

# Maryland Transfer Student Success Intensive

## Roles and Responsibilities

Maryland Transfer Intensive teams must be composed of the following roles and responsibilities:

### Presidents

As part of their commitment to the Intensive, both the president of the four-year institution and community college will:

- Attend all three virtual presidential sessions (see [Maryland TI preliminary schedule](#) for reference)
  - **Tuesday, February 4** (2:00-4:00 PM ET) | Transfer Intensive Kickoff
  - Choose one option: **Tuesday, June 3** (2:00-3:30 PM ET), OR **Tuesday, June 17** (11:00 AM-12:30 PM ET)
  - **January 13, 2026** (2:00-4:00 PM ET) | Final Session: STEP Launch
- Convene with their partner president outside of Intensive sessions to set concrete partnership goals
- Review initial transfer data and support the collection of future data needed to track progress toward short and long-term transfer goals
- Approve the model(s), goals, reform priorities, and Strategic Transfer Excellence Plan (STEP) put forward by institution team
- Communicate with internal and external stakeholders about the STEP and the value of transfer students to the institution
- Share transfer goals and value of transfer students to the institution through joint statement with partner president, community appearances, regional op-eds, etc.

### Cabinet-level leads (Cabinet Leads)

As part of their commitment to the Intensive, both the cabinet leads (e.g., Provost or VP Enrollment) of the four-year institution and community college will:

- Attend all Intensive sessions (see [Maryland TI preliminary schedule](#) for reference)
- Facilitate team activities during each session

- Connect regularly with their counterparts, project managers, and core team members between sessions to ensure they are on track and ready for each session
- Align the team's goal and practice reform priorities with the president's vision
- Generate alignment among key leaders and stakeholders on their respective campuses
- Guide presidential and board commitments to the Intensive
- Lead the execution of the Strategic Transfer Excellence Plan (STEP)
- Lay solid foundations for effective communication and governance across partnership

### Project Management leads (Project Managers)

This role should be held by persons with direct responsibility for transfer (e.g., a director of transfer, transfer advisor, transfer coordinator). Please note: this role requires strong organization, coordination, and administrative skills. As part of their commitment to the Intensive, both the project managers of the four-year institution and community college will:

- Attend all Intensive monthly sessions (see [Maryland TI preliminary schedule](#) for reference)for reference)
- Manage team communications across the partnership and with the Aspen and MHEC teams
- Manage team materials, notes, and assignments in the shared Google Drive
- Coordinate internal and external meetings between partner presidents, stakeholders, and/or the Aspen/MHEC team
- Work in partnership with cabinet leads to align vision and operations
- Manage the development and finalization of the Strategic Transfer Excellence Plan (STEP), including submitting the STEP to the Aspen/MHEC Team

### Institutional Research representatives (IR Reps)

IR reps should plan on attending an IR onboarding session before the Transfer Intensive Kickoff to better understand the transfer data teams will be working with. The IR rep from the community college and the four-year institution should also expect to meet outside of monthly sessions to confer on transfer data alignment.

## Other representatives from each institution

- One-to-two representative(s) who have direct responsibility for core transfer functions (e.g., advising; registrar; financial aid; transfer center directors; dean, department chair, or other faculty representative, especially when the Provost is not the cabinet-level lead). The best representative/s for this role would be a transfer center director, advising, registrar, financial aid, student affairs representative, or others who are working with transfer students regularly, etc.
- In addition to those required to attend all sessions, other campus representatives are invited to specific sessions based on their institutional role and session topic (see [session topics](#) for reference).