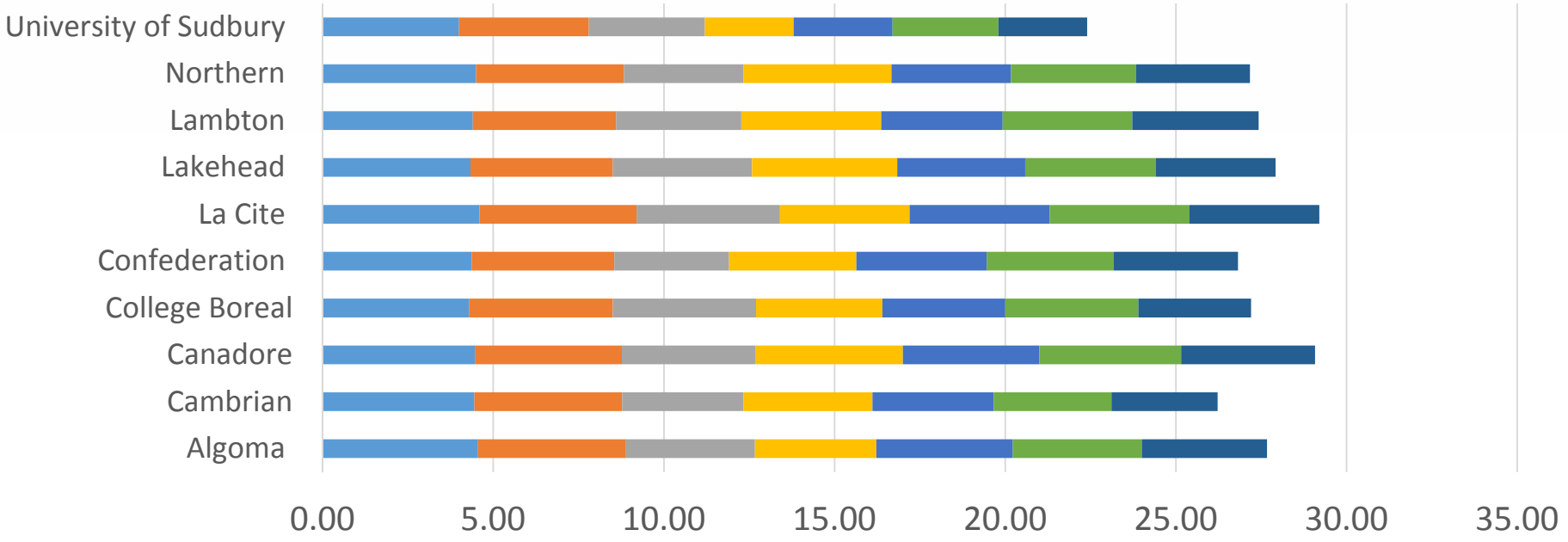
Aggregate averages related to investment



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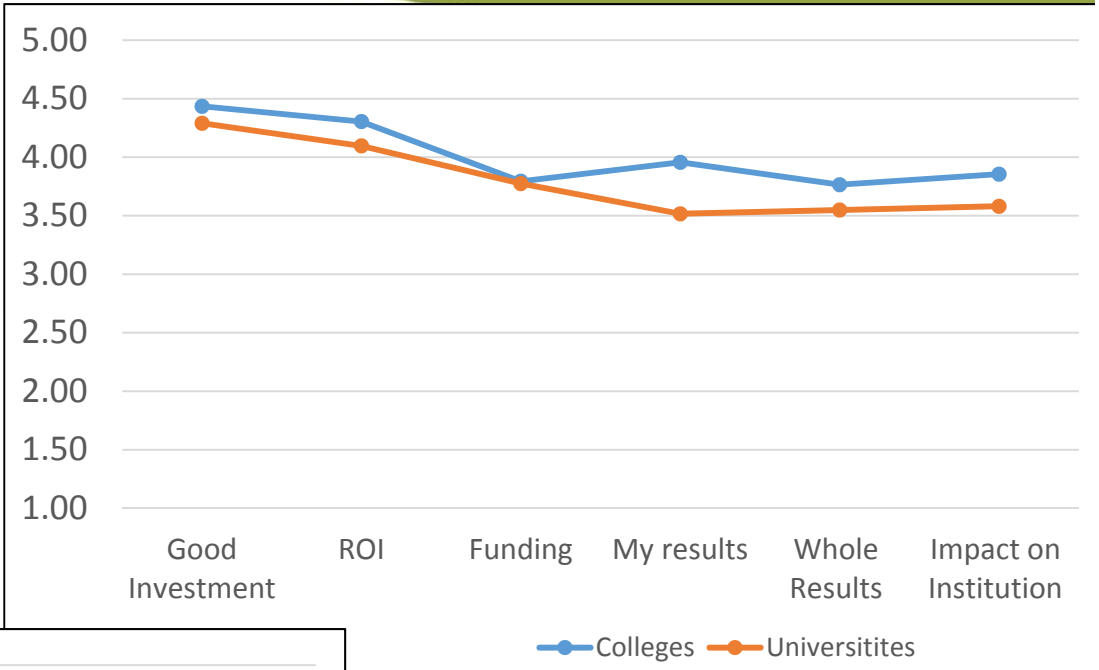
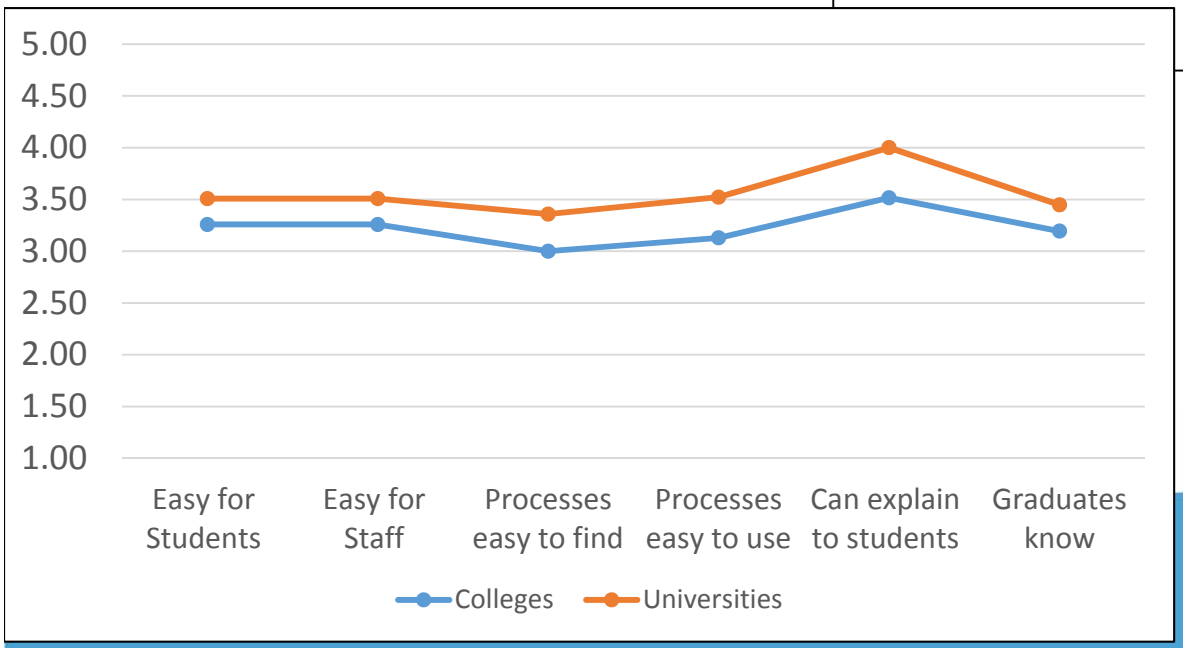
Sector comparison

Return on Investment





Student Decision Making

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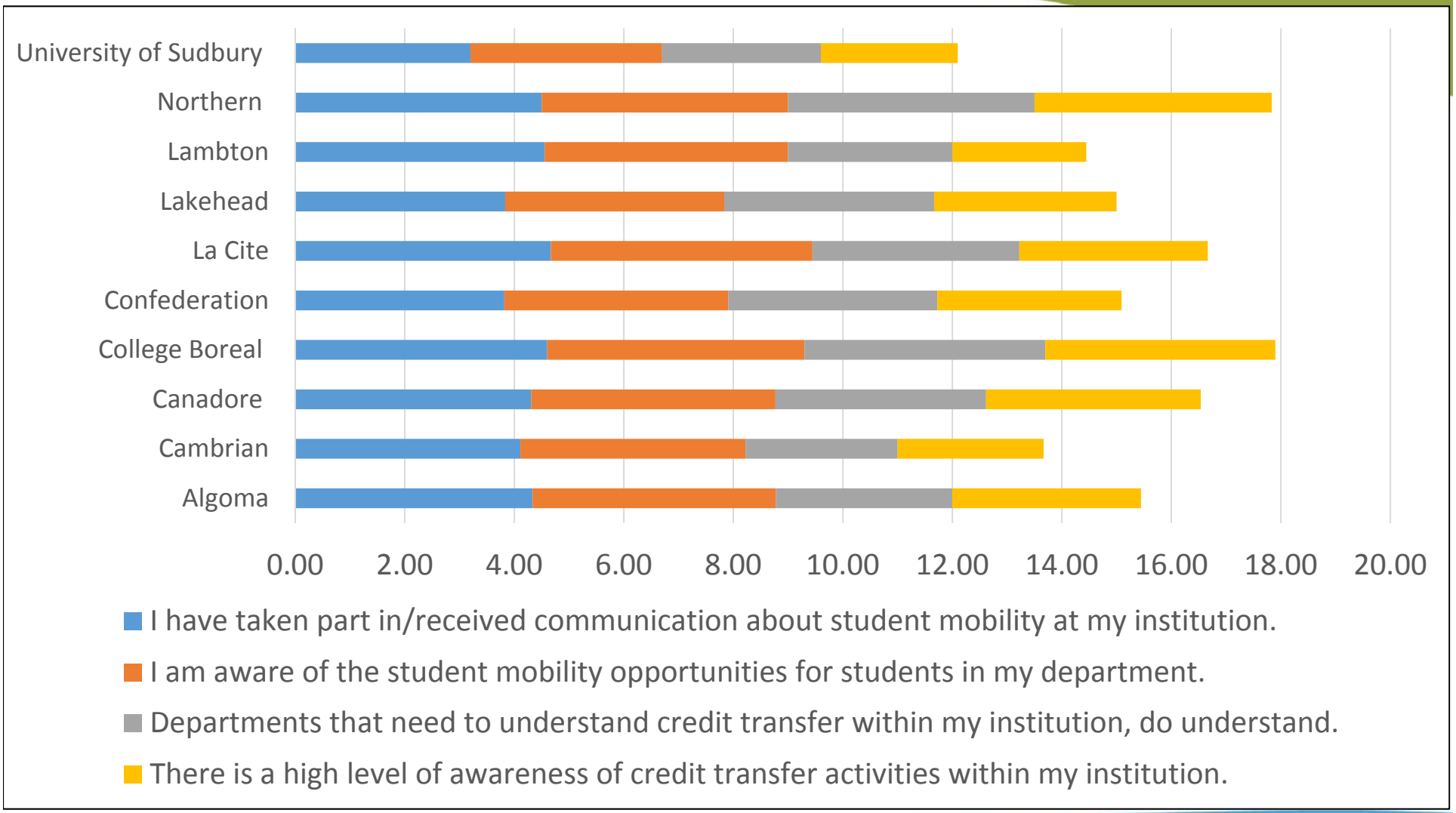
Aggregate averages of communication and student mobility



Answering the Research Questions

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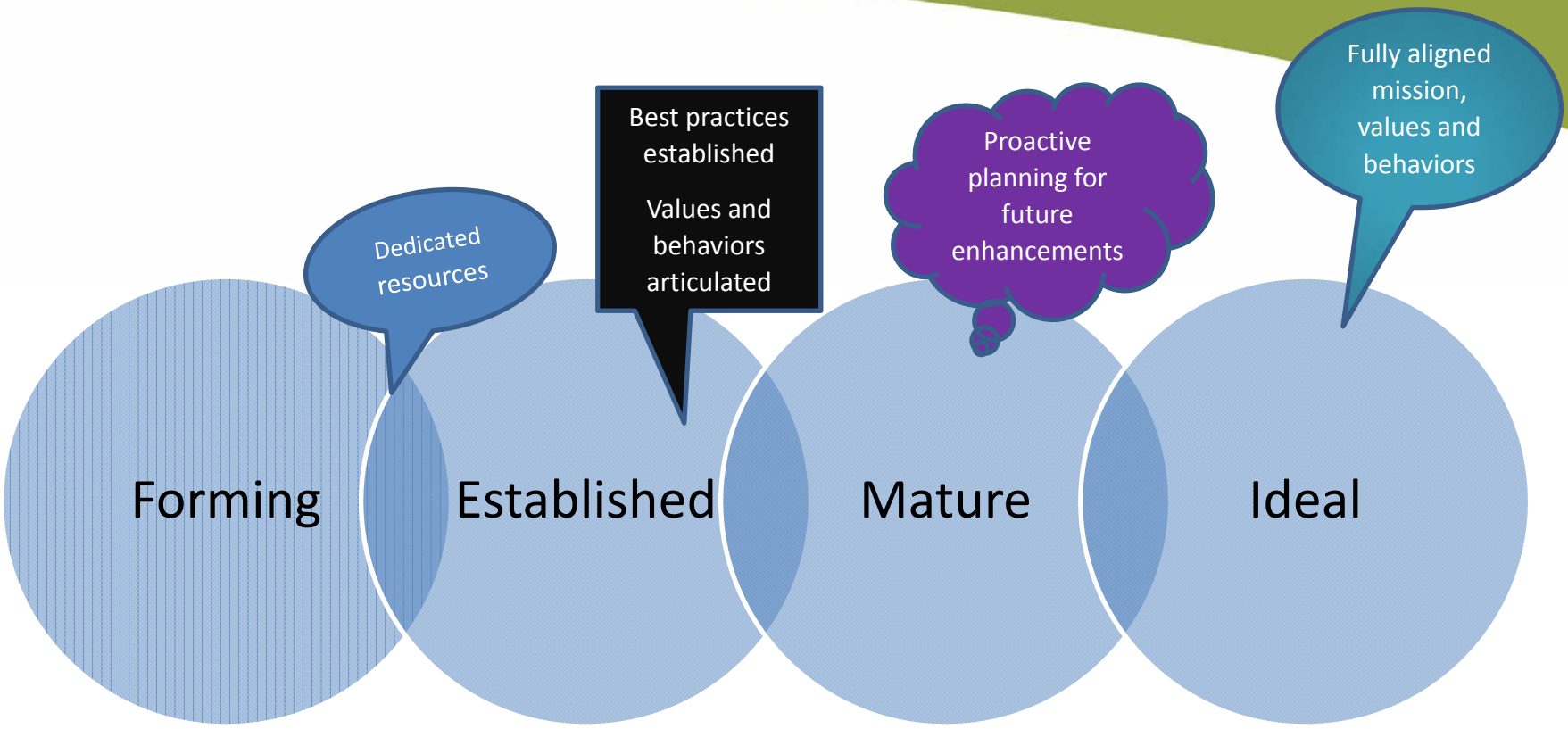

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Forming

Values	Expressed in the Mission and Vision
Information sharing	Expressed desire for student flow of information May have Institution to institution flow of information
Communication	Increasing awareness
Lexicon	No formal lexicon
Engagement by level of authority	Some are engaged, likely at higher levels of authority

Established

Values	**Expressed in the Mission and Vision Exhibited in the strategic plan**
Information sharing	Expressed desire and demonstrated internal to student flow of information Institution to institution flow of information
Communication	Maintaining awareness
Lexicon	Partial lexicon
Engagement by level of authority	Majority are engaged but not equally distributed throughout levels of authority

Values	**Expressed in the Mission and Vision** **Exhibited in the strategic plan and business plan**
Information sharing	Demonstrated and exhibited internal to student flow of information and Exhibited institution to institution flow of information Expressed wish to share waitlists
Communication	Expanding awareness
Lexicon	Full lexicon looking to develop breadth Understood by most
Engagement by level of authority	Majority are engaged at all levels authority

Mature

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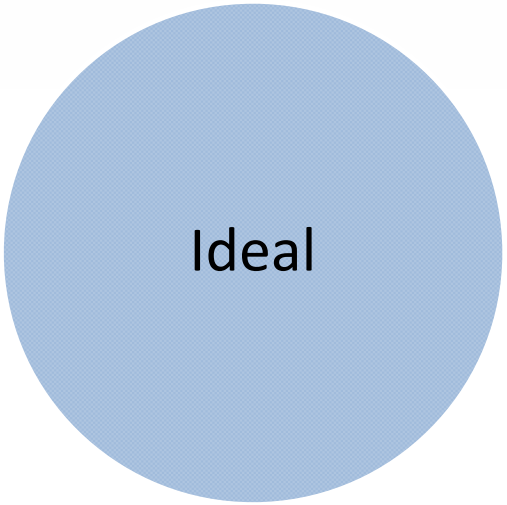
Values	**Expressed in the Mission and Vision** **Exhibited in the strategic plan and business plan** **Demonstrated values fully aligned with organizational activity**
Information sharing	Demonstrated and exhibited internal to student flow of information and Demonstrated and exhibited institution to institution flow of information Demonstrated and exhibited sharing of waitlists
Communication	Transforming awareness
Lexicon	Full lexicon breadth and depth Completely understood by all
Engagement by level of authority	All are engaged Equal engagement at all levels of authority



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Stage on the Spectrum	Best Practice Demonstrated
Forming	Complete transfers as the need arises Working on centralization Develop communications tools to promote student mobility Information sharing through a variety of means Terminology is explored
Established	Pathways Officer Database for tracking credit transfer Website information readily available Target student mobility to enhance enrollment Policies established Terminology is confirmed
Mature	Conduct environmental scans for potential Student Mobility Gather data about where the students are going Assess pathway utilization Lexicon is developed

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Recommendations

Recommendation One:

An inventory of underutilized pathways be compiled with an assessment of why the pathways are underutilized

Recommendation Two:

A trial of best practices applied to specific cultures be tested to determine impact and movement on the culture of mobility spectrum

Recommendation Three:

An exploration of processes for student application to a college or university which results in an automated pathway generated be completed

Recommendation Four:

A formal corporate lexicon of mobility be established provincially and published on the ONCAT website

Recommendation Five:

An exploration of a formal process to share waitlists for oversubscribed programs In colleges or universities be considered

Thank you!!!

QUESTIONS?

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