



# CREDIT

*when it's due*

# Missouri

## STATE PROFILE



State Funder: Lumina Foundation for Education

### 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 are piloting reverse transfer implementation in Fall 2013 and Spring 2014. One of the motivating forces of reverse transfer in Missouri is House Bill 1042, which mandates 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 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's intention is to test the handbook and draw from lessons learned 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, particularly with respect to transcript exchange. 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.

### 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:** Expected statewide training events and statewide scale-up of reverse transfer



Associate's degrees  
conferred as of March 2014: **13**



## 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. Reverse Transfer Student Identification:** Universities queried institutional records to identify new Fall 2013 transfer students who met the state-defined reverse transfer eligibility criteria.
- 2. Consent Process:** The universities and community colleges decide the best method for contacting students to receive consent, and the university contacts the student to receive consent.
- 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.
- 4. 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.
- 5. Degree Conferral:** 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. 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.

**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.

## Institutions Participating in Credit When It's Due

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

\* Institutions piloting reverse transfer in Fall 2013 and Spring 2014

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