MISSOURI REVERSE TRANSFER
seamless associate degree completion

Pilot Institution Feedback Assessment
Executive Summary

Beginning fall, 2013, eleven high-volume transfer institutions previously participating in reverse transfer agreements volunteered to pilot recommended strategies from the MRT Implementation Manual. While fall activities emphasized implementation strategies used by 4-year partners in identifying and contacting eligible students, and sending information to the 2-year partners, the Spring Assessment offers 2-year partners an opportunity to share feedback on strategies for institutions once the information has been received.

Institutional Partners

4-year Institution	2-year Institution
Columbia College	Moberly Area Community College
Missouri State University	Ozarks Technical Community College
Missouri Western State University	Metropolitan Community College North Central College
Northwest Missouri State University	Metropolitan Community College
University of Missouri-Columbia	Moberly Area Community College
University of Missouri-St. Louis	St. Louis Community College

General Results

- All 2-year institutions have received and evaluated transcripts for eligible students from all but one 4-year partner.
- All institutions are in process, or have developed, a student tracking process on campus, with the primary challenges being the development of SIS coding and scheduling reports.
- **Twenty-four** students have opted-in since the Spring 2014 census, with 2-year partners reporting **7** students being awarded associate degrees since the Fall 2013 census.
- Once eligible students have been identified, institutions require a process for checking if students have already received a degree. At least three institutions are running this through National Student Clearinghouse.
- Student questions focused on course substitutions and requirements for the degree.
- Currently most institutions report using a spreadsheet to track RT among multiple partners, with recommendations to develop a standardized process, and course equivalencies, for all participants to minimize confusion.
- Many two-year institutions are still working through the process of developing a communication protocol with students

Responses

(Responses are listed in the order received)

1. Describe the activities conducted to date in the Spring 2014 term.

North Central	RT transcripts from MWSU have been evaluated. Letters to degree completers have been mailed. Letters to those who are lacking requirements have been sent, detailing the coursework necessary to complete an associate degree at NCMC. The spreadsheet of RT students, with their status noted has been returned to MWSU, the sending school.
Moberly Area	As far as our partnership with MU goes, we are still waiting to the IT department to establish a report to contact students that will be eligible for reverse transfer. One student has contacted our registrar on her own to complete her AA degree through reverse transfer. She will be awarded a degree with the SP14 graduates. I have had one student/advisor from Columbia College contact me regarding reverse transfer. She has been notified of the courses she will need to complete from Columbia College in order to obtain her transcript through MRT.
Ozarks Technical	A planning meeting was conducted with MSU, in addition to coordination in preparation for the COTA conference. We have activated the Student Clearinghouse Transcript Ordering Service for our students. The first set of transcripts were received from MSU using MORT. We remain in regular contact with MSU for MRT coordination.
Missouri State	Missouri State ran the data for all students to find eligible OTC students who met the criteria of 15 transferrable hours from OTC. 1162 students were found. An email was sent from the RTC to the students letting them know that they were eligible for reverse transfer. 9 students have opted in. 8 transcripts were sent to OTC via MORT, 1 had financial holds and could not be processed. 17 students corresponded regarding reverse transfer. 1 meeting with a student has been scheduled. OTC has received the transcripts.
Missouri Western	Updated student attributes for those who graduated with 2 year degree after Fall 2013. After Spring census date, identified students currently registered that may be eligible for the RT program. Sent this list of students to the Clearinghouse to see if any had earned an associates degree that we were not aware of. Researched students who were returned by the Clearinghouse. Posted degrees if we had the final transcript (and missed the degree) or contacted the students to ask them to submit a final transcript with degree to MWSU. Sent RT invitation to eligible students. Coded students appropriately who have responded to the RT invitation. Communicated with our 2-year partners regarding some outstanding issues.
University of Missouri-St. Louis	Follow up email sent 12/23/13 to all Fall 13 opt-in students informing them of the next steps, the status of their paperwork and their contact at STLCC. Transcripts for Fall 2013 opt-ins forwarded to STLCC January 5, 2014 Received Spring 2014 list of MRT eligible students from IR 2/14/2014 Received updated Fall 2013 list of eligible RTS 2/26/2014/ Contact letter/email designed for second communication to Fall 2013 RTS who did not respond. Contact letter/email designed for first communication to new Spring 2014 eligible RTS. Student tracking in

	MyView for fall 13 cohort completed 2/28/2014
Columbia College	We have identified the eligible students at our partnership college for this term and are in the process of contacting the students to see if they are interested in the reverse transfer program. We are working on the tracking and reporting processes within our information system for the transition to the full reverse transfer program in the Fall. The process for the NSC electronic transcript is also being developed.
St. Louis Community College	We received transcripts from our partner school in mid-January for the 31 students who had opted in to the MRT program. We began the process of running degree audits to determine what courses were still needed to award the Associate of Arts Degree in General Transfer Studies. We identified two students that should meet all the requirements upon successful completion of their in progress work this semester at the 4-year institution. It is at this point that the details of administering the program become apparent and decisions must be made.
Metropolitan Community College	Received opt-ins. - Created spreadsheet with contact information and status. - Identify those that have already received degree. - Checked with the NSC regarding any student with more than 100 credit hours to make sure they didn't already have degree awarded. - Contact those that are dual enrolled (still MCC student) explaining that as a current student they are not eligible. (Please let me know if this is incorrect. I couldn't find documentation regarding this situation and we had about eight students in this group.) - Create/reactivate student record so they have access to MCC email and portal. - Evaluate transcripts. - Distribute list to grad advisors. - Run degree audit and contact student regarding progress. - Award degree, if completed.
University of Missouri-Columbia	We have created an MRT web page. It is located at http://admissions.missouri.edu/apply/transfer/reverse-transfer.php. We are also developing and testing the following programs, forms, and reports for Missouri Reverse Transfer. Our "go live" date is March 17. • Report with potential MRT candidates • Email invitation to participate in MRT • Online opt-in web application form • MRT tracking table and maintenance page • Program to select students to send transcripts via MRT-ETX • Summary report for RTCs with opt-in students

2. Describe the results obtained to date.

North Central	Four students have completed all necessary coursework and degrees will be awarded in May. Two students who opted in already have an associates degree from NCMC and are not eligible for the RT program.
Moberly Area	So far one student will be awarded and AA degrees through RT during the SP14 semester.
Ozarks Technical	MSU has notified eligible students. Our first batch of transcripts were received 02/26/14 in ETX for MORT, for eight students.
Missouri State	8 students have opted in

Missouri Western	Fall 2013 - 3 students graduated from NCMC / Spring 2014 - 110 total invitations were sent after census, 13 so far have opted in
University of Missouri-St. Louis	Three additional students have opted-in for Spring 2014. They were eligible RTS from the Fall 2013 list. They are tracked as Spring 2014 opt-ins since their forms were received after the close of the fall semester but before the official start of Spring 2014 semester. /
St. Louis Community College	We have 31 students in the pilot program. It appears that 2 will be awarded degrees in spring 2014 for the AA in General Transfer Studies. While our initial intent was to only offer this degree through the MRT, we have identified one additional student who will likely earn the Associate in Fine Arts Degree. Our communication with the students has mostly been one-on-one with those students who are closest to completion; in all cases, the student has initiated the communication thus far. As we fully develop our processes, we will create a communication plan.
Metropolitan Community College	Advisors are still in the process of running degree audits. As of last week we had awarded one AA degree.
University of Missouri-Columbia	N/A

3. What questions did students raise? Which were unexpected?

North Central	None
Moberly Area	None.
Ozarks Technical	Student questions regarded course substitutions that might be accepted towards meeting degree requirements. Such questions are expected.
Missouri State	
Missouri Western	No questions have been asked
University of Missouri-St. Louis	Nothing yet in Spring
Columbia College	None
St. Louis Community College	From the two-year institution side, we have fewer questions from the students. The students that are closest to receiving a degree are anxious to hear what courses they need to complete. The questions I have received deal with course substitutions and graduation information.
Metropolitan Community College	We have had several students who already received their degree from MCC contact us to verify they received it. When they received the opt-in message from the four year, it made them question their completion. This is because those students did not have their transcripts sent.
University of Missouri-Columbia	N/A

4. Has your institution developed and implemented a student tracking / strategy?

| **North Central** | Yes |
| **Moberly Area** | In progress |

Ozarks Technical	In progress
Missouri State	In progress
Missouri Western	Yes
University of Missouri-St. Louis	Yes
Columbia College	In progress
St. Louis Community College	Yes
Metropolitan Community College	Yes. We created a student group in PeopleSoft.
University of Missouri-Columbia	In-progress

5. When do you anticipate completing the student tracking / implementation?

Moberly Area	By fall 14
Ozarks Technical	By mid-March 2014.
Missouri State	spring 2014
Columbia College	I would tentatively say we will have it ready by June.
Metropolitan Community College	Done
University of Missouri-Columbia	March 17

6. What issues arose during development and implementation of the / student tracking strategy?

North Central	As a two-year institution, we are coding students as RT students when notified by the 4-year sending school that they have opted in. We will run reports annually to identify those who have completed the associates degree.
Moberly Area	How to structure and note in our system when a degree has been awarded through reverse transfer. There needs to be a way to pull the information through on reports, and that is what we are discussing at the current time.
Ozarks Technical	1) Establishing institutional codes in our SIS (Ellucian) for reverse transfer students...unique codes for each 4-year institution. This would simplify designation of students for reports and "Auto-graduating". 2) How to code MRT students in our SIS once we graduate them so they're excluded from future MRT-related contact.
Missouri State	None at this point. Using attributes in Banner...Currently manual tracking
Missouri Western	I did not account for students who had graduated but we did not have the final transcript which indicated a degree had been awarded (information we discovered through the Clearinghouse). Simply developed a new code to accommodate this information.
University of Missouri-St. Louis	So far it is running smoothly. Ensure the RTC has security clearance to create new students groups and move students in existing student groups to others as they progress through the implementation steps. UMSL has continued to challenge and streamline its tracking steps. UMSL will eliminate one of our designated student groups as we have found it to be redundant.
Columbia College	We are developing the tracking for this along with some other programs

St. Louis Community College	outside of reverse transfer we need to track. This create some efficiencies, but also creates some challenges. We need definitions and processes that work not only for reverse transfer, but for our other programs as well. We had no issues with developing the student tracking strategy; I think it is simpler on the 2-year side. We created a cohort group in Banner and simply add the students who opt in. We added some additional tracking fields to follow completion.
Metropolitan Community College	None
University of Missouri-Columbia	None at this time

7. When do you anticipate starting the development and implementation / of the student tracking strategy?

Metropolitan Community College	Currently doing
University of Missouri-Columbia	March 17

8. Since your institution will need to communicate with multiple institutions this fall, what strategy are you developing and/or implementing to handle multiple partner institutions?

Moberly Area	Not sure yet.
Ozarks Technical	We are hoping that completion of the Common Core Library will help ease course equivalency concerns, easing transferability of coursework from our 4-year partners. In addition, creation of an institutional MRT code for our partners will enable us to more effectively identify, track and communicate with their students/our former students.
Missouri State	Being organized, drop box folders, using excel documents
Missouri Western	In addition to the transcripts, I am sending spreadsheets to the RTC at the end of the semester (and emailing to discuss issues during this testing phase), but not currently sending anything else. Have considered sending copies of the opt-in form, but don't know if this is really necessary and needed (have not gotten around to asking the RTC at MCC and NCMC).
University of Missouri-St. Louis	MRT Folders will be set up for each partner with sub folders residing inside labeled by each term. My strategy is to have someone else helping the RTC with this next fall! Open for ideas to manage this.
Columbia College	I would like to develop standardized processes with all institutions to avoid confusion and miscommunication. We will be doing this with our tracking and identification of students. I would also like to do it with our sending of transcripts.
Metropolitan Community College	We do not have an automated process is place. We'll receive the opt-ins and transcripts and track these students manually (on a spreadsheet) including which institution they're currently attending and their contact information.
University of Missouri-Columbia	All programs, forms, and reports are being developed to work with all 2-year institutions.

9. Has your institution exchanged PDF transcripts with your pilot / partner institution?

North Central	Yes
Moberly Area	Yes
Ozarks Technical	No
Missouri State	Yes
Missouri Western	Yes
University of Missouri-St. Louis	No
Columbia College	No
Metropolitan Community College	Yes
University of Missouri-Columbia	No

10. When do you anticipate exchanging PDF transcripts?

Ozarks Technical	Hopefully April.
University of Missouri-St. Louis	Mid March 2014 -- Fall 13 transcripts were sent the old fashion way- bundled in a group and mailed first class
Columbia College	By this summer at the latest. I expect it will be in June.
St. Louis Community College	Our pilot partner did not utilize the National Student Clearinghouse for distribution of the transcripts this first round, so I am anxious to see how that piece will work with other institutions. **However, I have received transcripts in my MRT mailbox as a result of folks inadvertently selecting the MRT box over the Registrar's box.** We received the original opt in form from UMSL via hand delivery or email and we were to add our signature and forward a copy to the student. We initially developed an email to do this but then did not have an accurate (legible) email address. Once UMSL supplied a spreadsheet with the emails, we felt like we needed to have something solid to tell the students before we sent information and decided to wait until we were able to tell them what course work is needed to complete. Our biggest downfall in the pilot has probably been the communication to the student. It is cumbersome and I would suggest that the 4-years simply give the student the contact information of the 2-year MRT Coordinator until communication plans are refined.
University of Missouri-Columbia	End of March

11. What issues arose while exchanging PDF transcripts?

North Central	None
Moberly Area	None
Missouri State	For now, please go ahead and add OTC's MORT information to the TRIA application, then have Office of the Registrar staff manually enter requests

	for each opted-in student (that list will come from Dixie) to be sent to the OTC MORT recipient. This will generate PDF transcripts for you to upload to NSC. I'd recommend that we have Loren confirm receipt of the PDFs for this first "batch" of MORT transcripts. / / Had an issue with needing longer ETX ID codes
Missouri Western	The process went fine, however, a little slow since it was new. The only issue that I am working on is currently we do not release transcripts if there is a financial hold on a student's record. This has cause confusion and more student communication then manual steps. I would like to get approval to release the transcript regardless and am curious if other schools are releasing even if there is a hold.
St. Louis Community College	No
Metropolitan Community College	None from the NSC. We did have a large batch of transcripts sent as one item. I requested the four-year send the transcripts as individual items so we don't have to separate, scan and link each one.

12. Has your institution addressed course substitution issues?

North Central	In progress
Moberly Area	Yes
Ozarks Technical	Yes
St. Louis Community College	No
Metropolitan Community College	Our SDC determines equivalency when evaluating the transcript. The graduation advisors use their best professional judgment regarding course substitutions. If there is a better-defined process by other institutions, we are open to a more rigorous documentation. Professional judgment is how we handle this in other situations, though.

13. When do you anticipate completing addressing course substitution / issues?

St. Louis Community College	With our next batch of students

14. What are the primary concerns about course substitution?

Moberly Area	Compromising the integrity of our degree.
Ozarks Technical	For students that do not qualify for graduation, we will provide a copy of their degree audit. For courses already taken that may not reflect a course equivalent, we will work with OTC academic deans to see if substitution might be possible. Main concern: this can consume a lot of time. / /

15. When do you plan to start addressing course substitutions?
St. Louis Community College	In progress

16. Has your institution developed an advising strategy?

North Central	Yes
Moberly Area	Yes
Ozarks Technical	Yes
St. Louis Community College	
	Recommendations have been made and we anticipate approval within 30 days.
Metropolitan Community College	Yes

17. What advising strategy did you adopt?

North Central	Student notification each term of coursework necessary for degree completion.
Moberly Area	To make information available on our website and make sure advisors are educated on the RT opportunity.
Ozarks Technical	For projected coursework, the student will need to work with their advisor at the 4-year institution to determine what classes remain for graduation. The advisor can proactively verify what courses transfer for the student.
St. Louis Community College	St. Louis Community College still requires two Physical Education credits that many institutions do not. Decisions must also be made on course requirements unique to each institution such as capstone and cornerstone courses. There is a careful balance that must be observed to ensure students are evaluated equally and that no group is disadvantaged or advantaged over another.
Metropolitan Community College	Transcripts are received by our Student Data Center. Student accounts are reactivated/created and student placed in appropriate student group. Student info added to a tracking spreadsheet including all RT opt-ins. Transcript is then evaluated by the SDC. We have divided up the list based on alphabet. (We have five graduation advisors and each has a portion of the alphabet to handle.) Advisor runs a degree audit and contacts individual student. If student has less than 60 credit hours, advisor lets them know that once they complete 60 credit hours, he/she will run another degree audit and be in touch with them each term until completion.

18. When do you anticipate finalizing your advising strategy?
No responses

19. What are the primary concerns about advising?

North Central	Limited staff
Moberly Area	None at this time.
Ozarks Technical	The level of familiarity the advisors at some 4-year institutions may or may not have regarding our institution's requirements.
St. Louis Community College	No

Metropolitan Community College	Frequency with which degree audits need to be run

20. When do you anticipate starting the process of developing your / advising strategy?
No responses

21. Describe how the implementation manual was used.

Moberly Area	We've used the manual as a basic outline to continue contacting and informing students of the reverse transfer program, and to further streamline contact with current and prospective reverse transfer students.
Ozarks Technical	Mainly used to create a task list.
Missouri State	N/A
University of Missouri-St. Louis	As an overall resource guide prompting next steps and providing opportunities to see what is missing in the work flow. A place to keep notes of changes, evolving best practices for our institutional responsibilities , student responses to the process, etc.
Columbia College	It was mostly used as a reference and reviewing definitions
Metropolitan Community College	To-do list and overview of expectations
University of Missouri-Columbia	The implementation manual was used as a guideline to develop our MRT process.

22. What parts of the implementation manual were most useful?

Moberly Area	The framework outlined specifying responsibilities for two year and four year institutions is particularly helpful in determining a direction to move forward from.
Ozarks Technical	Position description of the Coordinator position (p. 78). Institutional Activities. Appendices.
Missouri State	N/A
University of Missouri-St. Louis	Institutional Activities section, FAQs and glossary
Columbia College	Reviewing definitions
University of Missouri-Columbia	The institutional activities sections was the most helpful.

23. What parts of the implementation manual need improvement?

Moberly Area	N/A
Ozarks Technical	A listing of the appendices in the Table of Contents would be very useful.
Missouri State	N/A
University of Missouri-St. Louis	Need basic information for Communication, IT Resources, Data Collection and Assessment. Could use many more screen shots of sample correspondence, checklists, etc.
Columbia College	Needs continual updates as changes are made
Metropolitan Community College	It was very comprehensive. No recommendations for improvement.

Moberly Area	N/A
Ozarks Technical	A listing of the appendices in the Table of Contents would be very useful.
Missouri State	N/A
University of Missouri-St. Louis	In February 2014, many tweaks, changes and additions have been made to update the manual in hopes of providing a better resource for all /for non-pilot institutions as they prepare to launch fall 2014
St. Louis Community College	I think it was most helpful in the beginning just to create the processes. Being able to read through the entire manual gave me a much better understanding of how everything would work. Actually going through the process with real students is where the detail work begins. During the pilot program, I view the manual as a living document.

25. Did you need assistance from the work group?

North Central	No
Moberly Area	No
Ozarks Technical	No
Missouri State	No
Missouri Western	No
University of Missouri-St. Louis	Yes
Columbia College	No

26. Did you receive the assistance you needed?

University of Missouri-St. Louis	Yes
St. Louis Community College	I would like to see more sample communication pieces - especially from the 2-year side.

27. Describe how your needs were not met.

No responses

28. Was the assistance received in a timely manner?

University of Missouri-St. Louis	Yes
St. Louis Community College	Yes

29. Describe how the response was not timely.
No responses

30. What changes need to be made before the state-wide roll out?

North Central	Student information shared by 4-year institutions with 2-year must include student's middle initial and, preferably, maiden name. Without a ssn, it is difficult to find correct records for students who have changed names since

last attending.

Ozarks Technical	Completion of and online-access to the Course Transfer Library for course equivalencies.
University of Missouri-St. Louis	Greater clarity on student tracking/ reporting expectations at all levels- to MO GA, to Lumina, to each other. More consideration for appropriate level of human resources needed to successfully implement and follow up / Come to some consensus around time of exchange of transcripts between institutions. Add a student checklist. Resolve the issue of MRT NSC mailboxes being invisible to the general public. Need to know what methods are being used by 2 yrs to guarantee that a student can complete the RT process for the AA (course substitutions, etc)
Columbia College	More standardized processes. The processes will get confusing if we have different ways of dealing with each school in the program.
St. Louis Community College	Each school should have one semester to pilot with one institution. Communication should be aligned so that all students from each school are receiving more similar communication. I think it will be very confusing for us to explain to students what they should expect unless we agree upon communication processes.