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 public, post-secondary institutions in the state.

The Kansas Board of Regents (KBOR) provides a Transfer and Articulation Council (TAAC) with oversight responsibility for implementing the Board’s transfer and articulation policy and to facilitate transfer and articulation across the system.

Vision
Student course transfer within Kansas higher education will be a seamless process characterized by access, transparency, efficiency, and quality assurance.

Mission
The TAAC mission is to create structures and processes that facilitate student course transfer and degree completion within Kansas higher education.

Goals
1. Identify courses acceptable for systemwide articulation and transfer with a focus on lower division general education courses and introductory courses to majors;
2. Create an effective, faculty-led structure for discipline level course articulations based on learning outcomes;
3. Ensure that appeals processes exist:
   a. for individual students at the institutional level; and
   b. at the system level to ensure equitable resolution of transfer concerns between institutions;
4. Address barriers to inter-institutional cooperation as they arise;
5. Use learning outcomes to determine course equivalency; and
6. Implement a clear and ongoing transfer structure.

Charge
The general charge given to the TAAC includes authority to:
1. Direct the Kansas Core Outcomes Groups with specific course articulations;
2. Adjudicate any disagreement from the Kansas Core Outcomes Groups;
3. Provide final recommendation on System Wide Transfer (SWT) courses to the Board;
4. Assure quality and adherence to agreed-upon learning outcomes of courses articulated across institutions; and
5. Review proposed revisions to Board policies and bring forward issues and trends that affect transfer and articulation.
Additionally, TAAC oversees communication to the institutions concerning the Course Equivalency Guides and approved core outcomes, including:

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

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

1. The course transfer and reverse transfer logos (available from KBOR),
2. A point of contact with email and phone information, and
3. An institutional appeal process.

TAAC MEMBERSHIP AND SUBCOMMITTEE TASKS

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 two-year sector and one from the four-year sector. Members of TAAC are nominated by his/her institution or by the Kansas Council of Instructional Administrators (KCIA) and appointed for rotating three-year terms. TAAC ratifies the appointment of the co-chairs.

The four-year sector shall have at least nine members:

1. One representative from each institution
2. At least two faculty members at large
3. Other representatives from various roles as deemed necessary

Collectively, the two-year colleges shall have the same number of representatives 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.

TAAC members will also serve on one subcommittee:

Core Outcomes Subcommittee
1. Reviews TAAC policy and procedure documents.
2. Trains Chairs and Liaisons about KCOG processes prior to the annual conference.
3. Oversees the adjudication process for institutional disputes related to articulation of core outcomes developed at the KCOG.

Quality Assurance Subcommittee
1. Analyzes data on transfer courses and transfer student success across institutions.
2. Reports data findings annually.
3. Oversees the appeal process.
KANSAS SYSTEM WIDE TRANSFER APPEAL PROCESS

Conditions of Appeal
A systemwide appeal process ensures equitable resolution of course transfer concerns between institutions, and institutional appeal processes ensure students a clear path for petitioning disputes regarding course 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 System Wide Transfer. In such cases, institutions may submit an appeal to the Kansas Board of Regents Vice President for Academic Affairs within 30 calendar days of notification of a transfer denial, or other unresolved concerns.

These conditions are required for system wide appeals:
1. Course must be approved for SWT;
2. Appeal processes have been exhausted at the institutional levels.
The following university websites list individual campus appeal procedures:
https://www.emporia.edu/academics-majors/academic-affairs/office-registrar/grades/transfer-information-transfer-credit-policy/
https://www.fhsu.edu/transfer/transcripts/index#appeal
https://www.k-state.edu/undergradadmit/transferability_of_credit.html
https://www.pittstate.edu/registrar/transfer-equivelency-guidelines.html
https://admissions.ku.edu/transfer-requirements-deadlines/transfer-college-credits/review-appeals-process
https://washburn.edu/registrar/transfer.html
https://www.wichita.edu/admissions/undergraduate/transfertowsu/appeal_process.php
3. Evidence of decisions or actions inconsistent with the Kansas system wide transfer policy.

To initiate the systemwide 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:
1. Written documentation that the appeal processes and discussions for resolution have been exhausted at both institutions;
2. Supporting documents, which could include course descriptions, course syllabi, course objectives, learning outcomes, transcripts or other relevant information; and
3. Rationale as to why the appeal should be supported.

Appeal Procedures
1. Appeals must be submitted by the Chief Academic Officer or designee to the Kansas Board of Regents Vice President for Academic Affairs, who will refer the appeal to the 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.
3. TAAC reviews the recommendation of the Quality Assurance Subcommittee; decides to approve or deny the appeal; and will inform all parties involved.
   a. If institutions accept the decision of TAAC, the process ends; or
   b. If institutions disagree 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 the TAAC, with one of the members being a Regent Board member. No member of the ad hoc Appeal 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 systemwide appeal process, and will make a final determination, to either:
a. Uphold the decision of TAAC and require institutions to abide by that decision; or
b. Overturn the decision of TAAC, in which institutions are not required to implement TAAC’s decision.

**Kansas Core Outcomes Groups (KCOGs)**

Kansas Core Outcomes Groups (KCOGs) are faculty-led discipline-specific groups comprised of representation from each public institution of higher education. Each KCOG:
1. Reports to TAAC;
2. Receives its charge from TAAC; and
3. 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 specifies courses for articulation and transfer and assigns and charges KCOG for each relevant discipline. When TAAC determines that a discipline-specific KCOG needs to convene, the Chief Academic Officer of each institution will appoint a faculty member 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 are transmitted and followed in the work of the KCOG.

It is the responsibility of the discipline-specific KCOGs to accept the charge from TAAC to:
- generate core learning outcomes for courses that will transfer as equivalent systemwide,
- review and re-certify articulated courses to ensure continued transfer at least every five years, and
- identify additional courses to articulate for systemwide transfer as appropriate.

KCOG conference participants’ preparation and efforts result in achieving the implementation of the Kansas Transfer System to ensure the ease of SWT courses across the community and technical colleges and four-year institutions.

TAAC will convene an annual Core Outcomes Conference of discipline-specific groups 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, but will be considered initially:
1. Courses that facilitate timely degree completion
2. Courses that meet general education requirements
3. Courses up for review (five-year cycle)
4. Frequency of transfer across institutions
5. Lower division instruction* (as defined in KBOR policy)
6. Number of institutions offering the course (minimum target of 12)
7. Number of KCOGs that can be accommodated
8. 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
KCOG Conference Procedures

1. Each KCOG will articulate/revise essential core student learning outcomes for the identified course for implementation in Kansas System Wide Transfer.
   a. TAAC defines learning outcomes as observable, measurable actions that students will be able to perform upon successful completion of a course.
   b. Each learning outcome should be clear, measurable, and follow the best practices of defining essential learning outcomes.
2. KCOG’s reviewing/revising core outcomes by electronic mode will adhere to the same criteria as those meeting in person. The chair(s) will determine the electronic meeting system (Skype, Webex, etc.)
3. KCOG agendas should adhere to the published report format presented to the chair(s) prior to the conference.
4. KCOG majority is defined as agreement on core outcomes by five of the seven four-year public institutions and eighteen of the twenty-five public community and technical colleges.
5. Each public institution shall have one voting representative per articulated course. Each public institution is entitled to vote on the core outcomes whether or not their institution currently offers the course.
6. If the KCOG member fails to attend the KCOG conference, the member will have an opportunity to review the minutes of the meeting and provide feedback. Failure to participate in the articulation of course outcomes will be taken as agreement with the KCOG majority.
7. If the KCOG reaches a stalemate on an articulation or transfer equivalency issue, TAAC serves as the final decision-making body.
8. Each KCOG will include the following recommendations to TAAC:
   a. Confirm learning outcomes for specified courses articulated within the discipline across the two- and four-year public institutions;
   b. Articulate the learning outcomes of additional courses, as appropriate, and evaluate for transfer across the two- and four-year public institutions; and
   c. Update and affirm the accuracy of the Course Equivalency Guide (CEG) for the specific discipline.
9. Each Discipline Group submits a completed KCOG Report in approved electronic form to TAAC within 14 days of each KCOG conference, including:
   a. Institutions and names of KCOG members represented at the meeting;
   b. New, confirmed or changed articulated outcomes for specified courses within the KCOG Report;
   c. Summary of addressed agenda items that require follow up;
   d. Programmatic changes under development:
      i. identifying the impact of proposed programmatic changes under development at any institution which may affect the transferability of credits;
      ii. identifying the impact of proposed changes on courses;
   e. Chair(s), for the next meeting;
   f. Provide date, location, and time for any required follow up meeting;
   g. Recommendations for courses for possible articulation.
10. TAAC adjudicates all disagreements within KCOGs.

Kansas Public Institutions Wishing to Add System Wide Transfer Courses Not Previously Offered
Kansas public 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 Course Equivalency Guide by completing the application located at this website: http://www.kansasregents.org/academic_affairs/transfer-
articulation/transfer_articulation_council.

INSTITUTIONAL CLARIFICATION AND ADJUDICATION PROCESS

In situations where questions arise from the KCOG reports regarding course information or other matters affecting the seamless transfer of courses, the Core Outcomes Subcommittee may seek written clarification.

In seeking additional information and clarification, the institution’s Chief Academic Officer will be sent:

1. A request from the Core Outcomes subcommittee for written clarification on course information or other matters in question for the specified course to include the following information:
   - KRSN code and course title
   - Discipline(s) group
   - Voting faculty representative from the institution who attended the KCOG conference;
2. The KCOG Report for the course in question; and
3. Other helpful information as appropriate.

The institution will respond to Board staff members within the stated timeframe. The Core Outcomes Subcommittee will review the response and seek input from the Vice President for Academic Affairs and the TAAC Board Member Representative as necessary to make a recommendation to the TAAC.

1. If additional clarification is needed, the institutional Chief Academic Officer or designee will be contacted with a follow-up request for additional information from the Vice President for Academic Affairs and the TACC Board Member Representative, which will be provided to the TAAC.
2. The TAAC will communicate the final recommendation to the institution’s Chief Academic Officer or designee.

MEMBER RESPONSIBILITIES

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

Board staff maintains a record of all KCOG meetings, communicates meeting dates and times for the KCOGs, prepares and sends agendas to all KCOG participants, and appoints chair(s) of the specific KCOG groups.

Board staff maintains a Course Equivalency Guide for all approved SWT courses, which includes all course information with dates of approved outcomes.

Roles of TAAC Liaisons
Each KCOG has a liaison appointed from TAAC. The role of the TAAC Liaison is to communicate the vision, mission, and charge to the KCOG. Each TAAC liaison communicates progress and any issues back to the Council.
1. **During the KCOG meeting the TAAC Liaison**
   Communicates the annual charge and goals to the KCOG, including:
   a. Courses to be articulated
   b. Learning outcomes to be developed
   c. Courses to review to ensure continued articulation
   d. Responds to questions as appropriate
   e. Keeps the meeting focused on the charge

2. **After the KCOG meeting the TAAC Liaison**
   Reviews the KCOG Report for:
   a. Clarity
   b. Items that need to be presented to TAAC
   c. Items requiring follow-up

**Specific Responsibilities of the Chair(s) of the OnSite KCOG**

1. **Before the meeting**
   a. Review System Wide Transfer information available on the Transfer and Articulation website
   b. Be familiar with outcomes of the specified course
   c. Coordinate details with Board staff
   d. Be prepared to write common core outcomes for all courses within the report

2. **During the meeting**
   a. Identify a Recorder to take meeting notes if desired
   b. Take Attendance
   c. Coordinate agenda items with the TAAC Liaison
   d. Lead the members through all agenda items (writing core outcomes, voting, etc.)
   e. Update and confirm course equivalency information for courses
   f. Call for a vote on the outcomes

3. **After the meeting**
   a. Share the report with all voting faculty members before sending to Board staff
   b. Work with the TAAC liaison to ensure accuracy of the KCOG Report
   c. Send the report in the approved electronic format to Board staff
   d. Respond to Board staff and TAAC for clarification or additional action

**Specific Responsibilities of the Chair(s) of an Electronic KCOG**

1. **Before the meeting**
   a. Review System Wide Transfer information available on the Transfer and Articulation website
   b. Be familiar with outcomes of the specified course
   c. Coordinate electronic KCOG meeting with participating faculty (Skype, WebEx, etc.)
   d. Be prepared to revise/write common core outcomes

2. **During the meeting**
   a. Take attendance or identify participants in report
   b. Lead the members through all agenda items (revising/writing core outcomes, voting, etc.)
   c. Update and confirm course equivalency information for courses
   d. Call for a vote on the outcomes and provide a deadline for responding. Non-responses will be counted as a yes vote.

3. **After the meeting**
   a. Share the report with all voting faculty members before sending to Board staff
b. Work with Board Staff to ensure accuracy of the KCOG Report  
c. Send the report in the approved electronic format to Board Staff  
d. Respond to Board staff and TAAC for clarification or additional action

**Host of a KCOG Meeting**  
1. **Before the meeting**  
   a. Confirm with TAAC and Board Office staff, the date and time for the KCOG meeting.  
   b. Schedule rooms and necessary A/V equipment.  
   c. Make parking arrangements, prepare vouchers or code slips, and make signage arrangements  
   d. Plan a no-host lunch and provide meal options with cost, RSVP deadline, etc. in an email to members. (Optional: Provide refreshments and/or lunch.)  
   e. Recommend lodging.  
   f. Make special accommodation arrangements, as requested.

2. **During the meeting**  
   a. Provide a short “Welcome” to attendees.  
   b. Review “housekeeping” items: location of restrooms, water fountains, coffee shop, elevators; lunch plans; special events after the meeting, i.e. other state meetings, etc.  
   c. Troubleshoot as necessary.

3. **After the meeting**  
   a. 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 a week before monthly Board meetings. The tentative annual schedule for TAAC business will be as follows (with additional business as needed):

- **Aug./Sept./Oct.:**  
  - Institutions submit courses for next KCOG in Course Inventory  
  - Institutions submit faculty representatives for next KCOG  
  - Board Staff solicits KCOG Chairs for discipline groups  
  - Finalize plans for Core Outcomes meeting  
  - Train KCOG Chairs and Liaisons for annual meeting  
  - Host Kansas Core Outcomes Conference

- **Nov./Dec.:**  
  - Debrief and discuss KCOG Conference  
  - Review KCOG reports  
  - Approve outcomes/courses from KCOG reports  
  - Begin adjudication process, as needed

- **Dec./Jan.:**  
  - Recommend new SWT courses to the Board of Regents

- **Jan./Feb.:**  
  - Institutions verify newly approved course information in Course Inventory  
  - Approve requests from institutions to offer SWT courses not previously offered  
  - Examine new and review courses to be articulated at fall KCOG*  
  - Adjudicate transfer issues and hear appeals as needed  
  - Post annual KCOG Conference Report to website  
  - Continue approving requests from institutions to offer SWT courses not previously offered

- **Mar./April:**  
  - Research appropriate courses for upcoming fall KCOG
Continue approving requests from institutions to offer SWT courses not previously offered
Monitor Institution websites for required transfer information

May/June:
Revise and update policy and procedures
Review TAAC membership
Determine discipline groups needed for fall KCOG Conference
Preliminary planning for fall KCOG Conference
Post new courses to transfer website, effective summer term

*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 by notifying KBOR staff.