Tab 13

Committee on Transfer and Articulation Update

Coordinating Board for Higher Education
June 7, 2018

BACKGROUND

Sections 173.020 (3) and 173.005.2 (6), RSMo, authorize the Coordinating Board for Higher Education to ensure efficient and effective transfer of students among Missouri institutions and to establish guidelines to promote and facilitate the transfer of students between institutions of higher education. The Committee on Transfer and Articulation (COTA), a standing advisory committee of the CBHE, works within the board's statutory authority to coordinate the transfer of students in Missouri. This agenda item reports on COTA's efforts in the past year to promote efficient transfer.

CURRENT STATUS

Transfer Policy

MDHE staff charged COTA with developing procedures to be followed by institutions of higher education and the commissioner of higher education in resolving disputes concerning the transfer of course credit from one public institution to another, as required by § 178.788, RSMo. In response, COTA created a policy for the Transfer Appeal Process and Denial of Transfer Credit Notification Policy (see Tab 7 for complete text), as well as forms to streamline the process of transfer credit denial notification. Additionally, MDHE staff also charged COTA with developing criteria to evaluate the transfer practices of each public institution of higher education in the state and to evaluate the transfer practices of each institution based on this criteria, also required by § 178.788, RSMo. COTA has developed several qualitative methods of evaluating transfer practices and will continue to work on this charge with MDHE staff.

2018 Missouri Conference on Transfer and Articulation

The Missouri Conference on Transfer and Articulation, an annual statewide forum to address transfer and articulation issues, was held February 21, 2018, in Osage Beach, Missouri. Over 150 registrants from all institutional sectors attended the conference. Attendees included transfer practitioners, advisors, registrars, institutional faculty and staff, chief executive and chief academic officers, and MDHE staff. The transfer conference theme, *Navigating the Future*, represented the opportunities and challenges brought by the Higher Education Core Curriculum Act, now known as CORE 42. Several sessions focused on CORE 42, including a general information session, a session on the transfer appeal process and notification of credit denial procedures, and one on the transfer evaluation portion of the act. Additional sessions on dual credit, math pathways, transfer partnerships, best practices in transfer, and transfer technology focused on critical topics in transfer and articulation. The assessment of the 2018 conference was positive and included recommendations that COTA will consider in planning the 2018 conference. The full 2018 conference evaluation report and COTA conference program are attached.

Missouri Reverse Transfer

COTA's coordination of Missouri Reverse Transfer (MRT) encompassed training, guidance, and efficiency improvements for the program over the past year. A training session for MRT coordinators and support staff was held February 20, 2018, in Osage Beach Missouri. More than 50 people attended the session. A total of **776 degrees** have been awarded from the beginning of the program in fall of 2014 until the last data collection in June of 2017. Data is collected once a year.

Reverse Transfer Completions by Institution	2014-2015	2015-2016	2016-2017
Crowder College	8	19	11
East Central College	25	17	6
Jefferson College	15	9	2
Metropolitan Community College	28	39	40
Mineral Area College	21	9	11
Missouri State University-West Plains	4	7	11
Moberly Area Community College	19	22	11
North Central Missouri College	2	5	0
Ozarks Technical Community College	46	52	53
St. Charles Community College	39	41	17
St. Louis Community College	48	27	30
State Fair Community College	8	21	7
State Technical College	0	0	11
Three Rivers College	9	17	9
Total:	272	285	219

Transfer Survey

An electronic transfer survey was created by COTA and sent to transfer professionals in April 2018. This survey was designed to solicit suggestions and data from transfer professionals to identify areas that should be improved and solicit suggestions. COTA will consider the results of this survey in future transfer policy and guideline development. Over 100 transfer professionals completed this survey. The top issues and suggestions are provided below.

What are the main reasons for college credit not transferring as equivalent credit?

- There is too much focus on the exact content as opposed to the overall concepts of the course.
- Institutions not confident in the level of rigor at another institution.
- Faculty is too strict in their evaluation of a course.
- Credits coming from non-accredited schools or without regional accreditation can't be accepted.
- Courses are not matching hours between institutions.
- There is too little coordination between schools.
- Students change their major or are advised incorrectly.
- Institutions not keeping the student's best interests in mind.
- There is no transfer equivalent at the institution.
- The content for the class is lacking.
- Each institution has a different requirement for their degrees. There is no standardization in common fields.
- There are clear differences in learning outcomes and course descriptions.
- It is too difficult to find information on courses at institutions, and staff is limited.

What suggestions do you have for improving transfer in Missouri?

- Stronger communication and more flexibility between institutions. Institutions should collaborate more on items like articulation agreements.
- Early outreach and communication between the student and the four-year school while the student is enrolled at the two-year institution. This should be encouraged by both institutions.

- More standardization and regulation like the CORE 42 are needed. Many institutions won't get on board until it is mandated.
- Align degree requirements.
- Do more of what is in the best interest of the student instead of for the institution.
- Common course descriptions or objectives should be standardized.
- Ensuring common transfer classes are the same credit hours.
- There should be more focus on the overall learning outcomes.
- Include independents in more transfer conversations.
- Statewide repository for generic course syllabi and mandatory equivalencies for basic core classes would be beneficial. Course syllabi should be more accessible.
- There should be more recommendations and resources for transfer professionals.
- Transfer requirements should be more transparent.

NEXT STEPS

Moving forward, COTA will complete the following in 2018:

- Coordinate collaboration to streamline policy procedures and train institutions on the new transfer appeal process and the denial of transfer credit notification.
- Hold a transfer workshop this summer for registrars, transfer and articulation officers, and reverse transfer coordinators.
- Revise the administrative rules on student transfer, the Transfer Student's Rights and Responsibilities information, and the credit transfer guidelines.
- Explore ways to train new and current transfer professionals. A video training program is in the development stages.
- Continue to develop criteria to evaluate the transfer practices of each public institution of higher education in this state.

RECOMMENDATION

This is an information item only.

ATTACHMENTS

A. COTA Conference Evaluation Dashboard
B. COTA Conference Program
C. COTA Roster

MDHE
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COTA CONFERENCE OVERVIEW:

The Committee on Transfer and Articulation (COTA) is charged by the Coordinating Board for Higher Education to review and make recommendations on transfer issues, study and develop transfer guidelines for traditional and non-traditional credits, solicit suggestions and data from administrators, faculty, and students concerning transfer, and monitoring institutions to determine whether they are informing transfer students of their rights and responsibilities.

The Missouri Transfer Conference is coordinated and planned by COTA, and has been held annually since 2007. The intent of the conference is to provide attendees with additional data about best transfer practices, persistent transfer problems, and useful resources. The conference also provides an excellent opportunity to network with colleagues from across the state on transfer/articulation issues and challenges of mutual concern.

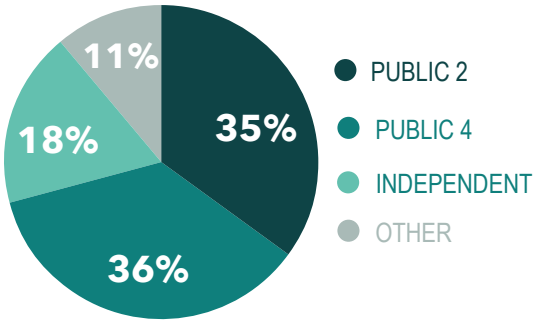
Continued on page 2

COMMITTEE ON TRANSFER & ARTICULATION
2018 EVALUATION SUMMARY

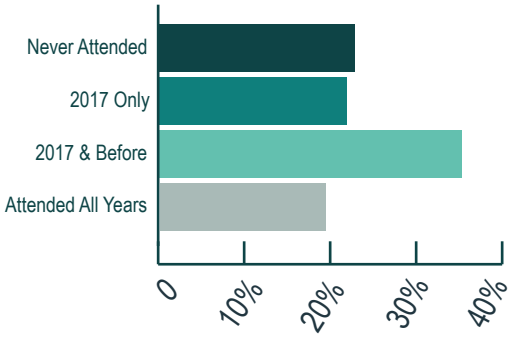
ATTENDANCE BY POSITION AREA

TRANSFER STUDENT SERVICES	40%
REGISTRAR OR SUPPORT STAFF	23%
ADMINISTRATION	22%
DEAN/DIVISION CHAIR	8%
OTHER	7%

ATTENDANCE BY SECTOR



PREVIOUS YEARS OF ATTENDANCE



OVERALL ASSESSMENT OF THE 2018 CONFERENCE

Overall satisfaction with the conference remained consistently high. The 2018 conference received the highest satisfaction rate in recent years.

Evaluation Questions Mean response, scale 1 (strongly disagree) to 10 (strongly agree)	2018 N=45	2017 N=82	2016 N=78	2014 N=116
Today's conference was helpful for increasing my understanding	8.9	8.4	8.2	8.4
The presentations and discussions addressed important issues surrounding transfer	9.1	8.6	8.4	8.5
Overall, I am satisfied with today's conference	9.1	8.8	8.3	8.5
I would recommend this conference to other transfer professionals	9.3	9.1	8.6	8.7
I am interested in participating in future conferences or events about transfer student issues	9.1	8.9	8.5	8.6

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COTA CONFERENCE OVERVIEW:

The 2018 conference theme was "Navigating the Future." Zora Mulligan gave the opening conference welcome as the Commissioner of the Department of Higher Education. Notable speaker, Dr. Beth Tankersley-Bankhead, executive director of Kansas City Scholars Inc., presented at lunch on this organization that offers scholarships and student support to low- and modest-income high school students and adult learners. Additional conference sessions included presentations on the Higher Education Core Curriculum Act, the Missouri Mathematics Pathways Initiative, as well as sessions on Transfer Partnerships, and Transfer Student Services. Presentations can be found online at:

http://dhe.mo.gov/cota/cotaconference.php.

COMMITTEE ON TRANSFER & ARTICULATION
2018 EVALUATION SUMMARY

BREAKOUT SESSION FEEDBACK

Assessment of breakout sessions was generally high, showing the highest attendance in sessions focusing on Core Curriculum and Senate Bill 997 requirements. Questions were measured on a mean scale of 1 (strongly disagree) to 10 (strongly agree).

1. This conference session was helpful for increasing my understanding of a specific transfer issue or practice.
2. This topic was relevant to my transfer practice.
3. The presenter was knowledgeable about the topic presented.
4. Overall, I am satisfied with this session.

SESSION TITLE		N	Q1	Q2	Q3	Q4	AV.
SESSION 1	Core Curriculum Act	36	8.4	8.8	9.1	9.0	8.9
	Increasing Access for Transfer Scholars in Science	2	9.5	8.0	8.0	8.0	8.4
	Transfer Mentor Program: One Year Later	11	9.0	8.7	9.4	9.0	9.0
SESSION 2	Transfer Student Success Initiatives with National Student Clearinghouse	9	8.4	7.9	9.0	8.8	8.5
	Lessons Learned from a Metro-wide College Scholarship & Student Support Program	9	8.6	8.3	9.8	9.3	9.0
	Transfer Student Services & Support Round Table	9	8.6	8.3	9.8	9.3	9.0
SESSION 3	Core Curriculum Act (Repeat Session)	36	8.4	8.8	9.1	9.0	8.9
	Birds of a Feather-Implementing Core 42	19	8.9	9.1	9.1	9.0	9.0
	Transfer Evaluation Process	8	7.0	7.9	8.1	8.0	7.8
	Math Pathways	10	9.6	9.3	9.7	9.5	9.5
SESSION 4	Role of Developmental Education in Math Pathways	8	8.9	9.0	9.3	9.3	9.1
	Missouri Alliance of Concurrent Enrollment	9	8.6	7.6	8.9	8.9	8.5
	Resolving Credit Transfer Disputes	23	8.2	7.6	8.4	8.2	8.1

Missouri Department of Higher Education

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COMMITTEE ON TRANSFER & ARTICULATION
2018 EVALUATION SUMMARY

2018 WRITTEN CONFERENCE FEEDBACK SUMMARY

Generally, participants at this year's conference reported positively, although there were suggestions of items to improve the conference. Written feedback was based on three questions, which are provided below with a listing of responses appearing most frequently.

Question 1: "What aspects of today's conference did you find most helpful?"

A majority of participants stated they were especially appreciative of the opportunity to network with colleagues facing similar issues, along with a venue offering insight on relevant and interesting topics.

- Opportunity to network
- Getting the statewide perspective as well as the insight from other institutions
- The Sessions on the Core Curriculum and other Senate Bill 997 topics
- The questions and sharing in each session…very beneficial

Question 2: "What suggestions do you have to improve future conferences?"

- Build more time in each session for questions and sharing on best practices—this is the most helpful
- More sessions that offer networking opportunities
- A track that is geared for newbies in the Higher Education field
- More sessions for private institutions

Question 3: "What are transfer issues on the horizon that could be effectively addressed at a future conference?"

Along with recommendations appearing in Question 2 above, respondents identified a wide range of issues they would like to see addressed at future conferences, along with several requests to continue working on current issues.

- Funding/State appropriations-how it affects transfer and Missouri Institutions
- More on Core Curriculum
- Round table session to share best practices
- Best practices for Prior Learning Assessment
- Advising students session
- Network building between 2-year and 4-year public institutions
- Gateway to college programs

2018 COTA CONFERENCE

NAVIGATING THE FUTURE

FEBRUARY 21, 2018

TAN-TAR-A RESORT

LAKE OF THE OZARKS

8:30a.m. **Registration and Continental Breakfast (Hotel Lobby)**

9:00a.m. **Welcome (Salon C)**

B.J. White, Chair, Committee on Transfer and Articulation, Transfer Services Manager, St. Charles Community College
Dr. Rusty Monhollon, Assistant Commissioner for Academic Affairs, Missouri Department of Higher Education

Keynote Speaker:
Zora Mulligan, Commissioner of Higher Education, Missouri Department of Higher Education

10:00-10:50a.m. **Session One Breakouts**

Higher Education Core Curriculum Act
Room 62

Presenter:
Dr. Rusty Monhollon, Assistant Commissioner for Academic Affairs, Missouri Department of Higher Education

Moderator:
Amy Werner, Research Associate, Missouri Department of Higher Education

Session Description:
The Missouri Department of Higher Education and the Core Curriculum Advisory Committee have developed CORE 42, a statewide core transfer curriculum that all public institutions have adopted. CORE 42 requires at least 42 hours of lower-division coursework distributed across five knowledge areas, and includes a common course numbering equivalency matrix to guarantee transfer of specific courses. Dr. Rusty Monhollon will discuss the structure and goals of CORE 42, as well as progress on its implementation. (Session is repeated in the afternoon).

Webster University Increasing Access for Transfer Scholars in Science
Room 63

Presenters:
Christina Gilbert, Associate Director, Transfer Admission, Webster University
Dr. Stephanie Schroeder, Associate Professor, Biological Sciences, Webster University

Moderator:
Jessica Fazio, Assistant Registrar, Transfer Services, Lindenwood University

Session Description:
Webster University is increasing access for transfer students to study the sciences. With funds from a National Science Foundation grant, Webster is creating unique scholarship and study opportunities for transfer students. The department of biological sciences has developed new programs in chemistry and computational biology. These programs will have room to grow, as Webster has just opened a new interdisciplinary sciences building providing state-of-the-art lab and research facilities for its students. Each of these exciting new developments position Webster University to help inspire more transfer students to study the sciences. Webster will share what it has learned in these endeavors.

Transfer Mentor Program: One Year Later
Room 64

Presenters:
Brooke Lockhart, Assistant Director of Admissions for Transfer, Southeast Missouri State University
Brenna Young, Enrollment Services Specialist-Resource, Jefferson College
Pauletta Burns, Academic Advisor, Southeast Missouri State University-Poplar Bluff

Moderator:
Bev Schenkel, Associate Provost of Enrollment and Retention Management, Northwest Missouri State University

Session Description:
The Transfer Mentor Program is a Concurrent Enrollment pilot program for the state. Jefferson College, Three Rivers College, and Southeast Missouri State University partnered together to ease the burden for transfer students. Learn where the program stands one year later.

11:00-11:50a.m. **Session Two Breakouts**

Transfer Student Success Initiatives with National Student Clearinghouse
Room 62

Presenters:
Nancy Penna, Regional Director, National Student Clearinghouse
Casey Wallen, Regional Director, National Student Clearinghouse

Moderator:
Beverly Schenkel, Associate Provost of Enrollment and Retention Management, Northwest Missouri State University

Session Description:
Learn how you can use the Clearinghouse's services to make progress toward your transfer student success goals and your completion agenda. The Student Tracker service offers transfer student advocates the ability to review data to help both community colleges and universities research and track transfer students at their institutions. The Reverse Transfer Service will help you identify eligible students and reduce manual data entry by sending and receiving student course/grade data to review when awarding degrees retroactively. No more need to exchange transcripts! The latest enhancements and progress around the country will be discussed.

Adult Learners: Lessons Learned from a New Metro-wide College Scholarship and Student Support Program
Room 63

Presenters:
Dr. Beth Tankersley-Bankhead, Executive Director, KC Scholars

Moderator:
Krystal Lang, Director of Transfer Services and Off-Campus Sites, University of Missouri-St.Louis

Session Description:
KC Scholars – a large-scale college scholarship and student support program serving low- and modest-income students and adults – launched in fall 2016. KC Scholars will generate at least 8,000 college graduates in the next 10 years, including 2,300 adult learners.

KC Scholars offers financial support and college advisement support from acceptance into the program

through college completion. Supports are provided by KC Scholars, KC Degrees, and postsecondary partners. Lessons learned over the past year and effective practices in supporting adult learners will be shared during this presentation.

Transfer Student Services & Support Round Table
Room 64

Presenters:
Benjamin Howard-Williams, Undergraduate Curriculum & Articulation Specialist, University of Missouri-Kansas City
B.J. White, Transfer Services Manager, St. Charles Community College
Jessica Fazio, Assistant Registrar, Transfer Services, Lindenwood University

Moderator:
Cheryl Dobson, Registrar, Missouri Southern State University

Session Description:
Join colleagues from Admissions, Student Services, Advising, and others to discuss your institution's approach to serving the needs of transfer students. Topics will include admissions practices, orientation efforts, coaching/mentoring support, common challenges, advisor interventions, etc.

12:00-12:50p.m. **Lunch (Salon C)**

12:30-12:45p.m. **Speaker**
Dr. Beth Tankersley-Bankhead, Executive Director, KC Scholars

1:00-1:50p.m. **Session Three Breakouts**

Higher Education Core Curriculum Act
Room 62

Presenter:
Dr. Rusty Monhollon, Assistant Commissioner for Academic Affairs, Missouri Department of Higher Education

Moderator:
B.J. White, Transfer Services Manager, St. Charles Community College

Session Description:
The Missouri Department of Higher Education and the Core Curriculum Advisory Committee have developed CORE 42, a statewide core transfer curriculum that all public institutions have adopted. CORE 42 requires at least 42 hours of lower-division coursework distributed across five knowledge areas, and includes a common course numbering equivalency matrix to guarantee transfer of specific courses. Dr. Rusty Monhollon will discuss the structure and goals of CORE 42, as well as progress on its implementation. (Session is repeated from this morning).

Math Pathways
Room 63

Presenter:
Erik Anderson, Research Associate, Missouri Department of Higher Education

Moderator:
Dr. David Jones, Associate Vice-President/Associate Dean of Faculty, Westminster College

Session Description:
In March of 2017, after more than a year of deliberation and debate, the faculty members who comprise the Missouri Mathematics Pathways Taskforce finalized the student learning outcomes (SLOs) for four mathematics pathway courses: Mathematical Reasoning & Modeling, Statistical Reasoning, Precalculus Algebra, and Precalculus. This session will offer information on the pathway courses and outline how they fit within the recently developed Core Curriculum for Missouri's public colleges and universities.

Birds of a Feather-Implementing Core 42
Room 64

Presenters:
Brenda Selman, Asst. Vice Provost for Enrollment Services, Registrar, University of Missouri-Columbia
Cheryl Dobson, Registrar, Missouri Southern State University
Gavin O'Connor, Special Assistant to the Provost, Ozarks Technical Community College

Moderator:
Brooke Lockhart, Assistant Director of Admissions for Transfer, Southeast Missouri State University

Session Description:
The implementation of the Common Core Transfer Curriculum (CORE 42) at Missouri's public institutions of higher education will occur in fall of 2018. CORE 42 requires at least 42 hours of lower-division coursework distributed across five knowledge areas, and includes a common course numbering equivalency matrix to guarantee transfer of specific courses.

This session will include discussion of how registrars and staff plan to implement the CORE 42.

Transfer Evaluation Process
Room 74/75

Presenters:
Benjamin Howard-Williams, Undergraduate Curriculum & Articulation Specialist, University of Missouri-Kansas City
Jessica Fazio, Assistant Registrar, Transfer Services, Lindenwood University
Amy Werner, Research Associate, Missouri Department of Higher Education

Moderator:
Benjamin Howard-Williams, Undergraduate Curriculum & Articulation Specialist, University of Missouri-Kansas City

Session Description:
SB 997 charges the Coordinating Board for Higher Education to develop criteria to evaluate the transfer practices of each public institution of higher education in Missouri and to evaluate the transfer practices based on these criteria. The members of COTA invite your feedback and suggestions for improvement on the established standards and benchmarks to be used in the evaluation of transfer processes at Missouri public institutions.

2:00-
2:50p.m.

Session Four Breakouts

What is the Role of Developmental Education in Math Pathways?

Presenters:
Dr. Charlene Atkins, Department Chair, Academic Enrichment, University of Central Missouri
Dr. Chris Stockdale, Associate Dean, College of Education, University of Central Missouri

Moderator:
Artie Fowler, MACC Kirksville Director, Moberly Area Community College

Session Description:
This presentation discusses the implementation of innovative developmental education practices University of Central Missouri launched in response to Missouri House Bill 1042, which influenced the statewide adoption of best practices in remediation. Presenters will share lessons learned from implementing new prerequisites, corequisites, and expanded co-curricular academic supports, while inviting participants to engage in a discussion about how such developmental pathways might affect transfer and articulation.

Missouri Alliance of Concurrent Enrollment Partnerships

Presenters:
Melissa Smith, Director of Concurrent Enrollment & MoACEP President, Crowder College

Moderator:
Gavin O'Connor, Special Assistant to the Provost, Ozarks Technical Community College

Session Description:
Are you familiar with the new chapter for the Missouri Alliance of Concurrent Enrollment Partnerships (MoACEP)? In this session, many members from the MoACEP Board will discuss why this new chapter was formed, what benefits it can provide your concurrent enrollment programs, post secondary and secondary partners.

Resolving Transfer Credit Disputes

Presenters:
David Jones, Associate Vice-President/Associate Dean of Faculty, Westminster College
Krystal Lang, Director of Transfer Services and Off-Campus Sites, University of Missouri-St. Louis
B.J. White, Transfer Services Manager, St. Charles Community College
Jessica Fazio, Assistant Registrar, Lindenwood University
Brooke Lockhart, Assistant Director of Admissions for Transfer, Southeast Missouri State University
Amy Werner, Research Associate, Missouri Department of Higher Education

Moderator:
Cheryl Dobson, Registrar, Missouri Southern State University

Session Description:
SB 997 directed the coordinating board to develop procedures for public institutions of higher education in resolving disputes concerning the transfer of course credit. SB 997 also directed public institutions of higher education to give written notice of a denial of transfer credit to the student and sending institution. COTA has developed a policy for the implementation of these directives. COTA invites you to discuss protocol for the new policy as well as the use of a standardized notification letter.

3:00-
3:15p.m.

Conference Evaluation Collection • Attendance Prizes • Closing Remarks

Speakers

ZORA MULLIGAN

Missouri Commissioner of Higher Education

Zora Mulligan was appointed Missouri commissioner of higher education by the Coordinating Board for Higher Education in August 2016

Mulligan served as assistant commissioner, general counsel and legislative liaison for the Missouri Department of Higher Education from 2007 to 2010. During that time, she participated in the development of the state's coordinated plan for higher education; assisted in establishing policies to implement landmark higher education legislation, including a new need-based financial aid program; and conducted a review of the state's public college and university facilities to develop a process for prioritizing capital projects.

Mulligan served as the executive director of the Missouri Community College Association (MCCA) from 2010 to 2014. MCCA represents Missouri's 12 community colleges and provides professional development opportunities for community college employees at all levels and assists community college leaders in developing consensus on shared issues. Mulligan secured $50 million in federal grants for job-training programs, successfully lobbied for a special appropriation from the state general assembly to provide community colleges with more equitable funding, and increased individual and organizational membership in the association.

From 2014 to 2016, Mulligan was the chief of staff for the University of Missouri System. In that role, she advised the president, coordinated activities that involved multiple departments within the system office and multiple campuses within the four-campus system, and assisted with the ongoing implementation of the system's strategic plan.

Mulligan holds bachelor's degrees in political science and psychology from Drury College and a master's degree in education and juris doctor from the University of Kansas.

DR. BETH TANKERSLEY-BANKHEAD

Dr. Beth Tankersley-Bankhead (PhD) is the executive director of Kansas City Scholars, Inc. Tankersley-Bankhead, who previously served as the director of postsecondary initiatives in Education at the Kauffman Foundation, steered the development of KC Scholars with input from over 70 organizations in the Kansas City region and led its incubation at the Kauffman Foundation. KC Scholars is a 501(c)3 scholarship and student support program that serves low- and modest-income high school students and adult learners in a six-county, bi-state service area. When fully scaled, there will be at least 2,000 Scholars in the program each year.

Tankersley-Bankhead previously served as the executive director of the Missouri College Advising Corps (MCAC), a full-time near-peer college advising model headquartered at the University of Missouri. She has also held positions at Eastern Illinois University, University of Nebraska-Kearney, Kappa Delta Pi, University of Central Missouri, and University of Missouri.

Tankersley-Bankhead is a first-generation college student. She received her PhD in Educational Leadership and Policy Analysis, Higher and Continuing Education from the University of Missouri and holds a bachelor's degree in elementary education and English education from the University of Central Missouri and a master's degree in counseling and guidance with an emphasis in college student personnel from Eastern Illinois University.

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#COTA2018
@MoHigherEd

Coordinating Board for Higher Education
June 7, 2018

Tab 13 Attachment C

Committee on Transfer and Articulation Roster

NAME	TITLE	INSTITUTION
Krystal Lang, Chair	Director of Community College Relations	University of Missouri-St. Louis
Beverly Schenkel, Past Chair	Associate Provost of Enrollment and Retention Management	Northwest Missouri State University
Cheryl Dobson, Secretary	Registrar	Missouri Southern State University
Benjamin Howard-Williams	Undergraduate Curriculum & Articulation Specialist	University of Missouri-Kansas City
Open Until Filled		Proprietary Opening
Melanie Stegeman	District-Wide Registrar	St. Louis Community College
Brooke Lockhart	Assistant Director of Admissions for Transfer Recruitment	Southeast Missouri State University
Gavin O'Connor	Special Assistant to the Provost	Ozarks Technical Community College
Fran Padow	Director, Education Services	Metropolitan Community College
Artie Fowler	MACC Kirksville Director	Moberly Area Community College
Dr. David Jones	Associate Vice-President/Associate Dean of Faculty	Westminster College
Jessica Fazio	Assistant Registrar	Lindenwood University
Amy Werner, Treasurer/Liaison	Research Associate	Missouri Department of Higher Education