



**REPORT ON STUDY OF BILATERAL AGREEMENTS AND PARTNERSHIPS THAT  
EXIST BETWEEN CONSTITUENT INSTITUTIONS OF THE  
NORTH CAROLINA COMMUNITY COLLEGES  
AND CONSTITUENT INSTITUTIONS OF  
THE UNIVERSITY OF NORTH CAROLINA**

A Report to the:  
Joint Legislative Education Oversight Committee, Senate Appropriations Committee on  
Education/Higher Education, and the House Appropriations Subcommittee on Education

Submitted By  
The State Board of Community Colleges, and  
The Board of Governors of The University of North Carolina

FEBRUARY 1, 2015

As Required by  
Section 10.7 of Session Law 2014-100 (SB 744)

## **I. Background**

The Board of Governors of The University of North Carolina and the State Board of Community Colleges were asked to study the various bilateral agreements and partnerships that exist between their constituent institutions throughout the State. The focus should be on those agreements and partnerships that aid in the transfer process and that encourage or require students to complete some coursework at a community college before attending or transferring to a constituent institution including data, to the extent that information is available, on the following:

- (i) A description of the agreement or partnership;
- (ii) The number of years it has been in existence;
- (iii) The number of participants by year; and
- (iv) An analysis of student outcomes after transfer under the agreement or partnership.

Finally, recommendations on replication and expansion possibilities for the various agreements and partnerships were also requested.

## **II. Definition of agreements and partnerships**

As colleges and universities work together in many ways through both local and statewide agreements and partnerships, the first necessary step in a comprehensive study of these collaborations is to ensure clarity in the terminology that is used. With that in mind, UNC General Administration (UNCGA) and the North Carolina Community College System (NCCCS) have begun to develop a set of shared definitions for these strategies. The development began with a conversation at UNCGA June 2014, followed by discussion with the Transfer Advisory Committee, and North Carolina Community College Chief Academic Officers in July 2014. The following definitions were vetted by the UNCGA and NCCCS leadership and finalized in August 2014 for use in identifying and communicating shared strategies among the constituent institutions.

### **Partnerships**

Relationships between the universities and community colleges extend beyond formal articulation agreements. In particular these institutional partnerships allow our institutions to leverage existing resources to achieve greater efficiencies in facilitating student access and success as they move from community college to senior institution.

### **Articulation Agreements**

Broadly, Articulation Agreements are the principal instruments that facilitate transfer between institutions (Anderson, 2006). The primary objective of articulation policy is curriculum alignment, specifically the alignment of two-year program curricula to their four-year counterparts. There are several different types of articulation agreements which will be defined below.

## 1) Articulation Agreements for the Associate in Arts or Associate in Science

### **Comprehensive Articulation Agreement (CAA)**

The CAA is a statewide agreement governing the transfer of credits from NCCCS to the UNC System. The CAA provides certain assurances to the transferring student; for example, students who earn an Associate's in Arts (AA) or an Associate's in Science (AS) degree according to the guidelines of the CAA will be treated as juniors at the receiving UNC institution. Benefits of the CAA do not apply to either the Associate in General Education (AGE) degree or an Associate's in Applied Science (AAS) degrees.

#### **CAA Baccalaureate Degree Plans**

Each UNC institution will develop, publish, and maintain four-year degree plans identifying community college courses that provide pathways leading to associate degree completion, admission into the major, and baccalaureate completion. Students who complete the AA or AS degree and the degree plan tracks published by a UNC institution, and who are accepted into that institution and into that major within four years of initial enrollment at the community college, will continue into that major at the UNC institution with all courses fulfilling lower division general education and other degree requirements.

#### **CAA Extension Agreements**

CAA extension agreements build upon the CAA framework to create transfer arrangements for individual NCCCS AA or AS programs to specific programs at a UNC institution, and may include technical courses. Prior naming conventions include 2+2 or 2+3 programs.

#### **CAA Bi-lateral Agreement**

A CAA bilateral agreement is when one university and one community college join in a collaborative effort to facilitate the transfer of students from a specific AA/AS degree program to a specific baccalaureate degree program.

#### **CAA Multi-lateral Agreement**

A CAA multi-lateral agreement is one university and two or more community colleges collaborating to facilitate the transfer of students from specific AA/ AS degree programs to a single baccalaureate degree program.

#### **CAA Consortium Agreements**

A consortium agreement involves multiple universities and two or more community colleges collaborating to facilitate the transfer of students from a specific AA/AS degree program to a specific baccalaureate degree program.

## 2) Articulation Agreements for the Associate in Applied Science (AAS)

### **AAS Lateral & Consortium Agreements**

AAS Lateral & Consortium Agreements stem from transfer arrangements created for individual NCCCS AAS programs to specific programs at UNC institutions. These arise from special circumstances such as: different accreditation criteria for faculty in transfer and non-transfer programs, the different general education requirements for transfer and non-transfer programs, and the workforce preparedness mission of the community college AAS programs. Prior naming conventions include 2+2 or 2+3 programs. The following are several types of lateral and consortium agreements:

#### **AAS Bi-lateral Agreement**

An AAS bi-lateral agreement is when one university and one community college join in a collaborative effort to facilitate the transfer of students from a specific AAS degree program to a specific baccalaureate degree program (e.g., AAS in Criminal Justice to Bachelor of Science in Criminal Justice or Bachelor of Science in Criminal Justice).

#### **AAS Multi-lateral Agreements**

An AAS multi-lateral agreement is one university and two or more community colleges collaborating to facilitate the transfer of students from specific AAS degree programs to a single baccalaureate degree program (e.g. UNCW's Aquaculture Technology Articulation Agreement with Brunswick Community College and Carteret Community College which governs the transfer of credit between the AAS degree in Aquaculture Technology and Bachelor of Science degree in Marine Biology).

#### **AAS Consortium Agreements**

A consortium bilateral agreement involves multiple universities and two or more community colleges collaborating to facilitate the transfer of students from a specific AAS degree program to a specific baccalaureate degree program.

#### **Statewide AAS Lateral Agreements**

Though none currently exist, a statewide lateral agreement would occur when all 16 UNC universities and all 58 NCCCS institutions agree on articulation from a specific AAS program to a specific baccalaureate degree program (e.g., Minnesota's statewide RN to BSN program).

### **3) Articulation Agreements for the Associate in Fine Arts (AFA)**

#### **AFA Lateral & Consortium Agreements**

AFA Lateral & Consortium Agreements stem from transfer arrangements created for individual NCCCS AFA programs to specific programs at UNC institutions. Prior naming conventions include 2+2 or 2+3 programs. The following are several types of lateral and consortium agreements:

##### **AFA Bi-lateral Agreement**

An AFA bi-lateral agreement is when one university and one community college join in a collaborative effort to facilitate the transfer of students from a specific AFA degree program to a specific baccalaureate degree program.

##### **AFA Multi-lateral Agreements**

An AFA multi-lateral agreement is one university and two or more community colleges collaborating to facilitate the transfer of students from specific AFA degree programs to a single baccalaureate degree program.

##### **AFA Consortium Agreements**

A consortium bilateral agreement involves multiple universities and two or more community colleges collaborating to facilitate the transfer of students from a specific AFA degree program to a specific baccalaureate degree program.

##### **Statewide AFA Lateral Agreements**

Though none currently exist, a statewide AFA lateral agreement would occur when all 16 UNC universities and all 58 NCCCS institutions agree on articulation from a specific AFA program to a specific baccalaureate degree program.

### **4) Programs and Services**

In addition to the aforementioned policy levers, we recognize that some of the most successful efforts to foster transfer student success occur through smaller, targeted institutional efforts.

#### **Formal Transfer Student Support Programs**

Formal programs are those that require a prospective transfer student to apply and be admitted into the program and/or meet specific requirements before acceptance (e.g. completion of an Associate's degree). Examples of formal programs are UNC Chapel Hill's C-STEP Program and UNC Charlotte's/Central Piedmont Community College's Passport program.

### **Informal Transfer Student Support Programs**

Informal programs do not require admission into the program but are differentiated from normal support services in that they have a program name and dedicated staff (e.g., Appalachian State's Jumpstart Program).

### **Transfer Student Support Services**

Any specific services provided to transfer students, which may include transfer advisors, a transfer student office with dedicated staff, etc.

## **III. Process for Agreement and Partnership Data Collection**

Initially, UNCGA's Office of Transfer Articulation asked the UNC institutions to provide data on their agreements, partnerships, and programs which included all of the following information:

- (1) A description of the agreement or partnership;
- (2) The number of years it has been in existence;
- (3) The number of participants by year; and
- (4) An analysis of student outcomes after a transfer under the agreement or partnership.

The campuses were provided a template to complete, a copy of the Senate Bill 744, and a copy of the transfer definitions. The campuses provided information on their agreements, partnerships, and programs. The Office of Transfer Articulation compiled the institution data into one system document which was then shared with NCCCS in November 2014.

NCCCS submitted the data, organized by community college and academic program, to each individual community college for review in December 2014 and asked colleges to indicate whether agreements are active, discontinued, or ending in the near future. Upon receipt of verified data from community colleges, NCCCS and UNCGA compared university and community college data to develop a complete listing of active bilateral agreements and the participating institutions as of January 2014 as shown in Appendices I and II.

## **IV. Recommendations**

This study provides evidence of the following:

- All of our constituent institutions are engaged in successful local collaborations.
- A process is needed to ensure accurate system (UNCGA and NCCCS) knowledge of agreements.

- A process is needed to ensure that system (UNCGA and/or NCCCS) changes which can impact local agreements are communicated in a timely manner to prevent unintended barriers to student credential completion.
- Successful local/regional agreements and partnerships should be evaluated and communicated for possible replication among other constituent institutions.

### **References**

Anderson, G.M., Alfonso, M., and Sun, J.C. (2006) Effectiveness of statewide articulation agreements on the probability of transfer: A preliminary policy analysis. *The Review of Higher Education* 29(3): 261-291.

## Appendix I Transfer Programs on UNC Campuses

UNC Campus	Program Name	Description of Program	Date of First Cohort Enrolled	# of Participants per year	Outcomes (if available)
WSSU	Dual Admission with Forsyth	Early academic advising coordinated with Forsyth Tech to ensure smooth transfer of community college course credits.	Fall 2011	33	Total enrollment as of 10/7/14: 32, Total graduates as of May 2014: 7, Total transfer in Fall 2014: 3 students
UNCW	UNCW's Onslow Extension Site	Partnership with Coastal Carolina Community College students in Onslow County have the opportunity to earn undergraduate degrees in five disciplines: Criminology, Elementary Education, Teacher Licensure Elementary Education (for students who already hold a Bachelor's degree), Business Administration, Bachelor of Social Work, Clinical Research	Summer 1995	300-350	362 students earned baccalaureate degrees over last three years.
UNCW	University College – UC Transition Program	Guides exploratory transfer students entering UNCW.	2007	125-150	Approximately 125-150 new transfers are assigned to UC annually for advising prior to declaration of major.
NCSU	Living Learning Community	Designed to help second year and transfer students become more involved on campus.			
NCSU	STEAM	An alternative admissions pathway for North Carolina students from rural counties pursuing an agriculturally-related major at NC State. The STEAM program is by invitation only. STEAM students who complete all requirements of the program are guaranteed admission into an agriculture major at NC State for their sophomore year. Students take their first year of coursework at a NC Community College.	Fall 2015 or Fall 2016.		
NCSU	CONNECT	Increases access to students interested in Forestry and Environmental Resources degree programs. Students participate by invitation and complete the first year at any regionally accredited institution. Upon fulfillment of CONNECT requirements, admission is granted to the Department of Forestry and Environmental Resources.			
NCSU	Community College Transfer Advisor Workshops	Yearly "Transfer Advisor Workshops" for NC Community College System Transfer Advisors.			
UNC-CH	C-Step Community College Partners: Sandhills CC, Durham Tech CC, Alamance CC, Cape Fear CC, Carteret CC, Central Carolina CC, Craven CC, Fayetteville Tech CC, Wake Tech CC	Funded by the Jack Kent Cooke Foundation, Carolina Student Transfer Excellence Program enables more community-college students to transfer to and graduate from Carolina. Students are guaranteed admission to Carolina upon successful completion of C-STEP.	2006	From 6 students in 2006 to 85 students in 2015; 30 students enrolled for 2016.	Graduation rate of 80 percent and with an average cumulative UNC GPA of 3.0.
ECU	Transfer Student Success Conference	Addresses the experiences of transfer students focusing on seamless transition.		28 institutions (community colleges, independent colleges, and universities, both in and out of state) attended 2014 meeting.	2012 Conference - 190 participants; 2014 conference - 176 participants.
UNCC	Passport Program	Focused, joint academic advising for a select group of Central Piedmont Community College (CPCC) students not accepted to UNC Charlotte but wish to transfer.	2010	115	Higher average transfer GPA than the general transfer population.
FSU	The Links, Incorporated HBCU-Community College Initiative	A collaborative model to increase the number of community college students who graduate from HBCUs, particularly between Fayetteville State University and Fayetteville Technical Community College.	2012- 2013 FTCC to FSU Cohort	2012 - 146 students; 2013 - 105 students; 2014 - 106 students	11 students have matriculated to FSU from FTCC.
NCCU	Eagle Connect Program	The Eagle Connect Program is a two-year residential program offered jointly by NCCU and Durham Tech. Designed for a select group of freshmen, the Eagle Connect Program is an academic transfer program available by invitation only. The Eagle Connect Program includes targeted academic advising, student support services, and a student life component, all of which are designed to help students succeed in meeting academic requirements for transferring to NCCU. The successful collaboration between NCCU and Durham Tech allows students to make progress in their intended major during their freshman and sophomore years while preparing for full admission to and enrollment at NCCU beginning in their junior year.	August 2014	25	



## Appendix II

### NCCCS & UNC Bilateral Agreements

Program	UNC	NCCCS
Accounting (AAS - Accounting to Business Management - Management Concentration)	4	13
AGE for Army Special Operations Forces	2	2
Agricultural (Biosystems Engineering and Economics)	1	3
Airforce ROTC	1	1
Animal Science	2	5
Applied Sciences in Biology (Dual Enrollment)	1	1
Aquaculture Technology Articulation Agreement	1	2
Archeology Articulation	1	1
Architectural Engineering	5	6
Architectural Technology	1	1
Art (AFA)	1	1
Automotive Systems	1	2
Biology (2 Plus Program)	2	17
Biomufacturing Research Institute and Technology Enterprise (BRITE)	1	1
Biopharmaceutical Technology	2	1
Bioprocess Technology	1	1
Biotechnology (AAS, Concentration)	5	9
Birth through Kindergarten (Dual Degree - Teaching)	7	18
BSBA (Accounting Administration and Law, Computer Information Systems)	1	2
Business Administration (Bryan School of Business & Economics 2+ Program, Administration & Law, Management, Marketing, Education-Administrative Systems, Education-Teaching)	9	44
Chemical Engineering	1	3
Child Development	1	1
Civil Engineering	2	4
College of Management (Study Track)	1	1
Community Health Education	1	1
Computer Information Systems	3	3
Computer Science	2	6
Construction Management	2	2
Criminal Justice Technology (AAS, Pre-Major, Technology, Dual Enrollment Agreement BS)	8	34
Culinary Technology	1	1
Dance	1	1
Dental Hygiene	2	4
Disaster and Emergency Management	1	1
Drama to Bachelors in Fine Arts and Bachelor of Art in Speech and Theater Arts	1	1
Early Childhood Administration (AAS)	1	1
Early Childhood Education (AAS)	6	38

Program	UNC	NCCCS
Early Childhood Education (AAS)	6	38
Early Childhood Technology	1	1
Education - Elementary (Dual Degree, Teacher Preparation Partnership)	6	15
Education - Middle Grades (Dual Degree, Math Concentration/Science Specialization)	3	11
Education, School of (2+ Program)	2	40
Electrical Engineering	2	5
Electronics Technology	3	8
Emergency Management - Homeland Security Concentration	1	1
Emergency Medical Care	1	1
Emergency Medical Science	1	1
Emergency Preparedness Technology	1	1
Engineering (2+2 Program, Technology, Minor in Computer & Information Technology, Minor in Mechanical & Automation)	4	35
Entrepreneurship	1	1
Environmental Technology	2	1
Fermentation Sciences	1	2
Finance	1	1
Fire Protection Technology	4	3
Fire Science	3	6
Forest Management & Fisheries, Wildlife Conservation	1	2
Global Logistics Technology	1	2
Graphic Arts and Imaging Technology	1	1
Graphic Communication Systems	1	1
Greater Greensboro Consortium	2	1
Health and Fitness Science	2	3
Health Promotions (Online)	1	1
Health, Physical Education and Recreation (Recreation Administration, Teacher Preparation Program)	1	3
Healthcare Management Technology	1	1
Honors Program	2	5
Horticulture	2	12
Hospitality and Tourism Management	2	3
Human Development and Family Studies	2	40
Human Services Technology	3	5
Industrial Engineering	2	4
Industrial Technology (Minor in Computer and Electronics)	2	5
Information Systems Security	2	2
Interior Architecture (2+ Program)	1	9
Interior Design	1	1
International Honors	1	1
Laboratory Animal Science	1	2
Landscape Architecture	1	3

Program	UNC	NCCCS
Landscape Horticulture Design	1	1
Leadership in the Public Sector	1	1
Manufacturing Systems	1	3
Marine Environmental Science	1	3
Mechanical Drafting	1	1
Mechanical Engineering	2	4
Medical Assisting	1	2
Medical Laboratory Technology	1	1
Medical Sonography	1	1
Motion Picture/Television Production	1	1
Networking Technology	1	2
Neurodiagnostic and Sleep Sciences	1	30
New Media	1	2
Nuclear Medicine Technology	1	1
Nursing (Associates Degree, RN-BSN)	7	13
Nutrition Dietetics	1	1
Office Systems Technology/Office Administration	1	1
Parks and Recreation Management	1	1
Pharmaceutical Science (Concentration in Biology, Concentration in Clinical Science)	1	3
Physical Therapist Assistant	1	1
Pre-Aviation Science	1	4
Public Health Education (2+ Program)	2	41
Radiation Therapy	2	1
Radiologic Science	2	3
Real Estate	1	1
Respiratory Therapy	2	31
Science	1	1
SECU Partnership East	1	1
Social Work (2+ Program)	3	20
Surgical Technology	1	1
Virtual Regional Campus	1	2