

TAP Implementation Plan 2014-15 and 2015-16

Approved: 26 September 2014

Revised: 6 June 2015

This document outlines the plan for the implementation of the Transfer and Articulation Policy (TAP) approved by the Connecticut Board of Regents for Higher Education in March 2012. This implementation plan supersedes the plan issued in September 2013.

Principles

A broad set of principles accompany this implementation plan. These principles stem from the spirit of the resolution adopted by the Board to develop and implement rigorous, high-quality academic programs that provide seamless transfer for students from community colleges to CSCU four-year institutions upon completion of an approved transfer associate degree.

- The TAP and its accompanying implementation plan are designed to promote student success and progress; the purpose of this work is to serve CSCU students.
 - All CSCU students should meet the same expectations for student learning.
 - To serve students, fast progress is essential; processes for implementation should accelerate and facilitate implementation of pathways.
- Faculty have primary responsibility for curriculum and in development of pathways.
 - Faculty should play a leadership role in pathways development.
 - Disciplinary disagreements must be resolved by faculty in the discipline.
 - Faculty participating in pathways will communicate expectations up-front and openly.
 - Faculty participants in pathways discussions should have authority to negotiate and make agreements.
 - Faculty serving as co-chairs for the TAP Framework Implementation and Review Committee (FIRC) will receive a stipend for the academic year.
 - Service to system-wide TAP committees, work groups, and other assignments related to transfer and articulation should be counted as service in promotion and tenure.
- The TAP implementation
 - benefits from clarity and transparency, including
 - agreed-upon means for dispute resolution,
 - expectations that student learning on TAP outcomes will be assessed at all 17 CSCU institutions,
 - explicit timelines for implementation, and
 - interpretations that are consistent and articulate a relationship between the framework and pathways.
 - recognizes campuses have a vested interest in smooth student transitions between high-quality academic programs; participation of each campus is essential for the success of TAP and to preserve campus-level curricular governance.

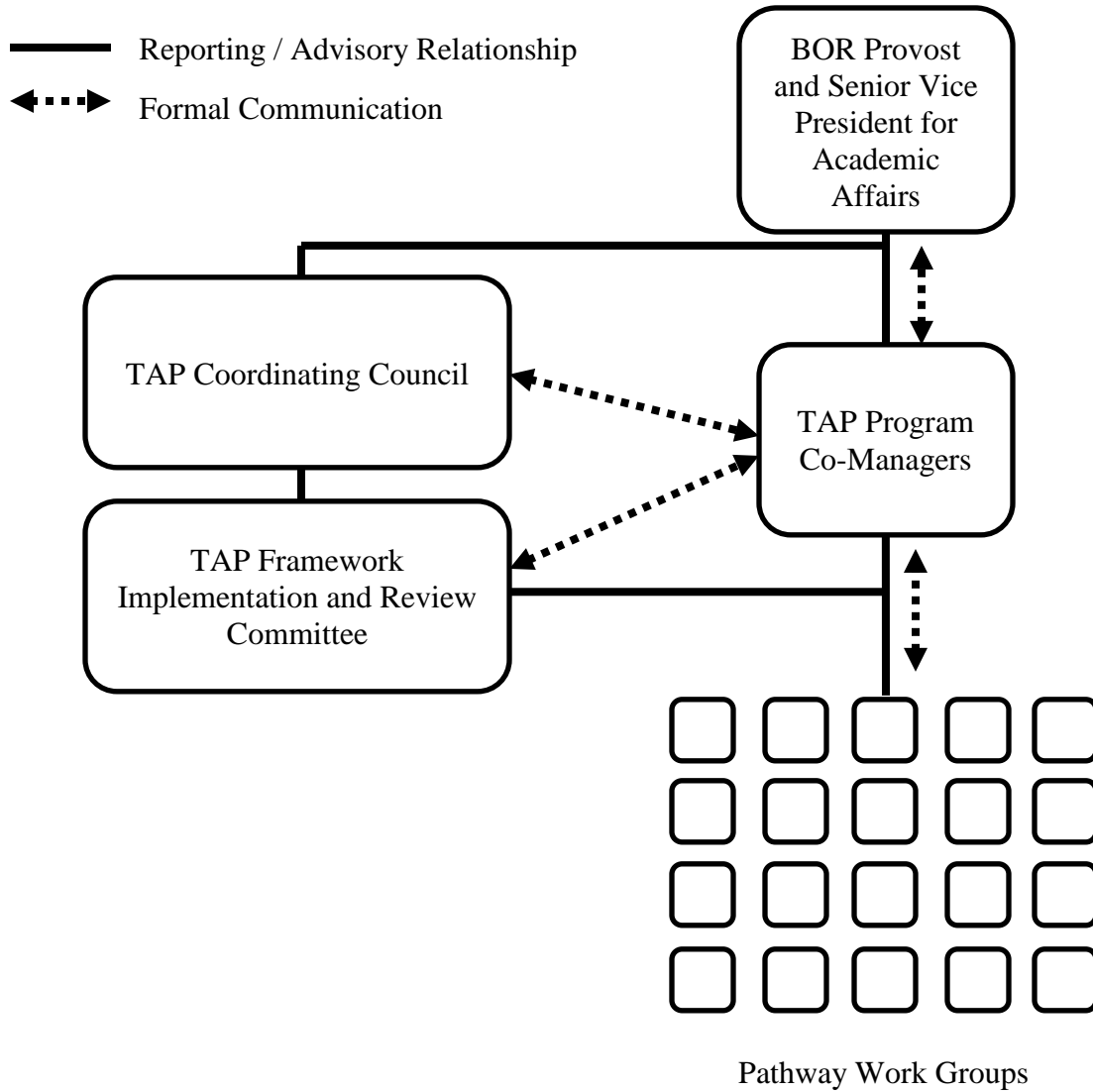
- acknowledges communication is essential and requires a structure. The TAP Coordinating Council, the TAP Framework Implementation and Review Committee, the TAP Pathways Work Groups, and the TAP Program Co-Managers each should have a plan for what to communicate, an identified audience, and a set regular period for communication.
- The TAP General Education Framework (Framework30) and Major Pathways (Pathway 30) should
 - feature a competency-based general education 30/31-credit core (Framework30).
 - provide 30 credits of additional course work (Pathway30) that focuses on additional general education requirements before program-specific courses, in order to allow the most flexibility for students.
 - follow uniform and consistent formats for the sake of transparency and ease of use for students.
 - allow, in instances where flexibility is absolutely necessary, from community college to community college, 3-6 credits of variation among pathways to 4-year institutions.
 - represent the curriculum for transfer associate's degrees at community colleges; these degrees receive endorsement votes at the campus level approval by the BOR.
 - represent articulation agreements between the two-year and the four-year institutions and follow whatever campus-based approvals are needed to establish articulation agreements.
 - be mindful of all course work needed to complete a particular degree at each of the four-year campuses that offer it (University60).
 - Should be depicted using a common template that
 - is clear and easy for students and faculty to understand, and
 - includes coursework that completes the bachelor's program.

Implementation

Three groups and two full-time Program Co-Managers at BOR will implement the TAP:

- TAP Coordinating Council
- TAP Framework Implementation and Review Committee
- TAP Pathway Work Groups (1 per discipline)
- TAP Program Co-Managers

Relationships Among Groups and Communication Diagram



TAP Coordinating Council (TAP CC)

The TAP Coordinating Council creates the overarching implementation plan, monitors its success, adjusts the plan as needed, resolves issues of process, and makes recommendations to BOR executive staff for major changes. TAP Program Co-Managers are responsible for providing the Council's Co-Chairs with agendas for meetings.

Charge:

- Advise the Provost and SVP for Academic and Student Affairs through the TAP Program Managers
- Develop a plan for ongoing overarching implementation of TAP that identifies and determines
 - roles and responsibilities,
 - membership and constitution of groups,
 - timelines for completion of activities, and
 - disciplines for pathways in 2014-15.
- Receive reports at the end of each calendar month or more frequently as needed from
 - TAP Program Co-Managers, and
 - TAP Framework Implementation and Review Committee.
- Review high-level assessment of TAP (How well is TAP working? What evidence supports this? What recommendations should be made to adjust?).
- Receive recommendations from the TAP Framework Implementation and Review Committee and the Co-Managers for adjustments to process.
- Approve process for changes in TAP Framework requiring shared governance approvals.
- Establish on an ad hoc basis small, disciplinary-based dispute resolution groups to adjudicate disagreements within pathways work groups.
- Meet once a semester and as needed.
- Communicate following each meeting the outcomes of all deliberations to
 - the Provost and Senior Vice President for Academic and Student Affairs,
 - CSCU Academic Council of Chief Academic Officers, and
 - the Faculty Advisory Committee.

Membership:

- Terms run September 1 – August 31
- BOR Vice Presidents of the state universities and the community colleges, Co-chairs
- Six members of the Faculty Advisory Committee, with two-year, staggered terms, selected by the FAC
- Six chief academic officers to consist of
 - 2 state university provosts with two-year terms; one member starting in even-numbered years, and one member starting in odd-numbered years;
 - 3 community college academic deans/provosts (with one alternate) with two-year terms; two members starting in even-numbered years, and one member and the alternate starting in odd-numbered years;
 - the Provost of Charter Oak State College; and
 - TAP Co-Managers, ex-officio, non-voting.

TAP Framework Implementation and Review Committee (FIRC)

The TAP Framework Implementation and Review Committee has primary responsibility to oversee the TAP general education framework (Framework30), to monitor how the major pathways (Pathway30) are integrated with the Framework30, to review learning outcomes assessment data about general education outcomes provided by campuses, and to make advisory recommendations for adjustments to the TAP Framework. The FIRC shall serve as a clearinghouse for information and clarification of TAP programming. A subcommittee shall provide dispute resolution for student appeals.

Charge:

- Review campus implementation of TAP's Framework30 and report findings to TAP Program Co-Managers.
- Receive regular reports from TAP Program Co-Managers about Work Group progress.
- Advise the TAP Coordinating Council and the TAP Pathway Work Groups through the TAP Program Co-Managers.
- Review layout, structure, and effectiveness of TAP templates for pathways; make recommendations to TAP Program Co-Managers for adjustment as necessary.
- Ensure Framework30 is consistently applied across all campuses.
- Review Pathway templates generated by Work Groups for consistency with TAP Framework30 and CSU and Charter Oak programs (University60). When necessary, FIRC will recommend strategies for ensuring Pathways can be approved by all stakeholders and communicate changes via the Program Co-Managers where changes are needed.
- Make recommendations to the Coordinating Council via the TAP Program Co-Managers for major changes to TAP Framework.
- Review and grant exceptions for inclusion of the entire TAP Framework in a pathway, upon the request of disciplinary Pathway Work Groups.
- Complete learning outcome rubric models and suggest ongoing quality improvement of rubrics.
- Facilitate periodic review of the Framework30 learning outcomes.
- Make recommendations about assessment expectations, including when assessment should occur (e.g. should 4-year institutions assess students following completion of 60 credits?); review assessment results.
- Establish a subcommittee to adjudicate student issues unresolved at the campus level.
- Meet monthly, except in June, July, August and January.
- Each FIRC member acts as a liaison with home campus Chief Academic Officers.
- Communicate following each meeting the outcomes of all deliberations to the
 - TAP Coordinating Council,
 - TAP Pathway Work Groups, and
 - TAP Program Co-Managers.

Membership:

- 17 voting, teaching-faculty members, with one representative from each CSCU institution, elected on each campus in keeping with the typical procedure followed on the campus for elections to faculty committees. Each member shall be elected for a three-year term and shall serve for no more than two consecutive three-year terms.
- In the event that a TAP-FIRC member is unable to serve for a prolonged period of time (e.g., for reasons such as sabbatical, extended illness), the campus shall elect, according to its policy, an interim or replacement representative.
- 2 non-voting, non-teaching faculty with expertise and experience in transfer and articulation, one from a community college and one from CSU/COSC. These members shall be appointed by the TAP FIRC Co-chairs and serve 3-year staggered terms, with no limit on the number of terms a member may serve.
- TAP Program Co-Managers, ex officio, non-voting.
- During the 2014-15 year, FIRC voting membership will consist of current membership. For 2015-16 (Year 1), five members shall rotate off the committee and be replaced by five newly elected members. For 2016-17 (Year 2), another six of the original members shall rotate off the committee and be replaced by six newly elected members. For 2017-18 (Year 3), the final six original members will rotate off and be replaced by six newly elected members. Subsequent years of the committee shall follow this rotation beginning with the pattern established in 2015-16.
- The rotation shall specifically use the following order for these three categories of institutions: 4-year institutions (4YR), large community colleges (LCC), and small community colleges (SCC).
 - Year 1: 1 4YR, 2 LCC, 2 SCC members to rotate
 - Year 2: 2 4YR, 2 LCC, 3SCC members to rotate
 - Year 3: 2 4YR, 3LCC, 2 SCC members to rotate
- One co-chair from the community colleges and one co-chair from the state universities, elected by FIRC voting members at the final meeting of the academic year, will serve a one-year term with a limit of three consecutive terms. Co-chairpersons will receive a stipend for the academic year.

Attendance:

- TAP-FIRC members are expected to attend all meetings. When unable to attend in person, members may call in through the arranged conference call; however, members are encouraged to attend in person as this facilitates the conversation given the large number of members in the group.
- Members shall inform the Chairpersons of any anticipated absences from meetings.
- Membership in the committee shall be terminated for any voting Member who misses 2 regularly scheduled meetings in the same semester.

TAP Pathway Work Groups

TAP Pathway Work Groups will be constituted for each university major based on a schedule approved by the TAP Coordinating Council. Work Groups will be responsible for developing pre-major pathways, which in a clear and consistent fashion will present coursework required in the transfer associate's degree that transfers into the 4-year institutions. The 4-year institutions are responsible for providing in the template the complementary set of coursework that completes the bachelor's degree. Through the campus chief academic officer in consultation with disciplinary faculty, each campus will designate a faculty representative to each major pathways Work Group.

Charge:

- Create a disciplinary pathway for a transfer associate's degree that allows students who complete the degree to be admitted to a 4-year institution with junior status with two years, or 60 credits, remaining to complete the four-year degree.
- The template should be created using the standard TAP worksheet, listing
 - any encumbered competencies in the Framework30,
 - all course work for the Pathway30, and
 - all course work needed to complete the degree at each of the four-year universities that offer it (University60).
- Work Group members communicate the deliberations and decisions of the Work Group to faculty in their department at their home institutions; Work Group members have the capacity to negotiate and make agreements on behalf of their departments.
- Faculty co-conveners attend orientation in October, coordinate meeting dates and locations, and construct preparatory documents; permanent co-chairs elected at first meeting (may be the co-conveners) facilitate meetings, prepare the pathways template, and communicate with the TAP Program Co-Managers.
- Communicate template to TAP Framework Implementation and Review Committee (through the TAP Program Co-Managers) to ensure it is consistent with TAP Framework30 as well as CSU and Charter Oak programs (University60).
- When necessary, a Work Group member will meet with FIRC to review proposed template.
- Individual members will guide the proposed Pathway30 through the approval process on each campus, unless a TAP Coordinator has been identified for the campus.

Membership:

- Terms run September 1 – May 31, or until pathway is approved; terms may be extended
- Each Work Group will consist of disciplinary faculty representatives for each major pathway, up to 17 faculty members, one from each campus where the discipline is offered; members will be identified by chief academic officers in consultation with the department housing the degree program.
- A temporary co-convenor from the community colleges and one from the 4-year institutions will be recommended by nominating chief academic officers and selected by the TAP Program Co-Managers.

- Permanent co-chairs to replace the co-conveners will be elected by the Pathway Work Groups at their first meeting; additional orientation for permanent co-chairs will be provided by the TAP Program Co-Managers as needed.

Program Co-Managers

The TAP Program Co-Managers have primary day-to-day responsibility for the implementation of TAP and the communication among all groups about TAP, with special focus in 2014-15 of pathways creation and approval. The TAP Program Co-Managers are chosen from CSCU teaching faculty, one from the CSU faculty, one from Community College faculty. The TAP Program Co-Managers are full-time employees of the BOR and report to the BOR Provost and Senior Vice President for Academic and Student Affairs. The duties of the position will evolve from implementation to maintenance and evaluation over time.

Charge:

- Serve as ex-officio, non-voting members of the TAP Coordinating Committee and of the Framework Implementation and Review Committee
- Take full, day-to-day responsibility and corresponding decision-making authority (in consultation with Provost as appropriate) to manage the successful development of pathway programs governing all aspects of the transfer and articulation process.
 - Review and guide activity of TAP Pathway Work Groups, including development, monitoring, and implementation of project work plan.
 - Monitor curricular changes and adjustments that may affect the implementation of TAP Pathways.
- Provide effective communication, guidance, and direction to the many committees engaged in managing and facilitating the successful transfer of students from the two-year college to the four-year university/college.
 - Conduct orientation for Pathway Work Group co-chairs.
 - Report feedback to Coordinating Council, assist with scheduling, and coordinate communication among all groups.
- Review and analyze the current status of each Pathway30 and work with the disciplinary Work Groups to expedite their review by FIRC, Coordinating Council, and the CSCU Academic Council, as well as their approval at the appropriate campuses.
- Review the organization structure, committee assignment, and appointments to respective committees to ensure that they provide optimal support for the program pathway approval process and to recommend any necessary changes.
- Build a solid model for developing successful pathways programs.
 - Create worksheets for developing templates.
 - Prepare layout of uniform pathways template
 - Oversee website construction, content, and updates with technical support from BOR IT.
- Provide updates and reports to the respective committees and the BOR's Academic and Student Affairs Committee.
 - Provide regular reports to TAP Coordinating Council, TAP Framework Implementation and Review Committee, and TAP Pathway Work Groups.
 - Communicate at least monthly a formal progress report to the Coordinating Council, TAP Framework Implementation and Review Committee, TAP Pathway Work Groups, and the CSCU Academic Council.

Employee Qualifications:

- Current, tenured teaching faculty at CSCU Community Colleges or CSUs

- Minimum 7 years of experience in the C SCU system
- Considerable understanding of student transfer issues, articulation, and curricular design
- Ability to work with faculty and administrators
- Strong project management, organizational, and communication skills

Timeline

2014

- September TAP Coordinating Council approves revised implementation plan.
- September/
October TAP Program Co-Managers contact Pathway Work Group members, identify co-conveners, and conduct orientation meetings.
- October Pathway Work Groups Round 1 reconvene
Pathway Work Groups Round 2 convene
- All five four-year campuses have completed articulating Framework 30 to campus general education programs
- November Pathway Work Groups (Rounds 1 & 2) meet for the second time to continue work on the pathway
- December Pathway Work Groups Round 3 convene

2015

- January Pathway Work Groups (Rounds 1 & 2) complete templates and submit Pathway30 to TAP Program Co-Managers in order to begin approval and review process:
- FIRC reviews for consistency with TAP policies and principles.
 - Individual campuses for curricular review (guided by Work Group members or campus TAP Coordinators); this step may include returning the Pathway30 to Work Group and FIRC.
 - CSCU Academic Council (and Student Affairs) for review
 - Coordinating Council for review
 - BOR for approval
- Pathway Work Groups (Round 3) meet for second to continue work on the pathway
- May Pathway Work Groups (Round 3) complete templates and submit Pathway30 to TAP Program Co-Managers in order to begin approval and review process (which will continue in the Fall 2015 term):
- FIRC reviews for consistency with TAP policies and principles.
 - Individual campuses for curricular review (guided by Work Group members or campus TAP Coordinators); this step may include returning the Pathway30 to Work Group and FIRC.
 - CSCU Academic Council (and Student Affairs) for review
 - Coordinating Council for review
 - BOR for approval

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| June | BOR receives 11 transfer associate's degrees for approval |
| September | Pathway Work Groups Round 4 convene Approval and Review process for Round 3 Pathways continues |
| November | Pathway Work Groups (Round 4) meet for the second time to continue work on the pathway |
| December | BOR Receives 5 transfer associate's degrees for approval |

2016

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| January | <p>Pathway Work Groups (Round 4) complete templates and submit Pathway30 to TAP Program Co-Managers in order to begin approval and review process:</p> <ul style="list-style-type: none"> • FIRC reviews for consistency with TAP policies and principles. • Individual campuses for curricular review (guided by Work Group members or campus TAP Coordinators); this step may include returning the Pathway30 to Work Group and FIRC. • CSCU Academic Council (and Student Affairs) for review • Coordinating Council for review • BOR for approval |
| June | BOR receives final 6 transfer associate's degrees for approval |

Pathways for Transfer Associate's Degrees

Round 1. Reconvene Fall 2014 and complete by end of Spring 2015

1. Biology
2. Business/Management
3. Communication
4. Media
5. Nursing (temporary exemption)
6. Psychology

Round 2. Convene Fall 2014 and complete by end of Spring 2015

1. English¹
2. Chemistry
3. History¹
4. Political Science
5. Mathematics¹
6. Sociology

Round 3. Convene late Fall 2014 and complete by end of Fall 2015

1. Accounting
2. Social Work
3. Computer Science
4. Criminology
5. Marketing²

Round 4. Convene in early Fall 2015 and complete by end of Spring 2016

1. Elementary Education³
2. Physical Education
3. Exercise Science
4. Art¹
5. Finance²
6. Theater/Drama

These degrees are available at only one CSU; transfer pathway may already exist and should not be placed into TAP

1. Sport and Fitness Administration/Management
2. Industrial Technology/Technician
3. Construction Management

¹ Has a secondary education track; initial focus should be on non-education track

² May be encompassed by Business/Management for several institutions

³ High enrollment but difficulties because students declare majors in various subjects