



CREDIT

when it's due

Missouri

STATE PROFILE



State Funder: Lumina Foundation

About Credit When It's Due

The Credit When It's Due (CWID) initiative is funded by six foundations and is supporting 15 states to develop reverse transfer programs and policies. Reverse transfer enables students to receive an associate's degree when students meet associate's degree requirements after transfer to a 4-year college or university.

State Implementation Context

The institutions participating in CWID in Missouri include all public institutions and any private institutions that volunteer to participate. Six high-volume transfer institutions piloted reverse transfer in Fall 2013 and Spring 2014, and all public institutions began implementation in Fall 2014. One of the motivating forces of reverse transfer in Missouri is House Bill 1042, which mandated all public institutions must participate in reverse transfer by 2014.

Key Implementation Strategies

Steering Committee and Workgroups. The development and implementation of reverse transfer policies and processes have been led by a central steering committee and four workgroups. The workgroups include a policy workgroup, IT/operations/implementation workgroup, communication workgroup, and data/assessment/ evaluation workgroup. A key accomplishment in 2013 and outcome of the policy workgroup was the development of a reverse transfer policy, vetted by all chief academic officers from participating institutions and subsequently approved by the Coordinating Board for Higher Education (CBHE). The policy establishes common guidelines related to residency requirements, student eligibility requirements, participating institutions, the basic reverse transfer process, institutional and student responsibilities, and reporting and accountability. Beyond providing a common policy framework for implementation, the policy circumvents

the need for public institutions to enter into unique memoranda of understanding (MOUs) for the purpose of reverse transfer. In addition to the CBHE-approved policy, the workgroups developed a comprehensive reverse transfer implementation handbook for reverse transfer that is intended to guide implementation in the state. The handbook provides detailed implementation protocols and processes for use by the pilot institutions (see below) and for future statewide scale-up.

Pilot Strategy. Missouri elected to identify six high-volume transfer partnerships to pilot the reverse transfer procedures and processes developed in 2013, and these partnerships began implementation in Fall 2013. Pilot institutions are charged with following the reverse transfer implementation handbook, and they are also responsible for developing student consent processes, implementing webpages to communicate with students, and developing methods and processes to track students. The state tested the handbook and drew from lessons learned in the pilots to improve and supplement the handbook prior to statewide scale-up in Fall 2014.

Technology and Electronic Transcript Exchange. A key aspect of implementation in Missouri relates to technology infrastructure and the capacity of community colleges and universities to exchange electronic transcripts. Because institutions use various student information systems that do not speak to each other, it was determined early in the project that all institutions would register for the National Student Clearinghouse's (NSC) Electronic Transcript Exchange (ETX) to support the exchange of PDF transcripts.

Reverse Transfer Process

Based on a review of implementation across CWID states, OCCRL developed a framework for the reverse transfer process that consists of five broad processes, and Missouri's process is applied to this framework below. The process is based on the Reverse Transfer Handbook and six partnerships piloting the reverse transfer process in Missouri.

1. **Student Identification:** Universities queried institutional records to identify new Fall 2013 transfer students who met the state defined reverse transfer eligibility criteria.
2. **Consent:** The universities and community colleges decide the best method for contacting students to receive consent, and the university contacts the student to receive consent. Students Opt-In to the process.
3. **Transcript Exchange:** The university converts the transcript to PDF and transmits the PDF to NSC via ETX. NSC transmits the PDF transcript to the appropriate community college.

Implementation Timeline

January 2013 – September 2013: CBHE reverse transfer policy and handbook development.

August 2013–April 2014: Pilot institutions implement reverse transfer.

September 2013: All public institutions register for Electronic Transcript Exchange with the National Student Clearinghouse.

January 2014: Sub-grants awarded to institutions to assist with implementing reverse transfer, particularly for technology.

Summer – Fall 2014: Statewide training events and statewide scale-up of reverse transfer.

Fall 2014: Statewide rollout of reverse transfer for newly enrolled students.

January 2015: Statewide rollout of reverse transfer for all current students.

Fall 2015: Universities will reach back to all former students that may qualify for reverse transfer.



Credentials awarded as of May 2015: **189**

Credential Type: Associate of Arts



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- Degree Audit:** The community college is responsible for conducting the degree audit using existing institutional technology, and the purpose is to identify students who meet all associate's degree requirements or are close to completing degree requirements.
- Degree Conferral and Advising:** Students who meet all degree requirements are conferred a degree and notified by the community college. Students who are close to completing the associate's degree may be contacted by the community college and advised on courses needed to complete the degree.

Implementation Successes and Challenges

Successes: Key successes in Missouri's reverse transfer efforts are the development of the CBHE policy, drafting the Missouri Reverse Transfer Handbook, establishing ETX for statewide electronic transcript exchange, and the development of communications. These policies lay the fundamental foundation for implementation of MRT while giving universities flexibility when possible. The CBHE policy dictates that students will not be charged a transcript fee or a graduation fee as part of MRT. Reverse transfer coordinators were identified by chief academic officers from each participating institution and have attended orientation workshops designed toward statewide readiness by Fall 2014. Exchange of electronic transcripts has been a priority in the state for a while and reverse transfer provided the momentum toward this goal. The National Student Clearinghouse's Electronic Transcript Exchange was instrumental in the technology aspect of MRT. All universities in Missouri are able to use this service to exchange PDF transcripts in a unified manner.

Challenges: While electronic transcript exchange is an improvement for the state, student information systems vary among institutions and many systems do not communicate with each other.

To address technology systems, Missouri issued sub-grants to institutions to improve technology for the purpose of reverse transfer. A second challenge is that institutions have limited funding for staff at the institutional level. While CWID funding supported institutional trainings and technology upgrades, the capacity needed to continuously monitor transcript exchange and conduct degree audits is a concern. The third challenge of data reporting has been more of a challenge for independent and private institutions. All public institutions report data to the Missouri Department of Higher Education through EMSAS. For these institutions, it was an addition of two Reverse Transfer columns to their EMSAS reporting. Many independent and private institutions had to sign up for EMSAS in order to complete reverse transfer data reporting. The data portion deterred a few independent institutions from joining the Reverse Transfer initiative.

Sustainability

The Council on Transfer and Articulation (COTA) has assumed responsibility for the Missouri Reverse Transfer program from the recently disbanded twenty-member MRT Steering Committee. COTA is a committee dedicated to matters of transfer and articulation, and members are appointed by the commissioner of the Missouri Department of Higher Education. COTA increased its membership from eight to twelve appointees to handle the additional responsibilities of MRT. Training sessions will be held on a regular basis for Missouri Reverse Transfer Coordinators in the future, and COTA is planning on holding at least two training sessions per year to keep the initiative progressive and to train new coordinators. Missouri is also a member of the National Student Clearinghouse Reverse Transfer Project that will provide a national, automated solution for exchange of student record data. Missouri was one of three states chosen as a pilot state to participate in the design and testing of the project.

Institutions Participating in Credit When It's Due

Avila University	Mineral Area College	Northwest Missouri State University*	Three Rivers Community College
Central Methodist	Missouri Baptist University	Ozarks Technical Community College*	Truman University
Columbia College*	Missouri Southern State University	Southeast Missouri State University	University of Central Missouri
Crowder College	Missouri State University*	Southwest Baptist	University of Missouri-Columbia*
DeVry University	Missouri State West Plains	St. Charles Community College	University of Missouri-Kansas City
East Central College	Missouri University of Science and Technology	St. Louis Community College	University of Missouri-St. Louis*
Fontbonne University	Missouri Western State University*	St. Louis University	Webster University
Harris-Stowe State University	Moberly Area Community College*	State Fair Community College	William Woods University
Jefferson College	North Central Missouri College*	State Technical College of Missouri	
Lincoln University		Stephens College	
Lindenwood University			
Metropolitan Community College*			

* Institutions piloted reverse transfer in Fall 2014 and Spring 2014

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