



2023-2026

# STRATEGIC VISION

*"Shaping the Future: A Strategic Vision  
for California Transfer Support  
Network"*

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# Mission Statement

**Our mission to provide free, comprehensive support to California community college students directly aligns with our strategic plan. Our vision is for every student to access the resources they need to pursue their educational dreams, which drives our goal-setting and decision-making processes.**

# Vision Statement

**At CTSN, our vision is to revolutionize the community college transfer process. In a landscape where only 13% of students who start at a community college attain a bachelor's degree within six years, we envision a future where transferring in two years becomes the norm, not the exception.**

**We aim to dismantle the barriers hindering successful transfers and work towards creating a seamless, efficient pathway from community colleges to four-year institutions. Our mission is to ensure that every student's ambition of higher education is not just a dream but a reality, irrespective of their starting point.**

# Message From Executive Director

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Dear Stakeholders,

I'm pleased to present our organization's strategic plan. We've worked hard to develop a clear vision for fulfilling our mission of providing quality education resources to underserved communities.

Our strategic plan will have a profound impact on students. Our goals include:

1. Elevating awareness about transfer opportunities
2. Facilitating better access to resources through strategic partnerships
3. Providing comprehensive support to community college students and their families
4. Increasing the number of successful two-year transfers

We are dedicated to engaging with stakeholders in education and government to ensure every student succeeds in transitioning to higher education. Our realistic, achievable goals and priorities can make a significant impact.

Join us in supporting California students' dreams by backing our organization and strategic plan. Together, we can make a difference!



**Our commitment to students and our mission guides our decisions and actions at every step.**

# Goals and Objectives

**Our main objective is to increase the number of nontraditional and disadvantaged students we assist in successfully transferring to a University of California (UC) or California State University (CSU). To achieve this, we will:**



## **01. Strengthen HS & CCC Relationships**

**Establishing strong connections with local HS and CCC offices will be important. It would foster collaboration, promote effective communication, and pave the way for shared resources and support. This collaboration holds immense potential for enhancing student outcomes and positively impacting our educational sector.**



## **02. Enhance PEP Offerings**

**Boost the availability of Personalized Education Plans (PEP) for students, allowing them to quickly discover transferable courses aligned with their intended transfer pathway and major declaration.**

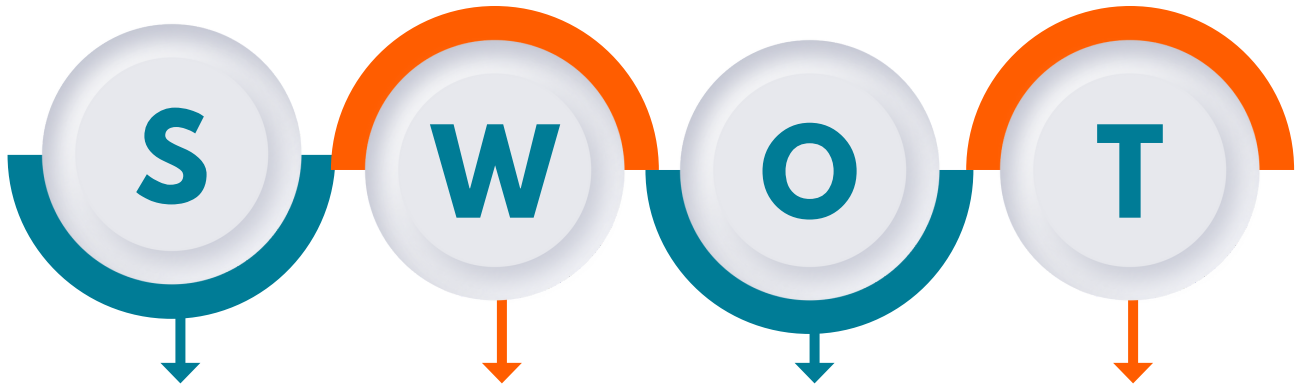


## **03. Improve Communication & Engagement**

**Enhance student communication and engagement by leveraging the effectiveness of Google Ads and fostering strategic partnerships with local high schools and community colleges. This approach amplifies your reach and cultivates mutually beneficial relationships to achieve educational goals.**

# SWOT ANALYSIS

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## STRENGTHS

- Expertise in California community college transfer process
- Strong relationships with high schools and California Community College (CCC) districts
- Proven track record in helping students successfully transfer to UC or CSU

## WEAKNESSES

- Limited resources for expanding our services
- Need for improved visibility among high school seniors

## OPPORTUNITIES

- Increasing demand for community college transfer support services
- Potential partnerships with other educational institutions and organizations

## THREATS

- Policy changes that could affect the transfer process
- Lack of financial resources to expand services to meet demand

# Measuring Progress

To ensure goal achievement and identify improvement areas, measuring progress is crucial. Outline KPIs, associate with activities and outcomes, track progress, and achieve the mission.



## Key Indicator

## Activity / Project

## Data / Outcome

Number of students served

Increase targeted outreach efforts to high schools and CCC districts.

Increased number of students accessing California Transfer Support Network services.

Number of personalized education plans generated

Develop resources and tools for creating personalized education plans.

Increased number of personalized education plans for students.

Number of students who successfully transferred to a UC or CSU

Provide mentoring and support services throughout the transfer process.

Increased number of students who successfully transferred to a UC or CSU

# THE PROBLEM

**Only 3 out of 10 students will  
succeed in transferring to  
a four-year institution**



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**Students who participated  
in dual-enrollment  
programs were**

**2.5x**

**more likely to transfer to a  
four-year institution**

**Female students are 32 percent less likely to transfer than their male counterparts, which is unexpected given that more females enroll in college than males.**





## OUR PHILOSOPHY

**At CTSN, our guiding philosophy is unwavering: we are a student-centered organization dedicated to educational equity and college readiness for all. We foster an environment of inclusivity and diversity, enriching the educational experience for all students.**

**We understand college readiness as a multifaceted construct, going beyond academic preparation to include a student's strengths, interests, and goals.**

**Lastly, we acknowledge the systemic barriers that have created divides in resources and access for students of color. With a commitment to ongoing learning and development in racial equity, we actively work to bridge this gap.**

**In essence, our philosophy at CTSN is one of inclusivity, diversity, and equity, with a steadfast dedication to breaking down educational barriers and empowering all students to reach their full potential.**

# Next Steps

Enrolling in college immediately after high school increases the likelihood of transferring to a four-year institution. Conversely, students who delay their community college enrollment by more than three months experience a 43% decrease in their transfer prospects.



## 01. Reach HS Students Early

Proactively communicate with high school seniors to ensure they have a transfer plan in place once they enroll at a CCC.



## 02. Workshops & Webinars

CTSN workshops and webinars provide much-needed information for students and parents trying to navigate California's higher education landscape



## 03. Leverage Social Media

Leveraging social media is a powerful tool for enhancing the impact of CTSN's message. We can broaden our audience and ensure our vision resonates with students and beyond through platforms like Twitter, Facebook, and Instagram.

# Action Items

## Action 1 Establishing Strategic Partnerships

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- San Diego County High Schools
- CCC (Cuyumaca & Grossmont)
- UCSD, USD, SDSU

## Action 2 Expand Outreach Efforts

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- Leverage social media
- Engage with local newspapers
- Transfer workshops

## Action 3 Demonstrate Proof-of-Concept

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- Showcase student success stories
- Publicize to donors
- Communicate with CCC District officials

**PARTNER WITH US**

# THE PATH FORWARD

With this strategic plan in place, we will continue to serve California's community college students by providing them with the support they need

- Strengthening relationships with high schools and CCC districts
- Enhancing personalized education plans
- Improving communication & engagement with students
- Increasing demand for transfer support services
- Leveraging social media platforms
- Offering workshops & webinars
- Developing partnerships
- Investing in racial equity resources

**SUPPORT US**

## Contact

California Transfer Support Network  
619-248-2983

EIN: 87-4741902  
501(c)(3) Public Charity

[www.transferca.org](http://www.transferca.org)  
[info@transferca.org](mailto:info@transferca.org)  
[@transfercaorg](https://www.instagram.com/transfercaorg)