



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 in undergraduate programs;
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 Systemwide 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 Transfer Kansas Portal 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 web pages 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 their 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 institutional appeal process for courses included in SWT.

Board Office Staff

The Kansas Board of Regents staff supports the Council by preparing agendas and materials for all TAAC meetings, maintaining records and historical documents, and updating the TAAC website.

KANSAS SYSTEMWIDE TRANSFER INSTITUTIONAL APPEAL PROCESS

For established systemwide transfer courses, a systemwide appeal process ensures equitable resolution of course transfer concerns between institutions. Student appeals must be handled at the institutional level. Concerns between institutions and TAAC about the inclusion of courses in SWT are handled through the clarification and adjudication process. Institutions may appeal if unable to resolve disagreements with other institutions regarding the transfer of courses approved by the Kansas Board of Regents for Systemwide Transfer.

Conditions of Appeal

These conditions are required for systemwide 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-transcript-analyst/transfer-credit-policy/>
<https://www.fhsu.edu/transfer-military-center/transfer-credits/index>
https://www.k-state.edu/undergradadmit/transferability_of_credit.html
<https://www.pittstate.edu/registrar/transfer-equivalency-guidelines.html>
<https://admissions.ku.edu/apply/credit-transfer>
<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 systemwide 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. 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.
2. TAAC will review arguments and evidence presented in the appeal at the next regularly scheduled

meeting.

3. If necessary, the Quality Assurance Subcommittee will meet separately to further review arguments and evidence and make a recommendation to TAAC to approve or deny the appeal.
4. TAAC will inform all parties involved of their decision.
5. If institutions accept the decision of TAAC, the process ends; or
6. 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.
7. 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:
8. Uphold the decision of TAAC and require institutions to abide by that decision; or
9. Overturn the decision of TAAC, in which institutions are not required to implement TAAC's decision.

KANSAS CORE OUTCOMES GROUPS (KCOG) CONFERENCE

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 at least every five years to ensure continued transfer, 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 Systemwide Transfer. The list of criteria used when recommending courses to review for Systemwide Transfer is not limited to, but will be considered initially:

1. Courses that facilitate timely degree completion
2. Courses that meet general education requirements and introductory courses to majors

3. Courses recommended by faculty
4. Courses requested by institutions
5. Courses up for review (five-year cycle)
6. Frequency of transfer across institutions
7. Lower division undergraduate course level* (as defined in KBOR policy)
8. Number of institutions offering the course (minimum target of 12)
9. Number of discipline groups that can be accommodated
10. Recommendations from KCOG reports
11. Courses required in the most common transfer programs
12. High need areas of employment in Kansas

**lower-division, undergraduate. Designed as freshman-sophomore courses.*

KCOG Conference Procedures

1. Each KCOG will articulate/revise essential core student learning outcomes for the identified KRSN course code and title for implementation in Kansas Systemwide 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 faculty co-chairs will determine the electronic meeting system (Zoom, Microsoft Teams, Webex, etc.) if electronic meetings are an option. If a satisfactory review of outcomes does not occur via asynchronous methods, a synchronous virtual meeting may be required.
3. KCOG agendas should adhere to the published report format presented to the faculty co-chairs 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 appointed representative from an institution fails to attend the KCOG conference, the representative will have an opportunity to review the appropriate KCOG report. 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 report 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 learning outcomes of additional courses, as appropriate, and evaluate potential courses for transfer across the two- and four-year public institutions; and
 - c. Update and affirm the accuracy of SWT courses in the Transfer Kansas Portal 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. Suggested faculty co-chairs 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.
11. CAOs certify course information in Course Inventory after Board approval of SWT courses.

Kansas Public Institutions Wishing to Add Systemwide 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, must apply to add their course to the Transfer Kansas Portal by completing the application located on the TAAC website. TAAC shall review and approve requests to add a course to the Transfer Kansas Portal. TAAC, or their designee, may expedite the approval process if the institution participated in the most recent KCOG conference session where the outcomes for the respective course were created/reviewed.

Institutional Clarification and Adjudicating Process

TAAC determines equivalency of institutional courses based on core learning outcomes established at KCOG. In situations where questions arise from the KCOG reports or certification of institutional courses regarding course equivalency, missing 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 institutional course information or other matters in question for the specified institutional course to include the following information:
 - KRSN course code and title
 - Discipline(s) group
 - Voting faculty representative from the institution who attended the KCOG Conference
 - Specification of the issue that the institution needs to address and/or information that needs to be provided
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 time frame. The response should provide rationale and justification when determining that a course is not equivalent. 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 full 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. TAAC will communicate the final decision to the institution's Chief Academic Officer or designee.
3. Institutions wanting to appeal the final decision of TAAC should follow the process below:
 - Appeals must be submitted by the Chief Academic Officer or designee to the Kansas Board of Regents President/CEO.
 - The President/CEO, or designee, will convene an *ad hoc* Clarification and Adjudication 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* Clarification and

Adjudication Appeal Subcommittee may be from an institution involved in the appeal. The President/CEO, or designee, and the *ad hoc* Clarification and Adjudication Appeal Subcommittee will review all documentation provided through the clarification and adjudication process, and will make a final determination, to either:

- Uphold the decision of TAAC and require institutions to abide by that decision; or
- Overturn the decision of TAAC, in which institutions are not required to implement TAAC's decision.

Responsibilities for the KCOG Conference

Board Office Staff

Board staff maintains a record of all KCOG Conferences, communicates meeting dates and times for the KCOG, prepares agendas and other necessary documents, and updates the KCOG website. Board staff maintains and monitors the Transfer Kansas Portal for all approved SWT courses, which includes all course information with dates of approved outcomes.

Chief Academic Officers (CAO)

- Submits preliminary courses for upcoming KCOG in May
- Appoints faculty representatives to register for upcoming KCOG in August/September
- Certifies course information for newly approved SWT courses from most recent KCOG
- Responds to any TAAC request for clarification and adjudication process
- Emphasizes the importance of attending the KCOG, even when the institution may not currently offer an equivalent course.

TAAC Liaisons

Each KCOG discipline group 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. Before the KCOG Conference

- a. Communicates with institutional KCOG faculty representatives regarding the courses identified by their CAO to be articulated and the representative's role in the meeting
- b. Secures faculty co-chairs for the discipline group and provides an electronic KCOG report for each course within the discipline group

2. During the KCOG Conference

Communicates the annual charge and goals to the KCOG, including:

- a. Courses to be articulated or reviewed
- b. Learning outcomes to be developed
- c. Purpose and processes of the meeting
- d. Responds to questions as appropriate
- e. Keeps the meeting focused on the charge

3. After the KCOG Conference

Reviews the KCOG Report for:

- a. Outcomes approved by the group
- b. Recommendations of future courses
- c. Items requiring follow-up

Faculty Co-Chairs for a New Course

1. Before the KCOG Conference

- a. Review Systemwide Transfer information available on the Transfer and Articulation website
- b. Be familiar with the outcomes of the selected course from their institution and any accreditation requirements that may guide outcome development
- c. Coordinate details with Board staff and KCOG host
- d. Be prepared to write common core outcomes for all courses specified by TAAC
- e. Ensure work does not occur until all faculty representatives are registered or identified

2. During the KCOG Conference

- a. Identify a Recorder to take meeting notes if desired
- b. Record attendance and votes in the KCOG report
- 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 information for courses listed in the report
- f. Call for a vote on the outcomes. Non-responses will be counted as a yes vote.

3. After the KCOG Conference

- a. Share the report with all voting faculty members and other participants as appropriate
- b. Allow time for feedback, before sending to Board staff
- c. Work with the TAAC liaison and Board staff to ensure accuracy of the KCOG Report
- d. Send the report in Word format to Board staff within 14 days after the KCOG Conference
- e. Respond to Board staff and TAAC for clarification or additional action

Faculty Co-Chairs for a Review Course

1. Before the KCOG Conference

- a. Review Transfer Kansas Portal information available on the Transfer and Articulation website
- b. Be familiar with the outcomes of the review course from their institution and any accreditation requirements that may guide outcome development
- c. If meeting electronically outside the KCOG is an option; Coordinate electronic meeting with participating faculty (Zoom, Microsoft Teams, WebEx, etc.)
- d. Be prepared to revise/write common core outcomes
- e. Ensure work does not occur until all faculty representatives are identified and included

2. During the KCOG Conference

- a. Identify a Recorder to take meeting notes if desired
- b. Record attendance and votes in the KCOG report
- c. Coordinate agenda items with the TAAC Liaison
- d. Lead the members through all agenda items (revising/writing core outcomes, voting, etc.)
- e. Update and confirm course information for courses in the Transfer Kansas Portal
- f. Call for a vote on the outcomes and provide a deadline for responding if meeting electronically was an option. Non-responses will be counted as a yes vote.

3. After the KCOG Conference

- a. Share the report with all voting faculty members and other participants as appropriate
- b. Allow time for feedback, before sending to Board staff
- c. Work with TAAC liaison and Board staff to ensure accuracy of the KCOG Report
- d. Send the report in Word format to Board Staff within 14 days after the KCOG Conference
- e. Respond to Board staff and TAAC for clarification or additional action

Host of a KCOG Conference

1. Before the KCOG Conference

- a. Confirm with TAAC and Board staff the date and time for the KCOG meeting
- b. Determine conference format (virtual and/or in-person)
- c. Schedule rooms and necessary A/V equipment
- d. Set up registration website with RSVP deadline
- e. If applicable, make parking arrangements, prepare vouchers or code slips, and make signage arrangements
- f. If applicable, provide meal options with cost added to registration
- g. If applicable, recommend lodging.
- h. Make special accommodation arrangements, as requested.

2. During the KCOG Conference

- a. Provide a short “Welcome” to attendees.
- b. Review “housekeeping” items:
 - In-Person: location of restrooms, water fountains, coffee shop, elevators; lunch plans; special events after the meeting, i.e. other state meetings, etc.
 - Virtual: instructions for break-out rooms after opening session
- c. Troubleshoot as necessary.

3. After the KCOG Conference

- a. Provide feedback for future meetings, as necessary.

TAAC TIMELINE and TASKS

TAAC will meet monthly, typically 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.: Registration opens for upcoming KCOG
 Institutions/CAOs register faculty representatives for KCOG
 Board Staff/TAAC solicit faculty Co-Chairs for discipline groups
 Finalize plans for KCOG
 Train KCOG Faculty Co-Chairs and TAAC Liaisons for KCOG
 Assist Host-Institution of KCOG
- Nov./Dec.: Debrief and discuss KCOG Conference
 Review KCOG reports
 Approve outcomes/courses from KCOG reports
 Begin clarification and adjudication process, as needed
- Dec./Jan. Recommend new SWT courses and provide TAAC update to the Board
- Jan./Feb.: Institutions/CAOs certify course information for newly approved SWT courses
 from most recent KCOG
 Approve requests from institutions to offer SWT courses not previously offered
 Adjudicate transfer issues and hear appeals as needed
 Post annual KCOG Conference Report to website
- Mar./April: Examine possible new and required review courses* for next KCOG
 Research appropriate new courses for upcoming KCOG
 Approve requests from institutions to offer SWT courses not previously offered
 Monitor institution websites for required transfer information
- May/June: CAO or designee submits preliminary courses for upcoming KCOG
 Revise and update TAAC policy and procedures
 Review TAAC membership
 Preliminary planning for upcoming KCOG
 Post new courses to Transfer Kansas Portal, effective following summer term

*Note: Articulated outcomes for courses approved for Kansas Systemwide 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.