To address the need for public institutions to enter into unique memorandum 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.

### Missouri State Profile

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

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

* Institutions piloted reverse transfer in Fall 2014 and Spring 2014

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