



KANSAS TRANSFER AND ARTICULATION COUNCIL OPERATING PROCEDURES

Overview

At the heart of the Kansas transfer system is the discipline-level examination of courses and the articulation of learning outcomes associated with each course. The work of course transfer and articulation is carried out by faculty within disciplines from each of the institutions in the state.

The Kansas Board of Regents provides a Transfer and Articulation Council (TAAC) with oversight responsibility for implementing the Boards' transfer and articulation policy and to facilitate transfer and articulation across the System.

Vision – student transfer within Kansas higher education will be a seamless process characterized by transparency, efficiency and assured quality.

Mission

The TAAC mission is to create structures and processes that facilitate student transfer and degree completion within Kansas higher education, including:

- Identifying courses acceptable for system-wide transfer;
- Ensuring that transfer information is clearly disseminated on the KBOR website;
- Maintaining an effective, faculty-led structure for discipline level course articulation based on learning outcomes;
- Collecting and reporting common data on student success and completion as one measure of system effectiveness;
- Ensuring that appeal processes exist for individual students within their institutions;
- Implementing an appeal process to ensure equitable resolution of transfer concerns between institutions; and
- Addressing barriers to inter-institutional cooperation that may arise.

Charge

The general charge given to the TAAC includes authority to:

- Direct the Kansas Core Outcomes Groups with specific course articulations;
- Adjudicate any disagreement from the Kansas Core Outcomes Groups;
- Issue final approval on the systemwide transfer of specific courses; and
- Assure quality and adherence to agreed-upon learning outcomes of courses articulated across the institutions.

Additionally, TAAC oversees communications to the institutions concerning the Course Equivalency Guide and approved core outcomes, including:

- A communications path established to the administration, academic offices, and functional units (including admissions & registrar) for all institutions.
- Any updates or changes to policy, procedure, or course approvals.

Authority

The TAAC determines what courses should be examined for review or for new transfer and course equivalency approval. Courses that are recommended for system-wide transfer and equivalency are presented to the TAAC for approval from recommendations of the discipline-specific Kansas Core Outcomes Groups (KCOGs). The TAAC forwards to the Board courses for approval for inclusion in the Common Course Matrix. The TAAC adjudicates all disagreement within Kansas Core Outcomes Groups (KCOGs).

Communication

The TAAC is committed to strengthening communication with all stakeholders in System Wide Transfer (SWT). The Transfer and Articulation website will be the main approach for dissemination of information, including websites of all public postsecondary institutions. Institutional transfer websites should be active and include:

- the course transfer logo,
- a point of contact with email and phone information, and
- an institutional appeal process.

A Communication Plan is available for institution staff to promote SWT on websites and other marketing materials.

TAAC MEMBERSHIP AND SUBCOMMITTEE TASKS

Membership Structure

The Kansas Board of Regents Vice President for Academic Affairs appoints all nominations for membership on the council, and recommends co-chairs, one from the 2-year sector and one from the 4-year sector. TAAC ratifies the appointment of the co-chairs. Universities have at least nine members: a co-chair, and to the extent possible at least two faculty members and other representatives from various roles at the institution. The two-year colleges have the same representation with at least two members representing technical colleges. A representative from Washburn University serves on the council. Student representation is strongly encouraged and is solicited from the Student Advisory Committee. A Regent member appointed by the Board Chair shall serve, and a staff member from Academic Affairs shall coordinate the council and serve as an ex-officio member. TAAC reserves the right to include other representation on the council as deemed appropriate and necessary. TAAC provides status reports, as necessary, to the System Council of Chief Academic Officers (SCOCAO).

Any member of TAAC who is unable to attend three consecutive meetings will be consulted about their participation and may be replaced.

Members of TAAC are nominated by his/her institution or by the Kansas Council of Instructional Administrators (KCIA) and appointed by the Kansas Board of Regents, or the designated Board staff member, for rotating 3-year terms. TAAC members serve on the Council and one subcommittee. Subcommittees include:

Core Outcomes Subcommittee

- Recommends to TAAC courses for review or articulation by KCOGs.
- Reviews KCOG reports and recommends approval of specific courses for transfer to TAAC.
- Reviews TAAC policy and procedure documents.
- Trains Chairs and Liaisons about KCOG processes prior to the annual meeting.

Quality Assurance Subcommittee

- Oversees the adjudication process for institutional disputes related to articulation of core outcomes and inclusion in the Common Course Matrix (see Kansas System-Wide Appeal Process, below).

- Analyzes data that speak to quality of transfer courses across institutions.
- Reports data findings annually.

KANSAS SYSTEM-WIDE TRANSFER APPEAL PROCESS

Conditions of Appeal

The Kansas Board of Regents established a Transfer and Articulation Council (TAAC) in 2011, to provide oversight and implementation of the Board's transfer and articulation policy. TAAC's mission is to create structures and processes that facilitate student transfer and degree completion within Kansas higher education, while assuring quality and adherence to the agreed-upon learning outcomes of systemwide courses. A systemwide appeal process ensures equitable resolution of transfer concerns between institutions, and institutional appeal processes ensure students a clear path for petitioning disputes regarding transfer decisions on individual campuses. Cases may be appealed in which institutions are unable to resolve disagreements regarding transferring a course approved by the Kansas Board of Regents for systemwide transfer. In such cases, the sending institution may submit an appeal to the Kansas Board of Regents Vice President for Academic Affairs within 30 calendar days of notification of the transfer denial.

These conditions are required for systemwide appeals:

- 1. The course being appealed must have been approved for systemwide transfer,**
- 2. The parties must have exhausted the appeal processes at the institutional levels* (refer to campus websites listed below containing campus-level appeal processes), and**
- 3. The sending institution can provide evidence that the decision made by the receiving institution was inconsistent with the Kansas systemwide transfer policy.**

To initiate the statewide appeal process, a written request must be submitted to the Kansas Board of Regents Vice President for Academic Affairs. Each request must include the following:

- Written documentation that the appeal processes and discussions for resolution have been exhausted at both the receiving and sending institutions;
- Supporting documents, which could include course descriptions, course syllabi, course objectives, learning outcomes, transcripts or other relevant information; and
- Rationale from the sending institution as to why the appeal should be supported.

Appeal Procedures

1. Appeals must be submitted by the Chief Academic Officer or designee of the sending institution to the Kansas Board of Regents Vice President for Academic Affairs, who will refer the appeal to the Chair of the Quality Assurance Subcommittee of TAAC.
2. The Quality Assurance Subcommittee will review arguments and evidence presented in the appeal at the next regularly scheduled meeting and make a recommendation to the full TAAC either to:
 - a. Uphold the receiving institution's decision to deny the transfer credit in question; or
 - b. Require the acceptance of the transfer credit in question by the receiving institution.
3. TAAC then reviews the recommendation of the Quality Assurance Subcommittee and makes a decision to approve or deny the appeal; TAAC will inform all parties involved within two weeks of its decision.

- a. If the receiving institution accepts the decision of TAAC, the process ends; or
 - b. If the receiving institution disagrees with the decision of TAAC, the Chief Academic Officer or designee can appeal to the Kansas Board of Regents President/CEO, or designee.
4. The President/CEO, or designee, will convene an *ad hoc* Appeal Subcommittee composed of three members of TAAC, with one of the members being a Regent. No member of the subcommittee may be from an institution involved in the appeal. The President/CEO, or designee, and the *ad hoc* Appeal Subcommittee will review all documentation provided through the statewide appeal process, and will make a final determination, to either:
 - a. Uphold the decision of TAAC and require the receiving institution to abide by that decision; or
 - b. Overturn the decision of TAAC, in which the receiving institution is not required to implement the TAAC decision.

*The following university websites list individual campus appeal procedures:

<http://www.emporia.edu/regist/com/transferdb.html>

<http://www.fhsu.edu/admissions/transfer-students/>

<http://www.k-state.edu/admissions/#p=apply/transfer.html>

<http://www.pittstate.edu/admission/undergraduate/transfer.dot>

<http://admissions.ku.edu/credit/transfer/>

<http://www.washburn.edu/admissions/undergraduate/transfer/transfer-guides.html>

http://webs.wichita.edu/?u=academicaffairs&p=/Transfer_and_Articulation/transferandarticulation/

Kansas Core Outcomes Groups (KCOGs)

Kansas Core Outcomes Groups (KCOGs) are discipline-specific groups comprised of representation from each institution of higher education. General structure:

- Reports to TAAC
- Receives its charge from TAAC
- Reviews specific courses within the discipline to articulate learning outcomes and agree upon systemwide transfer of course credit

General Charge to KCOGs

Discipline-specific KCOGs are required to meet annually, or as necessary, to discuss transfer, curriculum, and articulation of courses within a specific discipline. TAAC recommends courses for articulation and transfer, and assigns and charges a KCOG for each relevant discipline. When TAAC determines that a discipline-specific KCOG needs to be formed, the chief academic officer of each institution will appoint a faculty member and an alternate from the discipline. Each KCOG member has voting privileges on the discipline-specific KCOG. A liaison from TAAC is assigned to each KCOG as an *ex officio non-voting* member. The role of the TAAC liaison is to ensure that the mission of TAAC is carried out by the KCOG and that charges to the KCOG from TAAC are transmitted and followed in the work of the KCOG.

A specific KCOG may also determine and recommend an additional course or list of courses to examine for transfer and course equivalency. Courses that are recommended for systemwide transfer and equivalency must be presented to TAAC for approval. TAAC adjudicates all disagreement within a KCOG.

KCOG meeting agendas should adhere to the published report format presented to the chair prior to the meeting.

If the KCOG member and alternate fail to attend a KCOG meeting, then the member will have an opportunity to review the minutes of the meeting and provide comments on action items. Failure to participate in the articulation of course outcomes will be taken as agreement with the KCOG majority.

KCOG majority is defined as agreement by five of the seven four-year serving institutions and eighteen of the twenty-five community and technical colleges.

If the KCOG reaches a stalemate on an articulation or transfer equivalency issue, TAAC serves as the final decision-making body.

Outcomes/Goals of KCOG Meetings

TAAC will call an annual Core Outcomes meeting of discipline-specific KCOGs to articulate core outcomes of specific courses for system-wide transfer. The list of criteria used when recommending courses to review for system wide transfer is not limited to others, but will be considered initially:

- Courses that facilitate timely degree completion
- Courses that meet General Education requirements
- Courses up for review (5-year cycle)
- Frequency of transfer across institutions
- Lower division instruction* (as defined in KBOR policy)
- Number of institutions with course (minimum target of 12)
- Number of KCOGs that can be accommodated
- Recommendation of KCOGs

*lower-division instruction means course content and teaching at a level appropriate for first and second-year postsecondary students generally, but available to more advanced students who have no prior experience in the subject

It is the responsibility of the discipline-specific KCOGs to accept the charge from TAAC, including any courses to examine for possible transfer and course equivalency, to identify additional courses to articulate for systemwide transfer as appropriate, to clarify the core learning outcomes for courses that will transfer as equivalent systemwide, and to review and re-certify articulated courses to ensure continued transfer at least every five years. KCOG meeting participants' preparation and efforts result in achieving the following outcomes: implementation of the Kansas Transfer System to ensure that the common courses and ease of transfer across the community and technical colleges and four-year institutions.

TAAC defines learning outcomes as observable, measurable actions that students will be able to perform upon successful completion of a course. Each learning outcome should be clear, measurable, and follow the best practices of defining essential learning outcomes.

A. KCOGs recommendations to TAAC:

- Confirm learning outcomes for current courses articulated within the discipline across the two- and four-year institutions;
- Articulate the learning outcomes of additional courses, as appropriate, and evaluate for transfer across the two- and four-year institutions; and
- Update and affirm the accuracy of the Course Equivalency Guide (CEG) for the specific discipline.

- B. Each KCOG submits to TAAC a completed KCOG Report Form and approved meeting notes within 14 days of each KCOG meeting, including:
- Institutions and names of KCOG members represented at the meeting;
 - New, confirmed or changed articulated outcomes for courses;
 - Summary of addressed agenda items that require follow up;
 - Minutes of the KCOG discipline meeting;
 - Programmatic changes under development:
 - identifying the impact of proposed programmatic changes under development at the community and technical colleges or universities which may affect the transferability of credits;
 - identifying the impact of proposed changes on courses;
 - Date, location, time, chair, and tentative agenda items for the next meeting, if follow up from the fall meeting is required; and
 - Recommendations for courses for possible articulation.

Institutions Wishing to Add System Wide Transfer Courses Not Previously Offered

Institutions not offering SWT courses when courses are approved by the Board, but wish to add them later, may apply to add their course to the matrix by completing the application located at this website:

http://www.kansasregents.org/academic_affairs/transfer-articulation/transfer_articulation_council.

INSTITUTIONAL CLARIFICATION AND ADJUDICATION PROCESS

The Quality Assurance Sub-committee oversees the clarification and adjudication process. Following the Core Outcomes meeting, each KCOG discipline group will submit a completed KCOG Report and approved meeting notes within 14 days of the KCOG meeting. The report will include a list of the institutions and institutional representatives present, the updated course information table, a record of any vote that is taken on specific course outcomes, and meeting minutes. The course information table includes a list of each institutional name, the equivalent course name, and course number.

In situations where questions arise from the KCOG reports because institutions have designated on the course information table that they have no equivalent course by noting “not offered” or did not provide any course information for transfer courses, the Quality Assurance Sub-committee will seek written explanation in these situations.

In seeking additional information and explanation, the institutions’ Chief Academic Officer will be sent:

- Annual Core Outcomes Report - Institutional Clarification document
 - Identifies the discipline group, institutional name, voting representative from the institution who attended the Core Outcomes meeting, and the KRSN course name and number
 - States the institution designated “not offered” on the course information table or did not provide institutional course information for the course which is being recommended for equivalent transfer among the KS public higher education system
 - The Quality Assurance sub-committee requests written explanation for the “not offered” or missing equivalent course information
- Core Outcomes for the course in question

The document will be completed, signed and dated by the voting institutional representative, institutional department chair, Dean, and Chief Academic Officer or designee. It will be returned to Board staff for review by the Quality Assurance sub-committee at the next TAAC meeting.

At the next regularly scheduled TAAC meeting, the Quality Assurance sub-committee will review the response and make a recommendation to the TAAC to accept the response, to seek additional clarification, or to reject the response.

- If the response is accepted, a copy will be sent to the institutional Chief Academic Officer or designee with a cover letter/email indicating the explanation has been accepted and approved by TAAC.
- If additional clarification is needed, the institutional Chief Academic Officer or designee will be contacted with a follow-up request for additional information, questions to be answered, and further explanation that is needed.
- If the response is rejected, TAAC will send a written decision to the institutional Chief Academic Officer or designee indicating the reasons for denying the explanation or solution. TAAC's written decision will also include the resolution to the issue.

MEMBER RESPONSIBILITIES

Board Office Transfer & Articulation Staff

The Kansas Board of Regents staff assigned to TAAC supports the Council, prepares the agenda for all TAAC meetings, prepares materials specific to TAAC, and maintains records & documents pertaining to TAAC meetings.

The Board Office staff assigned to support the KCOGs maintains a record of all KCOG meetings, communicates meeting dates and times for the KCOGs, prepares and sends agendas to all KCOG members (at least 21 days prior to each meeting) and contacts the chair of the specific KCOG and TAAC Chair if the KCOG Meeting Report is not posted or sent to the KBOR office within 14 days after the KCOG meeting.

The Board Office staff assigned to support TAAC maintains a Common Course Matrix, which includes of a list of courses articulated along with dates of approved outcomes. This list informs TAAC of the review cycle for all courses on the Common Course Matrix.

TAAC Liaison

Each KCOG has a liaison appointed to the group from the members of TAAC. The role of the TAAC Liaison is to charge the KCOG with its annual duties and responsibilities, to ensure that the mission of TAAC is communicated to the KCOG, to ensure that the KCOG charge is carried out (by the KCOG), and to ensure excellent communication between TAAC and the KCOG. Each TAAC liaison communicates progress and any issues back to the Council.

A. At the beginning of each academic year

- Communicate the vision, mission, and charge to the KCOG.
- Ensure that an appropriate meeting schedule is established for the year, if extra meetings are required.
- Coordinate with Board Office staff to ensure that KCOG members are notified of the dates, times, and locations, of the KCOG meetings.
- Communicate the need for the process to foster consistency and to stay on task to the scope of work.
- Work with TAAC to set the annual goals for the KCOG, including:
 1. Courses to be articulated
 2. Learning outcomes to be developed
 3. Courses to review to ensure continued articulation

B. During the meeting

- Communicate the annual charge and goals to the KCOG, including:
 1. Courses to be articulated
 2. Learning outcomes to be developed
 3. Courses to review to ensure continued articulation
- Respond to questions as appropriate
- Keep the meeting focused on the charge

C. After the meeting

- Review KCOG Report for:
 1. Action item clarity
 2. Items that need to be presented to TAAC
 3. Items requiring follow-up

Specific Responsibilities of the Chair of a KCOG

A. Before the meeting

- Review Board transfer information.
- At least 21 days prior to the meeting, coordinate details with Board Office staff.
- At least two weeks prior to the meeting, send an email to members regarding:
 1. Details of the meeting
 2. Meeting agenda (and ask for additional agenda items)
 3. Ask KCOG members to review their institutional transfer information
 4. Circulate agenda to members

B. During the meeting

- Identify a Recorder to take the KCOG Meeting Notes—alert target institutional member in advance.
- Distribute the KCOG Attendance Sheet.
- Coordinate business items with the TAAC Liaison.
- Lead the members through all agenda items and institutional reports.
- Consider whether any changes to the CEG or the KSTG within the discipline are necessary.
- Update and confirm course equivalency information for courses under review; and
- Call for a vote on the outcomes, if ready.

C. After the meeting

- Review meeting notes and request that they be sent to Board Office staff. (Optional: They may first be sent to the membership for review.)
- Work with the TAAC liaison to ensure accuracy of the KCOG Report, if necessary.
- Ensure that all documents that need to be posted to the KCOG Report are sent electronically to Board Office staff.
- Work with the TAAC liaison to ensure that the KCOG Report (and if possible KCOG Meeting Notes) are submitted to Board Office staff within 14 days of the meeting.
- Respond to TAAC for clarification or additional action, as needed.

Host of a KCOG Meeting

A. Before the meeting

- Confirm with TAAC and Board Office staff, the date and time for the KCOG meeting.
- Schedule rooms and necessary A/V equipment.
- Make parking arrangements, prepare vouchers or code slips, and make signage arrangements
- Make arrangements for a no-host lunch and provide meal options with cost, RSVP deadline, etc. in an email to members. (Optional: Provide refreshments and/or lunch.)

- Notify TAAC and Board Office staff members of meeting date, time, place and directions/maps, parking instructions.
 - Recommend lodging.
 - Make special accommodation arrangements, as requested.
- B. During the meeting**
- (Optional: ask an administrator to give a short “Welcome” to attendees.)
 - Review “housekeeping” items: location of restrooms, water fountains, coffee shop, elevators; lunch plans; special events after the meeting, i.e. other state meetings, etc.
 - Troubleshoot as necessary.
- C. After the meeting**
- Provide feedback for future meetings, as necessary.

TAAC ANNUAL MEETING SCHEDULE AND TIMELINE

TAAC will meet monthly at the Kansas Board of Regents offices, generally scheduled to coincide with monthly Board meetings.

The tentative annual schedule for TAAC business will be as follows (with additional business as needed):

June:	Plan fall Core Outcomes meeting Determine liaison assignments Train liaisons for Core Outcomes meeting Name KCOG Chairs for discipline groups meeting in fall
September:	Finalize plans for Core Outcomes meeting Train KCOG Chairs and Liaisons for annual meeting
Sept./Oct.:	Kansas Core Outcomes Meeting
October:	Begin review of KCOG reports Debrief Core Outcomes meeting and discuss any issues
November:	Continue review of KCOG reports Approve outcomes/courses from KCOG reports Begin adjudication process, as needed
December:	Submit KCOG report to Board for approval of new courses
January:	Publish annual KCOG report Verify newly approved course information with Chief Academic Officers, Registrars, and Institutional Research staff at all institutions
February:	Posting new courses to transfer website, effective summer term Determine appropriate courses to be articulated at fall KCOG*
March:	Continue determining appropriate courses for fall KCOG Update Course Equivalency Guide and Matrix Adjudicate transfer issues and hear appeals as needed
April:	Continue updating Course Equivalency Guide and Matrix Solicit faculty participation/information at fall KCOG

Review TAAC membership
Monitor Institution websites for required transfer information

May: Revise and update policy and procedures
 Review and update Communication Plan
 Begin Core Outcomes planning process

Determine discipline groups needed for fall Kansas Core Outcomes Meeting

*Note: articulated outcomes for courses approved for Kansas System Wide Transfer should be reviewed at least every five years. Discipline groups may decide to review outcomes more often, as the need arises. If intermediate review is recommended by the KCOG, the KCOG must notify TAAC of its intent at least six months prior to the Core Outcomes Meeting at which review will be scheduled.