MAY 18-19, 2022

Kansas Board of Regents
Curtis State Office Building
1000 SW Jackson, Suite 520
Topeka, KS 66612

2021-2022
Cheryl Harrison-Lee, Chair
Jon Rolph, Vice Chair

KANSAS BOARD OF REGENT MEMBERS:

Building a Future
Higher Education's Commitment to Kansas Families, Businesses, and the Economy

1. Helping Kansas families

2. Supporting Kansas businesses

3. Advancing economic prosperity

BOARD GOALS 2021-2022

Approved by the Kansas Board of Regents

BUILDING A FUTURE – HELPING KANSAS FAMILIES

Affordability – On Time Graduation

1. Implement a systemwide general education (GE) package to align programs under a common framework that guarantees seamless transfer and reduces students' cost of attendance.

Success – Degree and Certificate Earned

2. Develop and adopt an attainment goal that considers greater opportunities for traditionally underserved populations and universities' strategic plans for growth and incorporates a framework for a student retention and success model.

Access – College Going Rate

3. Support a growth platform for university and college enrollments that includes strategies to close enrollment gaps for traditionally underserved populations. All state universities and representatives from community colleges and technical colleges will work with the National Institute for Student Success to gather data and conduct an analysis of existing gaps. In addition, the university CEOs and the community and technical colleges will provide an overview of past enrollment initiatives and review their future growth strategies.

Bedrock Goal

4. Monitor universities' implementation of the Capital Renewal Initiative and develop a clear advocacy strategy for state investment in facilities.

GOVERNANCE

Bedrock Goal

5. Study best practices for campus/Universities' Student Health Centers.

Bedrock Goal

6. Task the Governance Committee to continue aligning the Board's CEO evaluation tool with State University CEO goals.

★ LEADING HIGHER EDUCATION ★

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MEETING INFORMATION AND SCHEDULE

Unless noted, all meetings take place at the Curtis State Office Building (CSOB) at 1000 SW Jackson, Suite 520, Topeka, Kansas, 66612 in the meeting room indicated. Addresses for offsite meetings can be obtained by contacting the Kansas Board of Regents office at 785-430-4240.

<u>Wednesday, May 18, 2022</u>

Time			Committee/Activity	Location
8:30 am	-	9:00 am	System Council of Chief Academic Officers	Zoom
9:00 am	or	Adjournment	Council of Chief Academic Officers	Zoom
9:00 am	-	9:45 am	Governance Committee	Kathy Rupp Room Livestream
10:00 am	-	Noon	Fiscal Affairs & Audit Standing Committee	Board Room Livestream
10:30 am	-	11:00 am	System Council of Presidents	Suite 530
11:00 am	or	Adjournment	Council of Presidents	Suite 530
11:00 am	-	Noon	Academic Affairs Standing Committee	Kathy Rupp Room Livestream
Noon	-	1:15 pm	Council of Faculty Senate Presidents	Conference Room A
Noon	-	1:00 pm	Students' Advisory Committee	Conference Room C
Noon	-	12:30 pm	Lunch *Board of Regents & President Flanders*	Kathy Rupp Room
12:30 pm	-	1:15 pm	Board of Regents Meeting *Executive Session*	Kathy Rupp Room
1:15 pm	-	1:30 pm	Retirement Reception for President Scott	Board Lobby
1:30 pm			Board of Regents Meeting	Board Room
6:00 pm			Dinner *Board of Regents, President Flanders, and the State University CEOs*	Chez Yasu

Thursday, May 19, 2022

Time			Committee/Activity	Location
8:15 am	-	9:15 am	Board of Regents Meeting *Executive Session*	Kathy Rupp Room
9:30 am			Board of Regents Meeting	Board Room
11:30 am			Lunch *Board of Regents & President Flanders*	Kathy Rupp Room

MEETING AGENDA

The Kansas Board of Regents will meet in the Board Room located in the Curtis State Office Building at 1000 SW Jackson, Suite 520, Topeka, Kansas, 66612.

<u>Wednesday, May 18, 2022</u>

I.	**Call To Order**	Regent Harrison-Lee, Chair

II.   **Executive Session**
Board of Regents – Personnel Matters Relating to Non-Elected Personnel – Kathy Rupp Room

III.   **Approval of Minutes**

IV.   **Introductions and Reports**

A.	*Introductions*	
B.	*Report from the Chair*	Regent Harrison-Lee, Chair
C.	*Report from the President & CEO*	Blake Flanders, President & CEO
D.	*Report from Council of Faculty Senate Presidents*	Janet Stramel
E.	*Report from Students' Advisory Committee*	Mark Faber

V.   **Standing Committee Reports**

A.	*Academic Affairs*	Regent Kiblinger
B.	*Fiscal Affairs & Audit*	Regent Hutton
C.	*Governance*	Regent Harrison-Lee

VI.   **Approval of Consent Agenda**

A.   *Academic Affairs*

VII. **Consideration of Discussion Agenda**

XI.   **Adjournment**

MINUTES OF PREVIOUS MEETING(S)

I.   Call To Order   Regent Harrison-Lee, Chair

II.   Executive Session
Board of Regents – Personnel Matters Relating to Non-Elected Personnel – Kathy Rupp Room

III.   Approval of Minutes

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KANSAS BOARD OF REGENTS
MINUTES OF SPECIAL MEETING
April 8, 2022

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The April 8, 2022, meeting of the Kansas Board of Regents was called to order by Chair Cheryl Harrison-Lee at 10:30 a.m. The meeting was held in the Linda & Lee Scott Performance Hall in the Bicknell Family Center for the Arts on the Pittsburg State University campus (1711 S Homer St, Pittsburg, KS 66762). Proper notice was given according to law.

MEMBERS PRESENT: Cheryl Harrison-Lee, Chair
                                                 Jon Rolph, Vice Chair
                                                 Mark Hutton
                                                 Carl Ice
                                                 Shelly Kiblinger
                                                 Cynthia Lane
                                                 Allen Schmidt
                                                 Wint Winter

MEMBER ABSENT: Bill Feuerborn

NAMING THE PITTSBURG STATE UNIVERSITY 10TH PRESIDENT
Chair Harrison-Lee welcomed everyone to the Pittsburg State University campus and stated that the Board is delighted to be on campus to appoint the 10th president of Pittsburg State University. Chair Harrison-Lee thanked President Scott for his service and noted during his 13 years as President, he has proven himself to be an innovative and transformative leader. He is a tireless and passionate advocate for students, faculty, and staff. She noted the University and state are better because of President Scott's leadership and service.

Chair Harrison-Lee stated that naming a university CEO is one of the most important responsibilities the Board undertakes. The selection of a new president is also an important moment for the University and the community it serves. She stated as the Board thought about what it wanted to see in the next President of Pittsburg State, the Regents were guided by the principles in the Board's strategic plan, *Building a Future*. The plan focuses on the system's efforts to serve Kansas families, help Kansas businesses, and advance economic prosperity for all Kansans. The Board sought a president who would share that focus, while navigating higher education's changing landscape. A president who would appreciate Pittsburg State's unique strengths and leverage them to help move the institution and the state into the future. To help with the search process the Board created the Presidential Search Committee, and Chair Harrison-Lee thanked and recognized Rick Webb, the Chair of that Committee. She also thanked and recognized the Search Committee members for their dedication and commitment to Pittsburg State University.

Regent Kiblinger then moved to appoint Dr. Daniel Shipp as the 10th President of Pittsburg State University. Dr. Shipp is the Vice Chancellor for Strategic Initiatives and Associate to the Chancellor at the University of Nebraska Medical Center and Executive Vice President and Provost of the University of Nebraska System. Dr. Shipp brings a blend of educational and administrative experience with a history of leading transformational change. He has worked on initiatives to grow enrollment and drive student success for undergraduate, graduate, and professional students. He has led numerous initiatives to remove access barriers for underserved students and introduce new services to help students succeed personally, academically, and professionally. Dr. Shipp also possesses extensive experience building partnerships to benefit students and drive economic growth. In addition, he has led many successful capital improvement projects throughout his career. Dr. Shipp earned his bachelor's degree from University of Nebraska Lincoln, his master's from University of Nebraska Omaha and his doctorate from University of the Pacific. Regent Kiblinger also moved that the Board direct the Chair and the Board President and CEO to negotiate the compensation package and authorize the Chair to sign the letter of appointment. Regent Lane seconded, and the motion carried.

Chair Harrison-Lee introduced Dr. Daniel Shipp. Dr. Shipp thanked the Board and the members of the Search Committee. He stated that it is the privilege of a lifetime to have the opportunity to serve the University, the City of Pittsburg, and surrounding communities. He then introduced his three sons Sam, Finnegan, and Oliver and his wife Vanessa. He noted that they are looking forward to meeting the campus community and building strong partnerships with the community, regional and state leaders.

ADJOURNMENT
Chair Harrison-Lee adjourned the meeting at 10:44 a.m.

_____   _____
Blake Flanders, President and CEO   Cheryl Harrison-Lee, Chair

KANSAS BOARD OF REGENTS
MINUTES
April 20, 2022

The April 20, 2022, meeting of the Kansas Board of Regents was called to order by Chair Cheryl Harrison-Lee at 12:30 p.m. The meeting was held in the Ballroom located in the Memorial Union on the Fort Hays State University campus, 700 College Drive, Hays, Kansas. Proper notice was given according to law.

MEMBERS PRESENT: Cheryl Harrison-Lee, Chair
                                 Jon Rolph, Vice Chair
                                 Bill Feuerborn
                                 Mark Hutton
                                 Carl Ice
                                 Shelly Kiblinger
                                 Cynthia Lane
                                 Allen Schmidt
                                 Wint Winter

EXECUTIVE SESSION
At 12:30 p.m., Regent Rolph moved, followed by the second of Regent Schmidt, to recess into executive session in conference room 121 in the Applied Tech Building for 60 minutes to discuss personnel matters of non-elected personnel. The subject of this executive session was to prepare for university CEO evaluations and the purpose was to protect the privacy of the individual Board employees involved. Participating in the executive session were members of the Board, President Flanders (for a portion), and General Counsel Julene Miller. The motion carried. At 1:30 p.m., the meeting returned to open session.

BREAK
The Chair called for a break at 1:30 p.m. and resumed the meeting at 1:45 p.m. in the Ballroom located in the Memorial Union.

APPROVAL OF MINUTES
Regent Rolph moved that the minutes of the March 16-17, 2022 regular meeting and the March 30, 2022 special meeting be approved. Following the second of Regent Hutton, the motion carried.

INTRODUCTIONS
President Muma announced that Dr. Shirley Lefever was appointed as Wichita State University's new Executive Vice President and Provost. Dr. Lefever has served as Interim Executive Vice President and Provost since fall 2020, and prior to that, she was dean of the College of Education. President Muma also shared that Deborah Bardo, former first lady of Wichita State University, passed away. She was married to WSU's 13th president, the late Dr. John Bardo.

GENERAL REPORTS

REPORT FROM CHAIR
Chair Harrison-Lee reported that last week former K-State President Jon Wefald passed away. She stated that he was a remarkable leader, and that the Board is deeply saddened by his loss. She noted that Dr. Wefald served as president from July 1986 to June 2009. His 23 years at the helm of K-State made him the second longest serving president in the University's history. During his tenure he oversaw a significant increase in K-State's enrollment, growing the University from 15,500 students to more than 23,000. That was accompanied by outstanding student success including 125 K-State students claiming prestigious national scholarship awards during his presidency. President Wefald worked diligently to increase private giving to the University, growing it by more than ten-fold

during his presidency. His commitment to expanding the research enterprise and establishing K-State University as a national leader in food safety and security programs played a huge role in the selection of Manhattan as the site for the National Bio and Agro-Defense facility during his presidency. Chair Harrison-Lee also highlighted that in 2010, the Board named him President Emeritus of K-State in recognition of his many accomplishments and long service to the University. She extended the Board's condolences to President Wefald's family and asked for a moment of silence to honor his memory.

Chair Harrison-Lee then reported that at the beginning of April several Regents attended President Scott's retirement celebration at Pittsburg State. She stated it was a wonderful day that honored President Scott for all his accomplishments during his 13 years as President. Later in the month, the Board also held a special meeting at Pittsburg State to appoint Dr. Daniel Shipp as the next President. Chair Harrison-Lee stated that the Board looks forward to working with him in the future. Chair Harrison-Lee reported that in March, four members of the Retirement Plan Committee including herself and three Board staff members traveled to TIAA's headquarters in Charlotte for a site visit. The group met with TIAA's Chief Executive Officer and several members of the TIAA team assigned to the Board's Retirement Plan. The Board's financial consultants, Advanced Capital Group, also attended. She noted the conversations were informative and productive. The group also toured TIAA's cybersecurity operations center, discussed a new financial solution for Plan participants that default into the Plan, and investment options for lifetime income. Chair Harrison-Lee stated the Committee will use this information to guide its decision making. Chair Harrison-Lee reported that on Monday President Flanders and she attended an economic development event in Manhattan. During this event, it was announced that a new $650 million biomanufacturing plant will be built and will employ more than 500 people. Chair Harrison-Lee thanked President Linton and his team for their work to help bring this company to the region, which advances Pillar III: Economic Prosperity in the Board's strategic plan, *Building a Future*. Additionally, Chair Harrison-Lee announced that President Farley will be retiring from Washburn University at the end of September. Dr. Farley has served as president for 25 years. On behalf of the Board, Chair Harrison-Lee congratulated him for his years of service and wished him well on his retirement.

REPORT FROM PRESIDENT AND CEO
President Flanders thanked Governor Kelly for signing the budget bill and the Legislature for their support of the higher education system. He noted the Board's economic development plan for Kansas is working with the support of the Governor and Legislature. President Flanders reported that last week Regent Lane, Regent Winter and he attended the Kansas Association for Native American Education (KANAE) meeting at the University of Kansas. He noted that several of the college of education deans also attended. President Flanders stated that the KANAE is a professional organization of advocates for Native American, First Nations, and/or Indigenous students across the State of Kansas. He noted that Kansas sits upon the Indigenous lands of several Native nations and is currently the home of the Iowa Tribe of Kansas and Nebraska, Kickapoo Tribe in Kansas, Prairie Band Potawatomi Nation, and Sac and Fox Nation of Missouri in Kansas and Nebraska. During this meeting, they discussed the teacher education programs and President Flanders stated there will be follow up discussions and possible recommendations for the higher education system to consider.

REPORT FROM COUNCIL OF FACULTY SENATE PRESIDENTS
Janet Stramel presented the Council of Faculty Senate Presidents report. She welcomed everyone to Fort Hays State University and also thanked the Governor and Legislature for supporting the higher education system's budget request this year. At their meeting today, the Council discussed the rpk Group's work on the restructuring of the Board's program review process. The Council looks forward to working with rpk and plan to submit a list of faculty representatives who can assist with its work. Additionally, the Council asked the Board to clarify with the public and media the differences between merit-based pay and cost of living adjustments. The faculty would like to see an annual cost of living increase.

REPORT FROM STUDENTS' ADVISORY COMMITTEE
Mark Faber presented the Students' Advisory Committee report. The Committee welcomed many of the newly elected student body presidents. He noted that the University of Kansas is the only institution that has not finalized its elections but believes that will occur soon. At their meeting today, the group discussed the details of their student fee presentation, which will be presented in May.

STANDING COMMITTEE AND OTHER REPORTS

ACADEMIC AFFAIRS
Regent Kiblinger reported that during the Board Academic Affairs Standing Committee meeting, Board staff presented the 2021 Apply Kansas Annual report. Apply Kansas is an annual statewide campaign in which high schools conduct events to help seniors apply to college with their peers and with help, guidance and a cheering squad from school staff, local community supporters, and post-secondary volunteers. Regent Kiblinger stated it has been a successful initiative that has grown over the years with more high schools participating, which has resulted in more student applications. The Committee also received updates on the Advantage Kansas Coordinating Council and the direct support professional initiative.

FISCAL AFFAIRS AND AUDIT
Regent Hutton reported that the Fiscal Affairs and Audit Standing Committee received a presentation from Mike Lowry of AGH on Pittsburg State University's external management review. The audit found no issues, but the firm did make two minor recommendations for documentation. The Committee then reviewed the three Johnson County Education Research Triangle budgets for FY 2023. K-State Olathe presented their enrollments of students seeking academic credit. KSU has the only personal financial planning program in the state, and they have great interest from the financial services industry to deliver both academic and non-credit programs to serve demand. The KU Edwards campus and the KU Center for Clinical Research also presented their budgets to the Committee. KU Medical Center anticipates hearing a decision on their comprehensive designation from National Cancer Institute this summer. All three campuses are benefitting from greater sales tax revenues in recent months. The Committee also reviewed the Board agenda items related to Fiscal Affairs and received an update on the Student Health Center Task Force, which is currently reviewing the data submitted by the centers, student survey results and conducting six student focus groups.

GOVERNANCE
Regent Harrison-Lee reported that the Governance Committee reviewed proposed policies to establish best practices and required security processes for international travel, restricted party screening of export transactions, and how best to host visitors on campuses. A proposed policy amendment to change the makeup of the membership of the Retirement Plan Committee was also reviewed. All these policies will be forwarded to the Board for consideration at a future meeting. Board staff then provided an update on the system's communication and advocacy plan, and the Committee had its annual executive session to discuss FY 2023 individual CEO compensation adjustments.

APPROVAL OF CONSENT AGENDA
Regent Kiblinger moved, with the second of Regent Lane, that the Consent Agenda be approved. The motion carried.

Academic Affairs

BACHELOR OF ARTS AND BACHELOR OF SCIENCE IN ADVERTISING AND PUBLIC RELATIONS – KSU
Kansas State University received approval to offer a Bachelor of Arts and a Bachelor of Science in Advertising and Public Relations (09.0900). This program will total 120 semester credit hours. The estimated cost of the program for the first three years is as follows: year one - $805,336, year

two - $745,336, and year three - $745,336. Student tuition/state funds and student fees will finance the program.

BACHELOR OF SCIENCE IN CYBERSECURITY – KSU
Kansas State University received authorization to offer a Bachelor of Science in Cybersecurity (11.1003). This program will total 120 semester credit hours and will be taught in a hybrid format. The estimated cost of the program for the first three years is as follows: year one - $63,070, year two - $77,082, and year three - $75,973. Student tuition/state funds and student fees will finance the program.

BACHELOR OF BUSINESS ADMINISTRATION IN BUSINESS STUDIES – PSU
Approval was given to Pittsburg State University to offer a Bachelor of Business Administration in Business Studies (52.0101). This program will total 120 semester credit hours. The estimated cost of the program for the first three years is as follows: year one - $106,500, year two - $209,500, and year three - $312,500. Student tuition/state funds will finance the program.

ACCREDITATION FOR GRADUATE CERTIFICATE IN HEALTH INFORMATICS – KUMC
The University of Kansas Medical Center received approval to seek accreditation for its Graduate Certificate in Health Informatics (HI) from the Commission on Accreditation for Health Informatics and Health Information Management Education (CAHIIM). CAHIIM is just beginning to pilot accreditation for HI certificate programs, so this is the first opportunity the institution has had to request accreditation. Consequently, CAHIIM has agreed to waive the up-front costs associated with the accreditation process. However, it is anticipated there will be an annual renewal fee of $500.

Fiscal Affairs and Audit

PROPERTY TRANSFER TO PSU FOUNDATION – PSU
Pittsburg State University received authorization to transfer the below property to the Pittsburg State University Foundation for the purpose of selling the property. The transfer is only to occur once the Foundation successfully contracts with a buyer for the property and the proceeds will be used to support the Biology Department.

Legal description of property (note that legal description will be updated, if necessary, after completion of survey):

All that part of Lots Three (3) and Four (4) in Playter's Subdivision of the Northwest Quarter of the Northeast Quarter of Section Thirty-one (31), Township Thirty (30), Range Twenty-five (25), bounded and described as: -- Beginning at a point in the East line of Lot Three (3), One Hundred Sixty-one and fifty-eight hundredths (161.58) feet South of the Northeast Comer of said Lot Three (3), and running thence North in the Eastline of said Lots Three (3) and Four (4), to a point Six Hundred (600) feet South of the Northeast comer of said Lot Four (4), thence Westerly parallel with the North line of said Lot, Two Hundred Twenty-five (225) feet, more or less, to the East line of tract described in and conveyed by Quit Claim Deed from James B. Smith and Lucy A. Smith, his wife, to Crawford County, Kansas, recorded in Book 81 at Page 489 of the Deed records of Crawford County, Kansas, and which said tract is now known as South College Street, thence South on East line of said tract or street to a point Westerly, South eighty-nine (89) degrees eighteen (18) minutes West of a point One Hundred Sixth-one

and fifty-eight hundredths (161.58) feet South of the Northeast comer of said Lot Three (3), and thence North eighty-nine (89) degrees eighteen (18) minutes East, Two Hundred Eighteen and seventy-five hundredths (218.75) feet, more or less, to the place of beginning, Crawford County, Kansas

SALE OF REAL PROPERTY – PSU
Pittsburg State University received approval to finalize the sale of a lot south of campus on the corner of Ford and Joplin streets (legal description below) to the Chi Chapter of Sigma Sigma Sigma Housing Corporation for $189,000. The sorority intends to build a new sorority house on the property. The University has the right to re-purchase the property should the sorority house not be completed. Proceeds from the sale will be deposited in the University's Parking Fund. The Legislature included language permitting the sale in Section 174 of 2022 House Substitute for Senate Bill 267, which was signed by the Governor on April 20, 2022.

Legal Description of Property:

A TRACT OF LAND LOCATED IN THE NORTHEAST QUARTER OF THE SOUTHWEST QUARTER OF SECTION 32, TOWNSHIP 30 SOUTH, RANGE 25 EAST OF THE 6TH PRINCIPAL MERIDIAN, CRAWFORD COUNTY, KANSAS, FURTHER DESCRIBED AS FOLLOWS: COMMENCING AT THE NORTHWEST CORNER OF LOT 1, HILLSIDE ADDITION TO THE CITY OF PITTSBURG; THENCE N89°48'57"W ON THE SOUTH LINE OF FORD AVENUE TO THE POINT OF BEGINNING A DISTANCE OF 70.00 FEET; THENCE S00°31'41"W A DISTANCE OF 173.88 FEET; THENCE N89°50'36"W TO THE EAST LINE OF JOPLIN AVENUE A DISTANCE OF 129.87 FEET; THENCE N00°32'40"E ON SAID EAST LINE A DISTANCE OF 167.91 FEET; THENCE N52°36'07"E ON SAID EAST LINE TO THE SOUTH LINE OF FORD AVENUE A DISTANCE OF 9.90 FEET; THENCE S89°48'57"E ON SAID SOUTH LINE TO THE POINT OF BEGINNING A DISTANCE OF 122.02 FEET. TRACT 2 CONTAINS 0.52 ACRES, MORE OR LESS.

AMENDMENT TO THE FISCAL YEAR 2023 CAPITAL IMPROVEMENTS REQUEST AND APPROVE PROGRAM STATEMENT – KSU
Kansas State University received approval to amend its FY 2023 Capital Improvement Plan to include the West Seaton Hall second floor renovation project. The estimated cost of the project is $4.5 million and will be funded with private gifts. The program statement for this project was also approved.

APPOINTMENTS TO THE KANSAS COMPREHENSIVE GRANT ADVISORY COMMITTEE
The following individuals were appointed to the Kansas Comprehensive Grant Advisory Committee:

- Vanessa Flipsie – Director of Financial Aid at Fort Hays State University
- Andy Fogel – Director of Financial Aid at Washburn University
- Robert Gamez – Director of Student Financial Assistance at Kansas State University
- Brenda Hicks – Director of Financial Aid at Southwestern College
- Matt Lindsey – President of the Kansas Independent College Association

Technical Education Authority

<u>DEGREE AND CERTIFICATE PROGRAMS SUBMITTED BY BARTON COUNTY COMMUNITY COLLEGE AND COWLEY COUNTY COMMUNITY COLLEGE</u>
Barton County Community College received approval to offer a Technical Certificate A (17 credit hours), a Technical Certificate B (38 credit hours), and an Associate of Applied Science degree (64 credit hours) in Welding Technology (48.0508). The College plans to begin offering the program in the fall of 2022. The estimated initial cost of the program is $312,068. All startup costs will be funded through a JIIST Grant (and matching funds), student fees, and the general funds of the College. Program costs beyond year one will be funded through institution general funds, and student tuition/fees.

Cowley County Community College received approval to offer a Technical Certificate A (18 credit hours), Technical Certificate B (34 credit hours), Technical Certificate C (50 credit hours), and an Associate of Applied Science degree (65 credit hours) in Precision Agriculture (01.0301). The College plans to begin offering the program in the fall of 2022. The estimated initial cost of the program is $76,500. All startup costs associated with the program will be funded through institutional general funds. Program costs beyond year one will be funded through grants and donations, and institution general funds.

<u>EXCEL IN CTE FEES FOR PROGRAMS SUBMITTED BY BARTON COUNTY COMMUNITY COLLEGE AND COWLEY COUNTY COMMUNITY COLLEGE</u>
The Excel in Career Technical Education fees for the below programs were approved:

- Barton County Community College: Welding Technology for a total of $300. Fees are for tools and personal protective equipment (welding helmet and jacket).
- Cowley County Community College: Precision Agriculture for a total of $1,603. Fees are for textbooks and an industry certification.

<u>PROMISE ACT PROGRAMS SUBMITTED BY BARTON COUNTY COMMUNITY COLLEGE</u>
The below program was approved to become Promise Eligible program:

- Barton County Community College: Welding Technology, which falls under the Advanced Manufacturing and Building Trades category specified in the Kansas Promise Scholarship Act.

<u>CONSIDERATION OF DISCUSSION AGENDA</u>

<u>Academic Affairs</u>

<u>PROGRAM REVIEW REPORT</u>
Daniel Archer, Vice President for Academic Affairs, reported the state universities are required to review Board approved programs at least once every eight years to ensure academic quality. This current review process has been in place since 1997. Dr. Archer stated that at the February Board meeting the Board expressed a desire to reconstruct the academic program review process to increase efficiency and effectiveness at the state universities and asked rpk Group to conduct an academic portfolio review and establish an academic resource utilization framework. That work has begun, and the Board will get the results in the fall.

Under the current program review process, the following criteria are used: 1) centrality of the program to fulfilling the mission and role of the institution; 2) quality of the program as assessed by the strengths, productivity and qualifications of the faculty; 3) quality of the program as assessed by its curriculum and impact on students; 4)

demonstrated student need and employer demand for the program; 5) service the program provides to the discipline, the university and beyond; and 6) cost-effectiveness. For the academic year 2020-2021 program review cycle, Emporia State University, Fort Hays State University, Kansas State University, Pittsburg State University, the University of Kansas Medical Center, and Wichita State University reviewed a total of 107 academic degree programs at various academic levels. Dr. Archer noted that the University of Kansas had no programs to review for this cycle. As a result, two programs are recommended for additional review: 1) ESU's BA/BS/BSE in Physics; and 2) WSU's BA in Women's Studies. Four programs from PSU are recommended for enhancement: 1) BSET in Construction Engineering Technology; 2) BGS in General Studies; 3) BIS in Integrated Studies; and 4) BST in Construction Management. Two were recommended to merge, including K-State's BA/BS in Ethnic Studies and the BA/BS Women, Gender, & Sexuality Studies. PSU merged the BA in Music with the BM in Music, although per program review practice, the two have already been counted as one undergraduate degree program. The remaining programs are all recommended to continue.

Dr. Archer noted that for the 14 programs institutions had identified for additional review in previous review years, all but one are recommended to continue under the "additional review" category for another year. Fort Hays State University recommends discontinuing the MS in Communication.

The Board discussed the rpk Group's work. It was noted that the first meeting of the steering committee occurred earlier this month and that many of the Regents participated in this meeting. To keep the Board informed of rpk's work, President Flanders recommended having a monthly report to the Board. The Board discussed whether the Regents should continue to be involved with the steering committee's work or if the Board should only receive monthly updates. Some Regents believe it is important for the Board to be more engaged in this process and did not feel that a monthly update was enough. Other Regens concurred that it is important to keep the Board informed but did not want their presence at the steering committee meetings to hinder the process. Following discussion, Regent Lane moved to assign the Board Academic Affairs Standing Committee to actively participate in the rpk Group review process and have the Board receive monthly updates on the progress. Regent Winter seconded. Regent Rolph noted that the work of rpk will continue into the fall and that the membership of BAASC will change at the start of the fiscal year. He recommended assigning specific Regents to this initiative, so they stay consistent through the process. Regent Lane concurred and withdrew her motion. She also noted that she wants the Regents to be able to provide input, support, and urgency without being cumbersome to the committee. Regent Ice concurred that it would be helpful to identify specific Regents because he did not believe it was helpful to the committee to have most of the Regents participating in the last committee meeting. He also stated it will be difficult to assign specific Regents because most of the Board members are interested in this process. Regent Winter stated that it is important for any Regent who wants to be involved to have that opportunity but believes that the Regents should be listening to the committee discussions and not controlling the conversation. He then moved to assign the Board Academic Affairs Standing Committee (BAASC) to actively monitor the rpk Group's review process and participate when necessary. Regent Winter also moved that the Board should receive monthly updates on the progress of this initiative and that any Regent who is not assigned to BAASC be allowed to attend the committee meetings to hear the conversations. Regent Kiblinger seconded, and the motion carried.

Regent Hutton commented that the Board continues to approve new programs during a time when the universities' enrollments are stagnant and that the current program review report did not result in any programs being discontinued. He understands the need to add new programs to keep up with changes in the workforce but at the same time he also believes there are programs that should be eliminated. Regent Hutton noted that he is looking forward to seeing the results of the new program review framework, which he hopes will address this issue. Regent Winter asked to receive data that shows how many programs have been eliminated over the past several years.

(PowerPoint filed with Official Minutes)

ADDITIONAL RECOMMENDATIONS FOR THE GRADUATION REQUIREMENT TASK FORCE
At the February 2022 meeting, the Board approved the following recommendations for the Kansas Department of Education's Graduation Requirement Task Force to consider implementing: 1) requiring four units of math, 2) requiring the completion of the Free Application for Federal Student Aid (FAFSA), 3) requiring a computer science course, and 4) expanding concurrent enrollment participation. Vice President Archer stated that after several conversations with Regent Kiblinger and Regent Lane, additional recommendations were identified for the Board's consideration.

The first recommendation is to propose requiring four units of English. Dr. Archer stated that developing and honing writing skills is a critical component for both college and career readiness. He also noted that higher education faculty have highlighted that some recent high school graduates lack foundational writing skills that are needed to succeed in early collegiate level coursework. The second recommendation is for the higher education system to collaborate with the K-12 system on ways to build computer science learning experiences for high school students. Dr. Archer stated that it is understood that many high schools are unable to offer a computer science course because existing faculty lack the requisite content knowledge in this area. To solve this issue, the two systems can work together on ways to encourage high school teachers to acquire the requisite knowledge and skills needed to teach such a high school course, and/or higher education faculty members can be assigned to teach the computer science course at the high school site. The final recommendation is to identify ways to utilize the Individual Plan of Study to include post-secondary education academic advising.

Regent Hutton agreed with the additional recommendations and stated that he believes the Kansas Board of Regents needs to adopt a formal statement that highlights the urgency for improving student preparedness out of high school. He presented a Resolution that contains the recommendations along with additional data that shows the earning potential of individuals who have a credential beyond high school and the decline of college readiness as measured by ACT benchmarks. Regent Schmidt stated he appreciated all the work to draft the Resolution but requested additional time to review it and recommended tabling this item until the May meeting. Regent Hutton stated that time is a factor because the Board of Education's Graduation Requirement Task Force will be presenting its recommendations to the State Board of Education at its May meeting. Regent Kiblinger stated that everything listed in the Resolution is based on data and aligns with what the Advantage Kansas Coordinating Council has been discussing. She concurs with Regent Hutton that the Regents need to make a strong statement that articulates what skills high school students will need to be successful in the higher education system. Regent Lane stated that the Task Force has been receptive to receiving feedback from the Regents, and she believes as the leaders of the higher education system, the Regents have the responsibility to communicate what skills are needed to be successful in higher education. Regent Lane moved to approve the Resolution, and Regent Hutton seconded with one amendment to the last bullet to include technical colleges, which will read: "The Board recommends that high schools partner with the Kansas Board of Regents, universities, community colleges and technical colleges to identify ways to utilize the Individual Plan of Study to include postsecondary education academic advising and FAFSA support." Regent Lance accepted the amendment into her motion. Regent Schmidt requested additional time to review the Resolution. Following discussion, Chair Harrison-Lee decided that the Board would take a break to allow Regents the time to review and present proposed amendments to staff. Regent Lane withdrew her motion with the understanding that the Board would act on this item today. Chair Harrison-Lee amended the agenda to make this item number five under Other Matters.

BREAK
Chair Harrison-Lee called for a break at 2:37 p.m. and resumed the meeting at 2:49 p.m.

Fiscal Affairs and Audit

CAPITAL IMPROVEMENT REQUESTS FOR FY 2024 AND FIVE-YEAR PLANS – UNIVERSITY SYSTEM (FIRST READ)
Chad Bristow, Director of Facilities, presented the proposed Capital Improvement Requests for FY 2024 and Five-Year Plans for the state universities. This year there is a systemwide total of 107 projects included in the FY 2024 plans and 53 of those are new to the list. Director Bristow noted that the majority of the new projects are related to the Board's Facilities Renewal Initiative. He then stated that staff is recommending approval of the following: 1) All projects funded by non-state funds as submitted; and 2) the university system request for spending authority from the Educational Building Fund (EBF) for planning, construction, renovation, rehabilitation, repair, and razing of mission critical university facilities and infrastructure. The Board will act on the recommendations at the May meeting.

(Tables 1 filed with Official Minutes)

FACILITY GUIDELINES – UNIVERSITY SYSTEM (FIRST READ)
Director Bristow stated that after the Board adopted the new university facilities policy section, Board staff began working with university staff and the consultants to develop the University Facility Guidelines. The purpose for the Guidelines is to support the implementation of the Board's Facilities Capital Renewal Initiative by defining minimum requirements for processes, procedures, and reporting. Director Bristow reviewed the structure of the Guidelines that includes the following chapters: 1) Campus Planning, 2) Space Management, 3) Facilities and Infrastructure Maintenance, 4) Data Management, 5) Reporting and Accountability, and 6) Appendix. Director Bristow reported that Board staff is currently in the process of developing a facilities dashboard that will display the Facilities Capital Renewal Initiative progress metrics on the Board's website. He noted that once the dashboard has been finalized, it will be updated annually. He also reported that the Board will receive the state university facilities report annually in December. Regent Hutton thanked the Board staff and university staff for all their work on this initiative and believes the dashboard will be valuable during the legislative process. President Flanders noted that the implementation of the Board's Facilities Capital Renewal Initiative helped secure state funding this year because it showed a clear path forward on how to address the deferred maintenance backlog on the campuses.

Governance

CEO PRESENTATIONS ON THE KANSAS BOARD OF REGENTS FREEDOM OF EXPRESSION INITIATIVE – FHSU AND WSU
President Mason presented information on how Fort Hays State University implemented the Board's Freedom of Expression Initiative. Fort Hays State used three guiding principles through this process – enhance, elevate, and embed. President Mason stated that in recent history the University has not had any of the type of issues with campus protests or campus speaker controversies that other universities have encountered. Fort Hays saw this initiative to review its policies and procedures around freedom of expression as a chance to be proactive and went beyond the minimum requirements set by the Board. President Mason reported that this initiative was elevated to the cabinet and shared governance levels, which allowed representatives from Faculty Senate, Staff Senate, and Student Government Association to work with the Office of the General Counsel on reviewing and updating policies. The University also developed additional roll-out strategies to further embed the Freedom of Expression principles into the campus culture. President Mason noted it is more prominent on the University's website and stated that Fort Hays is currently developing a page dedicated solely to Freedom of Expression. The principles will be included in new student orientation materials and in curriculum. President Mason discussed the policies that the University reviewed and noted that this project allowed the campus to bring greater clarity and focus to the principles of the Freedom of Expression.

President Muma reported that Wichita State University has had a dedicated webpage on Freedom of Express since the spring of 2021. In the past the campus has had incidents involving Freedom of Expression matters through which the university realized that many people do not understand the First Amendment or the principles of

Freedom of Expression. To help inform the campus community, WSU created an educational video that explains the elements of the First Amendment and how it applies to WSU. President Muma played the video and noted that it is shown at new student orientation. Regarding the Board's Statement on Free Expression, President Muma reported that it is linked to the University's website, embedded in new student materials using a QR code, and linked to a variety of student resource webpages. Like Fort Hays, WSU reviewed and updated, when necessary, all its policies and procedures related to Freedom of Expression. President Muma reported that WSU is starting a new lecture series next week that will focus on Freedom of Expression. The series will provide a platform for people with different opinions and beliefs to come together to have a civil debate. President Muma stated that the University continues to communicate the importance of free expression and noted that the students adopted a Student Bill of Rights that lays out freedom of expression rights and implements protections for student's rights.

(PowerPoints filed with Officials Minutes)

Other Matters

LEGISLATIVE AND BUDGET UPDATE
Matt Casey, Director of Government Relations, reported that the Legislature passed a budget before first adjournment on April 1 and will return to the Statehouse on April 25 for veto session. He reviewed the higher education budgetary items, listed below, that were included in the final budget, which was signed by the Governor today.

- $25 million of the $45.7 million for the state universities was deferred to veto session
- $19 million was added to the Kansas Comprehensive Grant, which will have a matching component
- $35 million was appropriated to the Board's Capital Renewal Initiative, which will have a matching component.
- $10 million for Public University Building Demolition
- $20 million for IT infrastructure
- $1.5 million to Washburn University for programs
- $2.5 million to Excel in CTE
- $25.5 to fund the gap in the two year cost model
- $1 million added to the National Guard Scholarship
- $24 million included for merit base pay increases
- $500,000 to Fort Hays State University for a Cybersecurity program
- $7 million per year for five years to Wichita State University for an aircraft conversion program, which includes a match
- $3.1 million to the Teacher Service Scholarship

Director Casey noted that the Legislature formed a working group to review the cost model and is developing a three-year plan to fully recenter the model. He also stated that when the Legislature returns for veto session, the Government Relations Officers will focus on securing the additional $25 million for the state universities. It was also noted that there is a tuition freeze requirement attached to the Governor's recommendation of $45.7 million and that freeze is included in the budgetary language. Regent Hutton thanked the Government Relations Officers, Board staff, and the university CEOs for all their work at the Statehouse this year. He clarified that the $35 million for the Board's Capital Renewal Initiative is one-time funding and believes the Board and the universities need to start working with legislators to make this a reoccurring appropriation. He then moved to approve beginning this process, and Regent Schmidt seconded. The motion carried.

UPDATE ON THE NATIONAL INSTITUTE FOR STUDENT SUCCESS WORK
Vice President Archer stated that in the fall of 2021 the six state universities and Cowley County Community College began working with Georgia State's National Institute for Student Success (NISS). The project has

involved an in-depth, team-based diagnostic process including surveys, data inquiries, and interviews between NISS specialists and institutional representatives. Dr. Archer noted the end work product will be a customized playbook for each institution that will identify gaps and highlight strategies and practices that can be employed to facilitate student success. He noted that NISS will present its findings and a summary of the playbook recommendations to the Board during the May meeting. Dr. Archer also stated that five additional institutions have expressed interest in participating in a second NISS cohort (Washburn University, Hutchinson Community College, Coffeyville Community College, Colby Community College, and Wichita State University Campus of Applied Sciences and Technology).

AMEND AGENDA
Chair Harrison-Lee amended the agenda to remove the next item – "Discuss Next Steps on How to Use the Enrollment Data." This will give the Board more time to consider the proposed recommendations to the Graduation Requirement Task Force.

NAME A BUILDING – KSU
President Linton requested that the new Olympic Training Center, which will be constructed on the Kansas State University Athletics Complex, be named in honor of Jim Bob Morris and his family. President Linton stated the construction on the $20 million facility will be completed in June 2023. Regent Ice moved to approve, and Regent Hutton seconded. The motion carried. The Center will be named the Morris Family Olympic Training Center.

ADDITIONAL RECOMMENDATIONS FOR THE GRADUATION REQUIREMENT TASK FORCE
President Flanders reviewed the proposed amendments to the Resolution that contains the Board's recommendations for the Board of Education's Graduation Requirement Task Force. The Regents discussed the importance of using strong language to express the need to better prepare students for education beyond high school and the workforce. The data shows that individuals who graduate with a credential beyond high school earn higher salaries, and it was noted that in order to grow the state's economy, Kansas will need a more educated workforce. Furthermore, it was highlighted that the data from ACT shows that college preparedness of high school graduates has declined over the past six years along with the Kansas college going rate. Regent Schmidt requested that the ACT data be cited as a footnote in the Resolution so that the Task Force knows the source. Following discussion, the following amendments were made to the Resolution: 1) in paragraph one, the words "a proven" replaced "the best" (the new sentence reads "WHEREAS, data shows that education beyond high school provides a proven path to increased earnings for Kansas families"); 2) in paragraph five, a citation footnote will be added to identify the ACT data source; and 3) in paragraph six, the phrase "attending education beyond high school" was added (the sentence reads "WHEREAS, the Kansas public college going rate has decreased by 10 percentage points in a decade, which has resulted in fewer students overall attending education beyond high school and a higher percentage of postsecondary students who require developmental education, which is costly and puts students on a slower and more challenging path to earning their postsecondary credential"). Regent Lane moved to approve the Resolution as amended and noted that it contains the following recommendations for the Graduation Requirement Task Force to consider: 1) four units of math; 2) four units of English; 3) completion of the Free Application for Federal Student Aid; 4) that high schools work with community colleges and KBOR to aggressively expand concurrent enrollment program participation; 5) that high school students take a computer science course; and 6) that high schools partner with the Kansas Board of Regents, universities, community colleges and technical colleges to identify ways to utilize the Individual Plan of Study to include postsecondary education academic advising and FAFSA support. Regent Rolph seconded. President Flanders noted that Board staff will make sure that all three sectors of higher education are cited when appropriate. The motion carried.

(Resolution filed with Official Minutes)

FISCAL AFFAIRS AND AUDIT
Regent Hutton stated that during his Fiscal Affairs and Audit Standing Committee report he should have included a statement on how impactful the Johnson County Educational Research Triangle has been for the last 25 years.

The sales tax collected has helped fund specific initiatives at the University of Kansas Edwards Campus, Kansas State University Olathe Campus, and the University of Kansas Medical Center. Regent Hutton stated that it has been a great partnership.

<u>ADJOURNMENT</u>
Chair Harrison-Lee adjourned the meeting at 4:10 p.m.

_____   _____
Blake Flanders, President and CEO   Cheryl Harrison-Lee, Chair

REPORTS AND CONSENT AGENDA

IV.   **Introductions and Reports**
       A.   *Introductions*
       B.   *Report from the Chair*   Regent Harrison-Lee, Chair
       C.   *Report from the President & CEO*   Blake Flanders, President & CEO
       D.   *Report from Council of Faculty Senate Presidents*   Janet Stramel
       E.   *Report from Students' Advisory Committee*   Mark Faber

V.   **Standing Committee Reports**
       A.   *Academic Affairs*   Regent Kiblinger
       B.   *Fiscal Affairs & Audit*   Regent Hutton
       C.   *Governance*   Regent Harrison-Lee

VI.   **Approval of Consent Agenda**
       A.   *Academic Affairs*
            1.   **Act on Requests to Offer a Doctorate in Advanced**   **Daniel Archer,**
                 Social Work Practice and Seek Accreditation – KU   **VP, Academic Affairs**

Summary

> *Universities may apply for approval of new academic programs following the guidelines in the Kansas Board of Regents Policy Manual. The University of Kansas has submitted an application for approval for a Doctorate in Advanced Social Work Practice. No other Kansas Board of Regents institutions have doctorate programs in Social Work or Social Welfare, except for KU's Ph.D. in Social Welfare, the focus of which is research and scholarship rather than the managerial focus the DSW being proposed would have. The Review Team's final report has been submitted and is included as Attachment B. It included no recommendations necessitating a response from the University of Kansas. Please note this proposal includes an embedded request to seek accreditation for the program. Additional information on the request for accreditation and associated costs can be found in Attachment C. Board staff concurs with the Board of Academic Affairs Standing Committee, the Council of Presidents and the Council of Chief Academic Officers in recommending approval.*

I. General Information

A. Institution   <u>University of Kansas</u>

B. Program Identification
Degree Level: Doctoral Program
Program Title: Doctorate in Advanced Social Work Practice
Degree to be Offered: Doctorate in Advanced Social Work Practice (DSW)
Responsible Department or Unit: School of Social Welfare
CIP Code: 44.0701
Modality: Online
Proposed Implementation Date: Fall 2023
Total Number of Semester Credit Hours for the Degree: 42

II. Clinical Sites: Does this program require the use of Clinical Sites?   No

III. Justification

Doctorate degree programs in advanced social work practice (i.e., the DSW) "educate master's-level social work practitioners who are graduates of CSWE[1]-accredited programs as doctoral level practitioner-scholars who will develop, translate, and advance social work practice knowledge; engage in systematic inquiry; and apply and disseminate research-informed knowledge, values, ethics, and skills in social work through practice, professional leadership, and teaching" (CSWE, 2020; p. 1). As such, the provision of a DSW program aligns with and would further advance the mission of the University of Kansas, which is "to lift students and society by educating leaders, building healthy communities and making discoveries that change the world."

The DSW is a practice doctorate in social work, including practice at the leadership or management level. It differs from a PhD in social work/social welfare in that a PhD is focused more on developing scholars and researchers. The DSW will complement, not supplant, our PhD program. The two doctoral programs will have distinct foci (i.e., managerial/leadership versus academic/scholarship) and serve students with differing career goals and educational needs. By providing educational experiences that meet the needs of a fuller range of learners seeking doctoral education in social work, we will advance our School's mission of "educating students to practice with integrity and competence; advancing the science and knowledge base of social work through scholarship and research; and participating in community-engaged service" and increase student credit hours within the School.

While the social work education accrediting body (CSWE) allows for those with a PhD or a DSW to teach at baccalaureate, masters and doctorate levels as faculty within academic settings, the recent growth of DSW programs is due in part to allied professions moving to terminal practice degrees at the doctorate level (e.g., PharmD, ND, PsyD) and the implicit disadvantage to a terminal practice degree at the master's level (i.e., a MSW) when working with peers from other disciplines holding doctorates (Edwards, Task Force on the DSW Degree Convened by the Social Work Leadership Forum, 2011). In this sense, the DSW attempts to overcome this disadvantage among social work professionals.

The DSW program proposed here focuses on creating a collaborative learning community that fosters scholars who are 1) leaders in anti-oppressive social work in both agency and community contexts, 2) experts in translational and implementation science, and 3) world class teachers and mentors. An emphasis on Diversity, Equity and Inclusion provides context for the classes and serves as a central component of course content. The program is centered on developing leadership and administrative skills, while simultaneously preparing graduates capable of engaging with communities and translating the research base of the profession in order to help agencies to understand and implement the best practices found in the social work and social science literature. Finally, recognizing that many students pursuing a DSW wish to teach, a significant percentage of our courses are devoted to the theory and practice of teaching, enabling graduates to enter clinical faculty roles prepared to conduct their own classes, contribute to curricular development, and serve as skilled mentors and advisors to students

Accreditation Request

As soon as we have received appropriate university and KBOR approvals, we will begin the process of advising CSWE we wish to apply for candidacy as an accredited DSW program. Per Chapter II, section A.7 of the KBOR Policy Manual, Board approval must be obtained and granted prior to beginning the accreditation process. This proposal serves a formal request by the School to seek accreditation through CSWE of the proposed DSW Program. Costs associated with accreditation are included in Section IX.

IV. Program Demand: Select one or both of the following to address student demand:

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[1] KU's Social Welfare program is accredited by the Council on Social Welfare Education (CWSE).

A. Survey of Student Interest

Number of surveys administered: ………………	5300 email inquiries
Number of completed surveys returned: ……….	496
Percentage of students interested in program: …	76% very or somewhat interested

The KU School of Social Welfare attempted to confirm a strong interest among current macro[2] practitioners to obtain a DSW degree for either teaching or advanced practice purposes. To assess interest in the DSW, emails were sent to about 5300 licensed MSWs in Kansas, which included all licensed social workers in Kansas in January 2019. (Attempts to obtain emails from the National Association of Social Workers (NASW) and several other states were unsuccessful.) Over three-quarters of respondents (76%) indicated that they were either "very" or "somewhat" interested in pursuing a macro-oriented DSW with the University of Kansas School of Social Welfare (39% and 37% respectively). Roughly two-thirds of the respondents indicated a dual interest – both teaching and practice. In terms of program content, respondents identified social justice advocacy most frequently (33%), followed by community organization (23%), diversity (18%), and policy analysis (19%). Thus, the results indicated a strong regional interest in a DSW program, and our assessment of national program models indicates that there is a need for, and strong pool of candidates interested in, macro practice and teaching.

B. Market Analysis
A review of current DSW programs was conducted by Dr. Chris Petr in 2018 which indicated two significant gaps in current DSW programs: 1) lack of attention to teaching, despite this being the most common arena for employment of DSWs and 2) lack of programming focused on macro practice topics (i.e., program and organizational development, policy analysis and advocacy, leadership and management), which were among the most frequently cited areas of hiring need by National Association of Deans and Directors of Schools of Social Work (NADD) members and Association of Baccalaureate Social Work Program Directors (BPD) . In addition, our learning around development of engaging online learning content, which accompanied the Coronavirus pandemic, and a desire to reach students nationally and internationally have motivated our decision to place this program in an accessible online platform. Thus, a synchronous (real time) online DSW program at the University of Kansas School of Social Welfare (KUSSW) focused on preparing students to teach macro content in areas such as social and economic justice, community organization, and/or policy analysis could find a broad market.

Many students enroll in advanced clinical programs to further their skills and status in the workplace; however, initial conversations with key informants indicate that this may not be true for advanced macro students—that is, there may not be a comparable need among practicing macro social workers for advanced skills and practice, but there may well be a desire to teach in this area. Thus, our dual focus on teaching and macro practice would appeal to current clinicians desiring to increase macro skills, and current macro practitioners wishing to gain skills in teaching, mentoring and curricular development.

According to the Task Force on the DSW Degree Convened by the Social Work Leadership Forum (Edwards, et al., 2011), "as the demand grows for experts with advanced practice skills, social work would be well-served to have a clear presence of doctoral level practitioners. …Their training will uniquely position them as active participants in the dissemination of knowledge about those advanced practice competencies. Additionally, academic institutions have indicated a growing need for faculty holding a terminal degree in the profession who trained as advanced practitioners and come into academe with a strong practice background" (pp. 7-8). A recent survey representative of all social work graduates in 2018 (Council on Social Work Accreditation, 2019), indicated that two of five MSWs planning a higher social work degree (39.3%) intended to seek a DSW degree.

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[2] The term "macro" refers to program and organizational development, policy analysis and advocacy, and leadership and management. Macro practice is often contrasted with "micro" practice; the latter which focuses on supporting clients directly through various therapeutic and counseling modalities.

Comparative/Locational Advantage

While the proposed program would be unique within the state of Kansas, DSW programs are beginning to emerge around the country, and there are currently 18 and several more in progress (DSW Program Summaries; Matejkowski, 2020; available upon request). This is an emerging trend in social work education, and we anticipate additional programs will be developed. At present, however, no state that is contiguous with Kansas has a DSW program, and many of the online programs are located within private and for-profit institutions. Our relatively inexpensive tuition (please see Section X - Expenditures and Funding Sources Explanations, below), coupled with our strong national reputation and faculty with expertise in leadership and pedagogy, gives us a strong competitive advantage in recruiting students.

V. Projected Enrollment for the Initial Three Years of the Program

Year	Headcount Per Year		Sem Credit Hrs Per Year	
	Full- Time	Part- Time	Full- Time	Part- Time
Implementation	12	0	234	0
Year 2	27	0	562.5	0
Year 3	33	0	688.5	0

VI. Employment

DSW graduates are expert practitioner-scholars who: teach, supervise and mentor; assume leadership roles in social work practice settings; and generate and disseminate social work practice knowledge. In the past, having a Master of Social Work (MSW) degree would make one's resume stand out and would open the door to more advanced positions in Social Work settings. With the MSW having become the current standard, the DSW is being sought by employers as an indicator of preparedness for career advancement in agencies, government, and higher education.

According to the Council on Social Work Accreditation's 2018 of survey of social work education programs in the U.S. (CSWE, 2019), DSW graduates are primarily going into nonacademic administrative positions (22.9% of graduates) and private clinical practice (17.7%); however, tenure-track faculty positions at CSWE-accredited programs (15.6%) and nontenure-track faculty positions at CSWE-accredited programs (12.5%) are also first destinations. These are growth employment areas in the U.S.

According to the Bureau of Labor Statistics, overall employment of social workers is projected to grow 11 percent from 2018 to 2028, much faster than the average for all occupations (BLS, 2020a). Employment of social workers in health care specifically is projected to grow 17 percent from 2018 to 2028 (BLS, 2020a) and employment in mental health and substance abuse is projected to grow 18 percent during this same time period (BLS, 2020a). The DSW degree will offer a competitive advantage for those who wish to move into administrative positions within these settings. Mean salaries of exemplary employment positions are: Medical and health services managers (Mean annual wage = $115,160; BLS, 2020b), Social advocacy organization executives (mean annual wage = $114, 040; BLS, 2020c), Government agency Managers (mean annual wage = $103,000; BLS, 2020d). Additionally, employment (both part-time and full-time) of postsecondary teachers is projected to grow 11 percent from 2018 to 2028, also much faster than the average for all occupations. The median pay for social work teachers in postsecondary settings in 2019 was $72,070 (BLS, 2020e).

Thus, in terms of future growth, the job prospects of DSW graduates are more promising than many professions. The salaries expected of DSW graduates are highly competitive and higher than what can be obtained with an MSW. Finally, the DSW is designed to be flexible enough to complete while employed so students do not have to forego a salary to complete the program.

VII. Admission and Curriculum

A. Admission Criteria

Candidates complete an application, and provide a resume, a personal statement (prompted by specific questions), a writing sample, three letters of reference from former instructors or colleagues positioned to comment on the candidates' ability to succeed in a DSW program, and undergraduate and graduate transcripts. An undergraduate GPA of 3.2 or above and an MSW GPA of 3.5 and above are on a 4.0 scale are preferred. According to CSWE accreditation standards, the criteria for admission to the program must include an earned master's degree in social work from a CSWE-accredited program and a minimum of three years of practice experience beyond the master's degree in social work. Social work licensure would be a preferred qualification but will not be required. International candidates would need to provide evidence of English language proficiency through the TOEFL exam or the Applied English Center. The program would seek candidates who evidence strong oral and written communication skills, a commitment to diversity, equity and inclusion, leadership potential, and an interest in expanding their knowledge of leadership, pedagogy and the implementation of evidence-based approaches in practice settings. Initially, students may enter the program only as full-time. However, this requirement may change following assessment of demand for part-time enrollment and instructional resources to support the schedules of part-time students.

B. Curriculum

The program consists of 42 credit hours. This is comparable to DSW programs housed within research-intensive (R1) universities (average = 46.5) and below other universities that are members of the Association of American Universities (AAU; average = 48.9) as well as existing DSW programs in general (average = 49.4). Appendix A categorizes, based upon content area, descriptions of the courses that are listed below.

Year 1: Fall   **SCH = Semester Credit Hours**

Course #	Course Name	SCH....
TBD	Introduction to Advanced Social Work Practice	3
TBD	Leadership & Management- Evidence-based Practice in Leadership and Management	3
TBD	Research & Evaluation for Building Evidence, Assessing Outcomes and Promoting Equity	3

Year 1: Spring

Course #	Course Name	SCH....
TBD	Funding Human Services: Financial Management and Budgeting	3
TBD	Assessing & Using Evidence to Design and Improve Interventions in Social Work	3
TBD	Educational Theory & Pedagogy	3

Year 1: Summer

Course #	Course Name	SCH....
TBD	Capstone Seminar 1	1.5

Year 2: Fall

Course #	Course Name	SCH....
TBD	Program Development & Design	3
TBD	Curriculum Design & Development	3
TBD	Understanding Translational and Implementation Science	3

Year 2: Winter Inter-Session

Course #	Course Name	SCH....

TBD	Capstone Seminar 2	3

Year 2: Spring

Course #	Course Name	SCH....
TBD	Community Engagement & Community Advocacy	3
TBD	Grant writing	1.5
TBD	Social Momentum Building & Communication Strategies	1.5
TBD	Advising, Mentoring, & Supervision	3

Year 2: Summer

Course #	Course Name	SCH....
TBD	Capstone 3-Defense of Portfolio	1.5

Total Number of Semester Credit Hours …………………………………………………. 42

VIII. Core Faculty
The Council of Chief Academic Officers has reviewed and approved the list of faculty who will teach in this program. There will be no graduate assistants assigned to this program.

IX. Expenditure and Funding Sources *(List amounts in dollars. Provide explanations as necessary.)*

A. EXPENDITURES	First FY	Second FY	Third FY
Personnel – Reassigned or Existing Positions			
Faculty (*Program Director*)	80,000	80,000	80,000
Administrators *(other than instruction time)*	0	0	0
Graduate Assistants	0	0	0
Support Staff for Administration (*e.g., secretarial*)	0	0	0
Fringe Benefits *(total for all groups)*	27,200	27,200	27,200
Other Personnel Costs	0	0	0
Total Existing Personnel Costs – Reassigned or Existing	107,200	107,200	107,200
Personnel – New Positions			
Faculty (*Lecturing Staff*)	0	32,000	32,000
Faculty (T/TT Faculty, *Capstone Coord/Clinical Faculty*) *Year1 = 1.0 FTE T/TT Faculty and 1.0 FTE Capstone Coord/Clinical Faculty* *Year 2 = 2.0 FTE T/TT Faculty and 1.0 FTE Capstone Coord/Clinical Faculty*	160,000	240,000	240,000
Success Coach & Call Center Staff	86,000	86,000	86,000
Graduate Assistants	0	0	0
Support Staff for Administration (*e.g., secretarial*)	0	0	0
Fringe Benefits *(total for all groups)*	83,640	114,040	114,040
Other Personnel Costs	0	0	0

Total Existing Personnel Costs – New Positions	329,640	472,040	472,040
Start-up Costs - One-Time Expenses			
Library/learning resources	0	0	0
Equipment/Technology	40,000	8,000	8,000
Physical Facilities: Construction or Renovation	0	0	0
Other (*accreditation review*)	14,200	4,200	21,700
Total Start-up Costs	54,200	12,200	29,700
Operating Costs – Recurring Expenses			
Supplies/Expenses	500	700	700
Equipment/Technology/IT Support	18,000	12,000	12,000
Travel/Professional Development	6,000	8,000	8,000
Other (*Recruit, Marketing, Orientations*)	30,000	20,000	10,000
Total Operating Costs	54,500	40,700	30,700
GRAND TOTAL COSTS	545,540	632,140	639,640

B. FUNDING SOURCES *(projected as appropriate)*	Current	First FY (New)	Second FY (New)	Third FY (New)
Tuition / State Funds		234,000	562,500	688,500
Student Fees		25,800	64,050	78,450
Other Sources		0	0	0
GRAND TOTAL FUNDING		259,800	626,550	766,950
C. Projected Surplus/Deficit (+/-) (Grand Total Funding *minus* Grand Total Costs)		-285,740	-5,590	127,310

X. Expenditures and Funding Sources Explanations

A. Expenditures
Personnel – Reassigned or Existing Positions
Program Director. One existing tenured faculty member will be assigned to direct this program at a rate of 1.0 FTE. This faculty member will oversee the program accreditation, design, and delivery (.5 FTE) and teach 1/1, conduct research and provide service (.5 FTE).

Personnel – New Positions
- A Capstone Coordinator/Clinical Faculty 1.0 FTE will be hired to manage the content for Capstone coursework to be divided .5 FTE capstone/.5 FTE teaching during the first year and expanded during the

second fiscal year to 1.0 FTE capstone to accommodate additional capstones that occur during the second year of the curriculum.
- T/TT Faculty 1.0 FTE will be hired and designated to teach in the DSW program during the first year and a second T/TT Faculty 1.0 FTE will be hired and designated to teach in the DSW program during the second year to accommodate increased student enrollment.
- Lecturing staff will be added to assist with teaching at $6,000/course. Will begin in year 2.
- Success Coach. Will provide "enroll to graduation" support.
- Call Center Staff. Will recruit and provide "hello to enroll" support.

Start-up Costs – One-Time Expenses
Annual membership dues to our accrediting body (CSWE) are $4200 which are included in Years 1-3. Accreditation costs include a $10,000 Letter of Intent and Candidacy Eligibility Fee in Year 1 for the DSW. In Year 3, when the DSW program undergoes accreditation review by CSWE, accreditation expenses will total $17,500. To support a fully online program we will need equipment/technology for online teaching.

Operating Costs – Recurring Expenses
IT and instructional design (startup and maintenance) for the programming will be critical throughout. Recruiting and marketing will be expanded to promote the new program. Ongoing training and development to keep faculty/instructors abreast of innovations in online learning are also budgeted.

B. Revenue: Funding Sources & C. Projected Surplus/Deficit
Student tuition and fees would fund this program. In the first year, there would only be one cohort of students so the net revenue that year is smaller than subsequent years when there will be two cohorts in the program each year. Students will also pay a DSW course differential fee of $100 per credit hour ($4,200 per graduate) and a $200 capstone fee when enrolling for each of the three capstone courses ($600 per graduate). Once two cohorts are established in the program, the program costs are covered by student enrollment.

Tuition for the online program is proposed at $1,000 per student credit hour. We reviewed the current 18 existing DSW programs' per credit/unit and total program tuition costs. There was one "outlier" program (University of Alabama) that had tuition costs less than half the average of the remaining programs. The KU DSW program cost is competitive with existing DSW programs, and considerably lower than DSW programs housed within research-intensive (R1) universities and within universities that are members of the Association of American Universities (AAU). Total program costs tended to balloon with programs that required intensive residential summer sessions as a component of their DSW program. The program proposed here eschews these residential costs by providing instruction completely online. Costs are summarized in the following table and do not include any fees charged by institutions.

	Average tuition cost per unit/credit/hour ($)	Average tuition cost for entire program ($)
18 Existing DSW Programs	854.70	50495.80
DSW Programs w/o Alabama	894.20	52602.10
DSW programs within AAU universities	1156.00	68197.20
DSW Programs within R1universities	915.75	53333.67
DSW Programs within R1 w/o Alabama	1014.90	57637.88
KU DSW Program	1000.00	42000.00

Students enroll in 19.5 credit hours their first year and 22.5 credit hours per their second year. Year one will include one cohort of 12 students, garnering $234,000 in tuition revenue that can be applied to support programming. In subsequent years, there will be two cohorts going through the program each calendar year.

Projected enrollments:
Year one: Cohort 1 – 12 students ($259,800 in revenue)
Year two: Cohort 1 – 12 students / Cohort 2 – 15 students ($626,550 in revenue)
Year three: Cohort 2 – 15 students / Cohort 3 – 18 students ($766,950 in revenue)

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Attachment A

Category 1: Ethical and Historical Frameworks

Introduction to Advanced Social Work Practice (3 hours): This course is focused on preparing the entering DSW student to understand what is meant by Advanced Social Work Practice, and the social, political, and economic contexts in which social work leadership, translational research and social work education and instruction are embedded. Topics include the structure of higher education in the US, contemporary policy and administrative challenges, issues of diversity, equity and inclusion in higher education, and the infrastructure that guides research, including accountability to funders and university standards of the ethics and rigor of knowledge development. An introduction to common theoretical and conceptual ideas is presented, along with the development of shared definitions of terms used in the arenas of both higher education and organizational leadership.

Category 2: Leadership and Administrative Practice Knowledge, Theory and Skills

Funding Human Services and Social Change: Financial management and budgeting (3 hours): This course will introduce students to the fundamentals of managing the financial aspects of an organization. Students will develop the skills necessary to understand and develop balance sheets and program budgets that promote equity and inclusion. Students will also develop necessary skills for identifying funding sources and writing grant proposals appropriate for human service provision and anti-oppressive social change efforts.

Evidence informed leadership and management (3 hours): This course will cover various theories of leadership and management. Students will learn to engage in leadership practices across the social ecology, including leadership of agencies that serve individuals and organizations focused on structural change. Students will develop a style of leadership that is strengths-based, and trauma-informed and which promotes diversity, equity and inclusion. Topics would include theories of leadership & team building (best practices), multi-system competency (macro-micro) community engagement, the use of public discourse & technology (communications), strengths-based practice and trauma informed care (trauma awareness).

Community engagement and advocacy (3 hours): This course will cover various aspects of engaging with the community, with a focus of ensuring that organization activities serve the diverse interests and needs of their constituents. The course will cover models of engaging in advocacy that centers the needs and strengths of diverse, equitable and inclusive communities, such as community organizing. Policy practice will be considered as a form of advocacy. The course will also cover approaches to identifying community strengths and needs.

Human service program development and design (3 hours): This course will cover the life course of a program, beginning with employing existing evidence for the development of the program its design. Students will develop the necessary skills to design and develop programs to address particular needs of culturally diverse individuals and communities.

Grant writing (1.5 hours): This course will discuss the fundamentals of grant writing, including identifying appropriate funding sources, capturing the strengths and needs of the constituents served by the program in ways that meet funders' requirements, and leveraging existing evidence to write a compelling proposal.

Creating social momentum through public communication (1.5 hours): This course will cover utilizing the multitude of modern media tools to gain public support for social welfare initiative that promote diversity, equity and inclusion. Topics will include describing community strengths and needs in ways that compel constructive action and making relevant research and evidence accessible to a popular audience.

Category 3: Research and Inquiry

Research and evaluation for building evidence, assessing outcomes and promoting equity. (**3 Hours**): This course is an in-depth introduction to the process of conducting research. A comprehensive approach is taken to covering the full research design process, considering quantitative, qualitative and mixed methods approaches, and the evaluation of program outcomes. The course also integrates topics related to structural bias, systemic oppression, and strategies for anti-oppressive research, and addresses ethical issues in the conduct and dissemination of research.

Assessing and using evidence to design and improve multi-level interventions in social work (3 Hours): This course develops students' knowledge and skills for identifying, assessing, and critiquing the empirical evidence on current interventions and practices in social work. The focus is on conducting multi-dimensional, value-critical inquiry about "best practices" relevant to social work and applying the results of that inquiry toward designing and improving interventions or practices that are multi-level. The course introduces the foundations of evidence-based practice, systematic review of the literature, critical evaluation of empirical studies, and structured data synthesis to assess the quality of evidence. In addition to covering approaches for rigorous methodological critique, the course emphasizes value-critical frameworks for assessing research in relation to anti-oppressive principles.

Understanding translational and implementation science (3 Hours): This course provides students with the foundation for understanding and applying implementation science principles and practice. Using a critical perspective with a focus on identifying and using effective strategies for translating research into practice, the course introduces key concepts of implementation science and a variety of theories and frameworks for guiding implementation efforts. Students gain knowledge and skills in identifying implementation facilitators and barriers and developing and supporting key implementation strategies. Implementation is examined from an equity lens to consider how implementation processes can promote racial equity and social, economic, and environmental justice. The course also covers evaluation of implementation, including measures designed to examine implementation processes and outcomes.

Category 4: Pedagogy and Instruction

Integrative and critical approaches within educational theory and pedagogy (3 hours): This course is focused on providing DSW students with a strong theoretical foundation for effectively teaching adult learners in social work courses at all levels of higher education. Topics will include theories of pedagogy/andragogy; educational psychology; classroom and teaching strategies; understanding, assessing, and supporting a diverse array of learning styles; pacing; effective use of classroom time; ethics in teaching and learning; creating positive classroom dynamics; critical pedagogy and anti-oppressive and indigenous teaching models; and tools for evaluating teaching. Specific emphasis will be placed on attending to diversity, equity, and inclusion within classroom settings, and developing skills to facilitate conversations on issues of oppression and privilege.

Diversity and accessibility in curriculum design and development (3 hours): This course is focused on reviewing and designing course curricula and materials, as well as understanding the delivery of social work education in the context of the Council on Social Work Education's (CSWE) Education Policy and Accreditation Standards (EPAS). Particular attention will be given to issues of diversity and accessibility when designing course curricula. Topics will include developing curricula that incorporate social work knowledge, skills, and values; methods for assessing curricular outcomes; syllabus and assignment construction; topic selection; lesson planning; alignment of individual courses to the overall curriculum; ensuring range of topics in alignment with curriculum; mapping individual goals of courses to overall learning objectives; assurance of well-articulated, high quality course goals mapped to curricular goals; assuring the sequencing of courses so that learning is conceptually built over time; establishment of standards for evaluating curricular achievement; ability to assess classroom climate; continuous quality improvement so that program can be responsive to needed changes; and relationship of the curriculum to the overall institutional mission. Special attention will be paid to promoting the advancement of

underrepresented students, the impact of stereotype threat, gender gaps in the academy, structural inclusion issues and their impact on accessibility, and the role course structure can play on student persistence and advancement.

Advising, mentoring, and supervision (3 hours): This course is focused on preparing DSW students with the knowledge, skills, and values needed to advise, mentor, and supervise individuals in higher education or as advanced practitioners. Course content will be framed in the context of reflexivity and anti-oppressive social work practice. Topics will include professional/academic vs. holistic advising; the mentor/mentee relationship and its role in student success; strategic mentoring and established best practices in mentoring; formal vs. informal mentoring processes; conflict resolution in mentoring; learning communities; establishing supervisory plans; goal-setting; peer observations; performance-based mentoring; research behind mentoring; career readiness; engagement; the lifespan of the mentoring relationship; mentor selection; evaluating supervisory relationships; and conflicts of interest in mentoring and supervision. The course will include theoretical models for the mentoring relationship, including a review of mentoring approaches specific to underrepresented minority students, including organizational strategies, faculty strategies, and a review of mentee strategies.

Category 5: Capstone Portfolio Seminars

In line with other advanced practice doctorate social work programs (Appendix A - DSW Program Summaries), the DSW program proposed will provide six credit hours of instruction toward students attaining program objectives academically equivalent to a dissertation.

Capstone Seminar 1 (1.5 hours): This seminar provides students with an emphasis on understanding basic expectations and requirements of a Capstone Project, along with potential ethical and pragmatic issues they may face as they conduct a study in a specified area of social work practice. Students are encouraged to begin outlining how their work might be conceptualized and begin laying the foundation for a final project of inquiry for their DSW Program. A passing grade in Capstone Seminar 1 is required for students to advance to the next class.

Capstone Seminar 2 and Comprehensive Oral Exam (3.0 hours): This seminar provides students with the experience of designing and launching a research study that will be presented as their Capstone project. Drawing on their theoretical, practice and inquiry course work, students will work intensively on their proposal during this seminar, which is conducted over a two-week period and culminates in the Comprehensive Oral Exam. The purpose of the Comprehensive Oral Exam is to evaluate the student's development of expertise in an area of practice as reflected in the proposal for their Capstone project. The emphasis will be on working with the instructor and their student colleagues as they prepare a proposal to submit to their Capstone Chair and Committee. The Comprehensive Oral Exam will be conducted in adherence with University and Graduate Studies policy including, but not limited to: *Doctoral Degree Comprehensive Oral Exams, Doctoral Student Oral Exam Committee Composition, Graduate Student Oral Exam Attendance.* A passing grade on the comprehensive oral exam is required to advance to the next level of classes.

Capstone Seminar 3 (1.5 hours): This seminar provides students with the experience of submitting and defending their Capstone project. This final campus will bring students to campus to make final edits on their capstone projects and prepare intellectually for their project defense. Emphasis will be on helping students make any final changes and to anticipate and respond to questions that their Capstone Committee members might raise about their work. The final projects will be presented, and students will receive feedback to help them to prepare their project for submission and dissemination in scholarly publications such as books, journals, or as manualized interventions. A passing grade in Capstone Seminar 3 is required in order to be awarded the DSW and this class serves as the equivalent of the Final Dissertation Defense.

Attachment B

Simmons
U N I V E R S I T Y

From: Louanne Bakk, DSW Program Director, University at Buffalo School of Social Work Melinda
        Gushwa, Director of School of Social Work, Simmons University (Panel Chair) Tonya Hansel,
        DSW Program Director, Tulane University School of Social Work

To: Samantha Christy-Dangermond, Director of Academic Affairs
        Amy Robinson, Executive Assistant for Academic Affairs

Re: DSW External Panel Report

Date: March 23, 2022

_____

On February 22, 2022, a review was conducted re: the School of Social Welfare's proposal for a Doctor of
Advanced Social Work Practice (DSW) program. The Panel met with multiple key stakeholders including
representatives from the School of Social Welfare, the University, and the Board of Regents. Overall, we
found the proposal and associated presentations and conversations to be well- organized and sufficiently
detailed, resulting in a strong proposal with multiple strengths and no areas of concern noted. Please see below
for specific criteria and responses. Please note "the proposal" refers to the written proposal and content
explored and discussed during our meetings with key stakeholders.

Section 1: Program Justification

We noted that the proposal clearly established a need for the program that was central to the mission of the
University of Kansas. Local and comparative advantages were clearly described. The proposal provided
sufficient information on similar/related programs and rationale for the location of the program. The proposal
was clearly a priority for the University, which fits in with the Jayhawk Global initiative. The proposal presented
MSW alumni data that indicated that there was sufficient demand that matches initial projections/scope of the
proposed program. Admission criteria for the potential student pool was clearly described and consistent with
typical DSW admissions criteria. The proposal provided data which supported demand for DSW graduates in
the region, as well as a market- competitive tuition pricing plan.

Section 2: Curriculum

We noted that the curriculum clearly described the academic objectives of the program, explaining the knowledge
and skills students will use to inform their post graduate trajectories. A program plan was provided which outlined
specific courses and associated content. The content was consistent with the aims for a doctor of advanced

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practice in social work program. The proposed curriculum will employ a capstone model as the final product of doctoral study. The capstone requires students to engage in intense work on projects in their area of interest. Students will propose and defend their projects as part of the capstone experience. Given our experience, we encouraged faculty to carefully consider the time and resource demands associated with providing guidance and support to DSW students with capstone projects as program planning and development continues. In sum, the proposal clearly connects all components of the curriculum with the proposed goals of the DSW program, which prepares graduates to: 1) provide leadership in anti-oppressive social work in both agency and community contexts, 2) develop and apply research-informed knowledge to organizational and community contexts, 3) serve as world-class teachers and mentors.

Section 3: Program Faculty

We noted that the proposal explicated specific information on program leadership and core program faculty, with all faculty possessing the skills and experiences sufficient for teaching in a practice doctoral program. Multiple faculty have expressed interest in teaching in the DSW program. In our meeting with faculty, there were some concerns expressed regarding resources for the program regarding faculty time and capstone staffing. These concerns were apropos to the situation and we encourage program leadership to share specific plans about staffing of the DSW program with faculty as soon as details become available. Multiple faculty have expertise in course design and instruction in the online space. Additionally, Jayhawk Global will provide faculty with training and support as needed. The proposal included a budget and timeline for implementation that was specific and achievable.

Section 4: Academic Support

We noted that the proposal clearly outlined a feasible and comprehensive plan for academic support, including the following services: KU School of Social Welfare professional and academic writing tutor, dissertation/ thesis accelerator, CAPS personal counseling services and My Student Support Program (MY SSP). Additionally, the staffing plan includes a program director (1.0 FTE), capstone coordinator clinical faculty (1.0 FTE) and budgeting for success coaches and call center staff, with all success coaches holding membership in the National Academic Advising Association. Success coaches will serve as advocates and connectors for resources for students. Further, the KU Library has the resources necessary to provide students with a variety of online resources to support students' learning needs.

Section 5: Facilities and Equipment

We noted that the proposal outlined rationale for online instruction and provided sufficient detail on support for the development of an online curriculum via the KU Center for Online and Distance Learning (CODL), with a dedicated senior instructional designer assigned to work exclusively with the DSW Program. Additionally, CODL, in concert with Jayhawk Global, will provide support and troubleshooting services for faculty throughout the life of the DSW program. As the program is online, no new physical facilities are needed.

Section 6: Program Review

We noted that the proposal provided a comprehensive plan for program review, with the DSW program engaging in department self-study as required by the Kansas Board of Regents, as well as a plan for annual assessment in keeping with the recommendations of the Higher Learning Commission and discipline-specific review as outlined by the Council on Social Work Education (CSWE). The proposal indicates a plan to seek accreditation by CSWE (which is currently piloting accreditation for DSW programs) as soon as feasible. The proposal outlines a plan for annual measurement of student learning outcomes, as well assessment of both implicit and explicit curriculum that align with CSWE competencies.

Attachment C

KU's School of Social Welfare requests approval to seek accreditation for its proposed Doctorate in Social Welfare Practice (DSW) from the Council on Social Work Education (CWSE). CSWE accredits KU's Bachelor of Social Welfare and Master of Social Welfare programs, and pending approval by the Board, and finalization of DSW accreditation standards for CSWE, KU will seek to also have the DSW program accredited. CSWE is a recognized by Council for Higher Education Accreditation (CHEA), and such recognition indicates that CSWE has met rigorous standards for ensuring quality academic programs. CSWE accredits more than 800 social work education programs at the bachelor's and master's level, and is currently piloting accreditation standards for DSW programs. KU's DSW program was developed to meet the CSWE accreditation standards that are being piloted. While it will be some time before accreditation of these programs is the norm (https://www.cswe.org/accreditation/accreditation-process/professional-practice-doctoral-program-accreditation) achieving CSWE accreditation standards are standard practice in social work education and pursuing such accreditation for the DSW is an important step for the program. The following costs are associated with accreditation. They are extrapolated from fees currently being assessed for accreditation for our BSW and MSW programs: https://www.cswe.org/accreditation/accreditation-process/reaffirmation-fees.

Fee for Initial DSW Accreditation	Amount
Letter of Intent & Candidacy Eligibility Fee	$10,000
Commissioner Visit Fees	$12,500
Initial Accreditation Fee	$5,000
Total for Initial DSW Accreditation	**$27,500**
Annual CSWE Accreditation Fees – All Programs (BSW, $4557), (MSW, $6843) and (DSW, $4200)	*$15,600*

2.   **Act on Request to Offer a Master of Science in Communication Sciences and Disorders –
     KSU**

Summary

*Universities may apply for approval of new academic programs following the guidelines in the Kansas Board
of Regents Policy Manual. Kansas State University has submitted an application for approval and the
proposing academic unit has responded to all of the requirements of the program approval process. Board
staff concurs with the Board of Academic Affairs Standing Committee, the Council of Presidents, and the
Council of Chief Academic Officers in recommending approval.*

I.   General Information

A.   Institution   Kansas State University

B.   Program Identification
     Degree Level: Master's
     Program Title: Communication Sciences and Disorders
     Degree to be Offered: Master of Science in Communication Sciences and Disorders
     Responsible Department or Unit: College of Health and Human Sciences: Department of Applied Human
                                       Sciences
     CIP Code: 51.0201
     Modality: Face-to-Face
     Proposed Implementation Date: Fall 2022

     Total Number of Semester Credit Hours for the Degree: <u>51</u>

II. Clinical Sites: Does this program require the use of Clinical Sites? Yes.

Since the program already exists as a specialization within the Family Studies and Human Services master's
degree program, no new clinical sites are required. Externship affiliation agreements are in place for over 25
pediatric / school / educational sites, and 25 medical / health care settings. Although most of the placement sites
are in Kansas, the program has clinical site agreements throughout the Midwest. The program does not anticipate
new demand being placed on the community due to our clinical sites. No more than 15 students require an off-
campus clinical site during a semester. The Kansas State Speech and Hearing Center accommodates program
clinical needs during the first four semesters of a graduate student's program of study

III. Justification

The Communication Sciences and Disorders (CSD) program joined the School of Family Studies and Human
Services (FSHS) in 1994 with the degree offered as a specialization within FSHS. The master's program in speech-
language pathology offered through Communication Sciences and Disorders (CSD) specialization has been
continuously accredited at Kansas State University since 1972. Since 1996 the CSD program has graduated
approximately 301 students with an M.S. degree. Graduates of the program successfully pass the national exam
in speech-language pathology and achieve credentials (certification/state licensure) to practice as speech-language
pathologists in employment settings across the lifespan (e.g., infant-toddler, schools, hospitals, skilled nursing
facilities, private practices).

Given this successful history, the benefits of establishing an M.S. degree in Communication Sciences and
Disorders at Kansas State University include:

1.   More accurately represents the students' educational program/professional credential
2.   Improves degree marketing and student recruitment capabilities

3. Enhances program visibility within the University

IV. Program Demand: Select one or both of the following to address student demand:
Communication Sciences and Disorders (CSD) program is a long-standing existing degree program as a sub-plan within the Family Studies and Human Sciences master's degree at Kansas State University. Enrollment in the 2-year CSD MS program over the past five years has been steady at an average of 34 total graduate students each year. Each new cohort is about 17 graduate students.

The Kansas Department of Labor reports a projected growth of 17.5% for speech-language pathologist in the state of Kansas between 2018-2028. In the State of Kansas, a total of three other universities have programs similar to ours: University of Kansas, Wichita State University, and Fort Hays State University. However, the collective graduation of master's students in all four programs for the 2020-2021 academic year was 81, indicating a continued need for CSD masters programs in the state of Kansas.

V. Projected Enrollment for the Initial Three Years of the Program
The table reflects the total number of CSD graduate students (1st and 2nd year students). The implementation year reflects the program's 5-year average.

Year	Total Headcount Per Year		Total Sem Credit Hrs Per Year	
	Full- Time	Part- Time	Full- Time	Part- Time
Implementation	34	0	850	0
Year 2	35	0	875	0
Year 3	36	0	900	0

VI. Employment
The master's degree program prepares students to be licensed speech-language pathologist. Per U.S. Bureau of Labor Statistics, employment of speech-language pathologists is projected to grow 29% from 2020 to 2030 nationwide (compared to 8% for all other occupations). This higher-than-average growth is, in part, due to the aging baby-boomer population and associated speech-language and/or swallowing impairments that are the result of medical conditions. The BLS projects that about 15,200 openings for speech-language pathologists, on average, in the United States, over the next decade. The mean annual salary for speech-language pathologists was $83,24 in 2020.

The Kansas Department of Labor reports a projected growth of 17.5% for speech-language pathologist in the state of Kansas between 2018-2028. In the State of Kansas, the BLS reports the median annual salary for speech-language pathologist was $75,880 (May 2019). Over the past 20 years, upon graduation, Kansas State University master's students in CSD have consistently obtained full employment in settings such as the public schools, medical facilities, and private practice.

VII. Admission and Curriculum

D. Admission Criteria
To be considered for graduate admission, the applicant must have:

1. a bachelor's degree;
2. adequate undergraduate preparation in speech-language pathology or equivalent evidence of an appropriate background for undertaking an advanced degree program;
3. an overall undergraduate average of 3.0 or better;
4. an undergraduate average of 3.0 or better in the junior and senior years;
5. an undergraduate average of 3.0 or better in the major;

6. a personal statement regarding professional interests and goals (one page);
7. Graduate Record Examination (GRE) scores; and
8. three recommendation forms completed by instructors or possibly other individuals who can attest to the applicant's suitability for graduate study in speech-language pathology.

Interested students must complete the electronic application for graduate studies in CSD through the Graduate School. Applicants submit transcripts (unofficial or official) from **each** college and university attended, including Kansas State University. Official transcripts are required if recommended for admission.

Other electronic documents that are part of the application include:

*   Personal statement (one page);
*   Resume (optional);
*   GRE scores;
*   Three recommenders who complete an evaluation form.

In addition to university guidelines for English Proficiency Requirements, international applicants provide an audio recording of introduction to the program (about 5 minutes of talking).

E. Curriculum
Year 1: Fall   **SCH = Semester Credit Hours**

Course #	Course Name	SCH 9
CSD 745	Neuromotor Speech Disorders	3
CSD 750	Voice Disorders	3
CSD 701	Research Experience in Communication Sciences and Disorders	1
CSD 705	Practicum in Speech-Language Pathology	2

Year 1: Spring

Course #	Course Name	SCH 12
CSD 841	Acquired Language and Cognitive Disorders	4
CSD 742	Language Assessment and Intervention II	3
CSD 748	Cleft Palate	1
CSD 780	Instrumental Measurement for Clinical Application	2
CSD 705	Practicum in Speech-Language Pathology	2

Year 1: Summer

Course #	Course Name	SCH 8
CSD 744	Aural Rehabilitation	2
CSD 725	Augmentative and Alternative Communication	2
CSD 743	Communication Impairments in Autism Spectrum Disorders	2
CSD 705	Practicum in Speech-Language Pathology	1
CSD 706	Practicum in Audiology	1

Year 2: Fall

Course #	Course Name	SCH 8
CSD 741	Fluency Disorders	3
CSD 844	Dysphagia	3
CSD 705	Practicum in Speech-Language Pathology	2

Year 2: Spring

Course #	Course Name	SCH 8
CSD 847	Externship in Speech-Language Pathology	6
CSD 851	Professional Issues in Speech-Language Pathology	2

Year 2: Summer

Course #	Course Name	SCH 6
CSD 847	Externship in Speech-Language Pathology	6

Total Number of Semester Credit Hours …………………………………………………. 51*

*An available research option replaces one credit hour of CSD 701 for a total number of 56 semester credit hours.

Course #	Course Name	SCH optional
CSD 899	Masters Research	6

VIII. Core Faculty

The Council of Chief Academic Officers has reviewed and approved the list of faculty who will teach in this program. There will be no graduate assistants assigned to this program.

IX. Expenditure and Funding Sources

A. EXPENDITURES	First FY	Second FY	Third FY
Personnel – Reassigned or Existing Positions			
Faculty*	$319,887	$321,284	$332,810
Administrators *(other than instruction time)***	$0	$0	$0
Graduate Assistants***	$55,152	$57,358	$59,652
Support Staff for Administration *(e.g., secretarial)***	$37,286	$38,032	$38,792
Fringe Benefits *(total for all groups)*	$117,487	$117,487	$117,487
Other Personnel Costs	$0	$0	$0
Total Existing Personnel Costs – Reassigned or Existing	$529,812	$534,161	$548,741
Personnel – – New Positions			
Faculty	$0	$0	$0
Administrators *(other than instruction time)*	$0	$0	$0
Graduate Assistants	$0	$0	$0
Support Staff for Administration *(e.g., secretarial)*	$0	$0	$0
Fringe Benefits *(total for all groups)*	$0	$0	$0
Other Personnel Costs	$0	$0	$0
Total Existing Personnel Costs – New Positions	$0	$0	$0
Start-up Costs - - One-Time Expenses			
Library/learning resources	$0	$0	$0
Equipment/Technology	$0	$0	$0
Physical Facilities: Construction or Renovation	$0	$0	$0
Other	$0	$0	$0

Total Start-up Costs	$0	$0	$0
Operating Costs – Recurring Expenses			
Supplies/Expenses	$35,000	$35,000	$35,000
Library/learning resources	$0	$0	$0
Equipment/Technology	$30,000	$30,000	$30,000
Travel	$4,000	$4,000	$4,000
Other	$0	$0	$0
Total Operating Costs	$69,000	$69,000	$69,000
GRAND TOTAL COSTS	$598,812	$603,161	$617,741

*Includes 2% increase in salary each year.
**The program will continue to fall under the direction of the Department of Applied Human Sciences head, so no direct administrative support is needed.
***Includes tuition assistance and assumed 4% increase in tuition assistance each year.

B. FUNDING SOURCES *(projected as appropriate)*	First FY	Second FY	Third FY
Tuition*	$409,632	$421,680	$433,728
College Revenue Center Funds**	$83,615	$73,576	$73,735
Student Fees***	$24,310	$25,025	$25,740
Other Sources****	$81,255	$82,880	$84,538
GRAND TOTAL FUNDING	$598,812	$603,161	$617,741
F. Projected Surplus/Deficit (+/-) (Grand Total Funding *minus* Grand Total Costs)	$0	$0	$0

*   Represents tuition returned to college/department via KSU RCM budget model based on 2022 tuition rates.
**   Represents funding received from College of Health and Human Services Revenue Center Investment
*** Represents $28.60/SCH college course fee.
****Revenue generated from clinic fees projected to increase by 2% annually.

X. Expenditures and Funding Sources Explanations

A. Expenditures
Personnel – Reassigned or Existing Positions
All faculty are currently employed in the Department of Applied Human Sciences, which will not change with the new degree proposal. A modest pay increase of 2% was included for each year. The program will continue to fall under the direction of the Department of Applied Human Sciences head, so no direct administrative support is needed exclusive to the CSD program.

Personnel – – New Positions
No new positions are projected.

Start-up Costs – One-Time Expenses

This is an existing program that is housed within the M.S. in Family Studies and Human Services degree program as a specialization. No new costs are anticipated.

Operating Costs – Recurring Expenses
The program spends approximately $35,000 on student hourly expenses, clinic supplies, office supplies, phone usage, etc. Approximately $30,000 is needed each year for equipment upgrades and/or maintenance. A member of the faculty must attend annual accreditation meetings, which is estimated at $4,000 annually.

B. Revenue: Funding Sources
The Kansas State University responsibility centered management (RCM) budget model returns the tuition generated by graduate programs to the college. Tuition calculations are based on the projected enrollment table in section V above. Tuition calculations of $481.92/SCH is obtained by calculating 90% Kansas resident and 10% non-resident tuition rates for graduate tuition, as this is the 5-year average resident breakdown among CSD MS students. Kansas resident graduate tuition rate = $428.90/SCH; nonresident graduate tuition rate = $959.10/SCH.

C. Projected Surplus/Deficit
Any deficit or surplus in tuition generated directly from the Communication Sciences and Disorders degree program has been and will continue to be covered or used by the Department of Applied Human Sciences, which houses the degree in Communication Sciences and Disorders.

Because the Communication Sciences and Disorders program is an existing sub-plan within the Family Studies and Human Services master's degree program, and will continue to operate within the same department, the remaining funds needed to break-even are generated by other programs within the Department and College of Health and Human Sciences. Conversely, any excess funds are used to support other programs within the department.

XI. References

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Kansas Department of Labor, *Kansas 10 Year Job Outlook* 2018-2028, https://www.dol.ks.gov/
At:https://klic.dol.ks.gov/vosnet/GSIPub/documentView.aspx?enc=RN+fslva0bSwyMCAu6NoOTP6o8 sPnBG0fibYYPfUVTQ=

**3.   Act on Request to Offer a Master of Science in Integrated Systems Design and Dynamics –
        KSU**

Summary

*Universities may apply for approval of new academic programs following the guidelines in the Kansas Board
of Regents Policy Manual. Kansas State University has submitted an application for approval and the
proposing academic unit has responded to all of the requirements of the program approval process. Board
staff concurs with the Board of Academic Affairs Standing Committee, the Council of Presidents, and the
Council of Chief Academic Officers in recommending approval.*

I. General Information

A.   Institution   Kansas State University Salina
                                                   Aerospace and Technology Campus
B. Program Identification
        Degree Level: Master's
        Program Title: Integrated Systems Design and Dynamics
        Degree to be Offered: Master of Science
        Responsible Department or Unit: College of Technology and Aviation
                                                   Department of Integrated Studies
        CIP Code: 30.0601
        Modality: Online, Hybrid
        Proposed Implementation Date: Fall 2022

        Total Number of Semester Credit Hours for the Degree: 32 total credits

II. Clinical Sites: Does this program require the use of Clinical Sites?   No

III. Justification
This new graduate degree in Integrated Systems Design and Dynamics (ISDD) was developed to support the
development of senior "system-level" demands found within the high-tech aerospace industry. This graduate
program greatly enhances, replaces and builds upon the prior Professional Master's degree of Technology at
Kansas State University Salina (KSUS). KSUS's prior graduate degree - the Professional Master of Technology
- was not a recognizable graduate degree within the broader STEM industry and did not market well to prospective
students and employers alike. Recent industry workforce development research conducted at KSUS has
determined that professional senior level skills in systems design and dynamics is in high demand. Leveraging
6,034 data samples, this research looked at market and job data from the aviation and aerospace industries to
determine what types of jobs, skills, and qualifications are in demand. Using technical cybernetics, the graduate
degree is focused on the planning, architecture, design, and development of highly integrated machine learning
systems, autonomous systems, aerospace systems, space systems, cybernetic systems, cyber and cyber-physical
systems.

The cybernetic foundations of the Salina-based program are unique within the region. Further enhancing the
ISDD graduate degree, graduate engineering course options at KSU's College of Engineering are also available
to students within the elective portion of the ISDD program. Industrial demand for the skillsets developed in this
new graduate degree have grown rapidly especially within the "Industrials: Aerospace & Defense" market sector.
The employment outlook for graduate degree holders in the *integrated systems design and dynamics* field is very
positive at all geographic levels. Much like our Machine Learning and Autonomous Systems (MLAS) bachelor's
degree offering, our market research has determined that there is a distinct opportunity for graduate degrees
offered within ***Integrated Systems Design and Dynamics (ISDD)***. This indicates an opportunity for KSUS to
compete in this integrated systems niche.

IV. Program Demand:

A. Market Analysis

In January of 2021, KSUS embarked on a workforce development study. The primary goal was focused on developing talent to serve the needs of the broader aerospace industry. The workforce development research highlighted a demand (and gap) of skills that exist beyond that of aviation pilots and mechanics. The industrial financial market data collected from various investment institutions illustrates a market sector approaching $1.2 trillion dollars in market capitalization (Aerospace & Defense, Air Freight & Logistics, and Airlines) (Fidelity, 2021). The largest corporate players in this space consist of Boeing, Lockheed Martin, Raytheon, and Textron. While the total aviation portion of the aviation and aerospace industry has been hit hard due to COVID, the more technologically focused aerospace portion of the industry segment has illustrated strong growth (Deloitte, 2021). This suggests a viable ecosystem for the ISDD graduate degree program (Duke, 2018).

In the workforce development study conducted by KSUS, the word "systems" showed up in roughly 13% of the total job titles pulled (n = 6,034) and was found roughly 16% of the time in the listed skills required for the job (Werner & Pritchard, 2021). A quick search on Indeed of "systems science" jobs requiring a graduate degree yields over 100,000 hits. Similarly, positions in systems engineering requiring a graduate degree yields 70,629 postings. According to a 2018 study conducted by the American Society of Engineering Education (Roy et al., 2021), only 5,260 individuals were enrolled in an Industrial/Manufacturing/Systems graduate program and 1,587 were enrolled in an aerospace graduate program. Furthermore, the demand for graduates who pose aerospace-based skill sets is outpacing the annual number of graduates from US academic organizations (Ward, 2021). This illustrates an addressable market potential for the ISDD program, especially since the ISDD program is able to offer upskilling services for aerospace and non-aerospace students alike.

Additionally, we surveyed our larger ISDD industry advisory board to review the attractiveness of this new graduate degree proposal and after being surveyed they estimated that the target learner audience for this program works best for Junior-Level and Mid-Level industry professionals (81%). In a follow-up question within that survey, the ISDD industry advisory members overwhelmingly listed "System Engineer" as the top job title for graduates coming out of this program. Lastly, 90% of the ISDD industry advisory board members stated that they would be interested in hiring graduates from this program, with 40% saying they would be "very interested" in hiring students from this program. The nearest graduate degree programs are offered by the more business-oriented options found at Worcester Polytechnic Institute (Worcester Polytechnic Institute, 2022) and Massachusetts Institute of Technology (Massachusetts Institute of Technology, 2022). This degree is a technologically oriented degree grounded in technical cybernetics and system dynamics; making the ISDD program a truly unique option within the State as well as the region.

V. Projected Enrollment for the Initial Three Years of the Program

	Headcount Per Year			Semester Credit Hours Per Year		
	Full Time	**Part Time**	**Total**	**Full Time**	**Part Time**	**Total**
Year 1 (Start)	4	7	11	96	105	201
Year 2	8	12	20	192	180	372
Year 3	14	18	32	336	270	606

PT = 6 hrs per/sem, 12 hrs per/year + 3 for summer | Annual Estimated Total: 15 Hrs
FT = 12 hrs per/sem, 24 per/year | Annual Estimated Total: 24 Hrs

VI. Employment

The employment outlook for integrated systems-related occupations is positive. Federal data projects a faster-than-average employment growth for system developers, engineers and other related occupations over a ten-year period in Kansas, the region, and the nation (Bureau of Labor Statistics, 2020a). Additionally, the program contains two specialization programs (cybersecurity and machine learning), where employment growth in these areas are expected to grow by more than 30% over the next ten years (Bureau of Labor Statistics, (2020b). Current job listings underscore this trend in substantial labor demand, especially for senior-level professionals who are versed in integrated systems design and architecture. An understanding of systems and the ability to think and work systematically when approaching industry problems is becoming increasingly vital for employees hired in a variety of technical, engineering, science, and business positions. Additionally, comprehension of system dynamics is frequently sought after for research and education in many different fields, as well as for analysis by large companies, governments, international agencies, and consulting companies.

A survey of aerospace industry data obtained from the Kansas Department of Commerce (Emsi, 2020) indicates the following:

1. Over 87% of the jobs advertised in this sector required at least a B.S. with 37% requiring an M.S. or Ph.D.
2. The average number of nationwide job postings at any one time is approximately 2,500 with an average salary of over $116,000/year.
3. Over 56% of current employees in this sector are over age 45.
4. Average number of job postings in the sector for the year ending in July 2020 was 6,451 with only 1,479 of those being filled.

Additional industry demand research indicates the following: (Werner & Pritchard, 2021)

1. Of 6,034 jobs analyzed in 2021, the top interdisciplinary "*system-based*" job skills in the aerospace industry are Cyber Security, Machine Learning, Artificial Intelligence; and
   Systems Management, Systems Engineering, Smart Materials and Manufacturing.
2. The demand is high for senior level "systems" level personnel with experience in designing and developing highly integrated systems. This skillset was determined to be the highest when comparing aviation job titles to that of aerospace job titles.

While this new degree is open to all student learner types, this program will favor post-high school professionals. Our recent industry analysis illustrates that many students matriculating into this program will come with existing STEM degrees. Our expectation is that many students will be coming from various technologically-intense industries with between three to six years of experience who see reskilling/upskilling as critical to their future success.

VII. Admission and Curriculum

G. Admission Criteria

Candidates complete an application, and provide a resume, a personal statement, a writing sample, three letters of academic (or professional reference) positioned to comment on the candidates' ability to succeed in the MS program, and undergraduate and graduate transcripts (if applicable). An undergraduate GPA of 3.0 or above on a 4.0 scale is preferred. The criteria for admission to the program must include an earned bachelor's degree and three years of technical industry practice experience beyond the bachelor's degree. International candidates can provide evidence of English language proficiency through a TOEFL exam or the English Language Program. The program seeks candidates that illustrate strong visual, oral, and written communication skills, a commitment to diversity, equity and inclusion, and potential for applied research. Students may enter in a part-time or full-time capacity.

H. Curriculum

The program consists of 32 semester hours of graduate credit. This is comparable to other Master of Science programs housed within research-intensive (R1) universities (30~36 hours) and two credit hours above the minimum graduate credit hours required at Kansas State University.

Year 1: Summer   **SCH = Semester Credit Hours**

Course #	Course Name	SCH 6
CYBR 601	Introduction to Cybernetic Modeling and Simulation	3
CYBR 603	Integrated Systems Architecture	3

Year 1: Fall   **SCH = Semester Credit Hours**

Course #	Course Name	SCH 6
COT 682	Open Source Cyber Surveillance	3
CYBR 708	Cybernetic Systems Design and Dynamics	3

Year 1: Spring   **SCH = Semester Credit Hours**

Course #	Course Name	SCH 8
COT 684	Advanced Topics in Cyber Data Fusion	3
CYBR 707	Research Methods, Design, and Analysis	5

Year 2: Summer   **SCH = Semester Credit Hours**

Course #	Course Name	SCH 2
COT 839	Integrated Systems Thesis	2

Year 2: Fall   **SCH = Semester Credit Hours**

Course #	Course Name	SCH 5
CYBR 751	Cyber Defense Methods	3
COT 839	Integrated Systems Thesis	2

Year 2: Spring   **SCH = Semester Credit Hours**

Course #	Course Name	SCH 5
CYBR 760	Aerospace Cybersecurity Studio	3
COT 839	Integrated Systems Thesis	2

Total Number of Semester Credit Hours …………………………………………………. **32**

VIII. Core Faculty

The Council of Chief Academic Officers has reviewed and approved the list of faculty who will teach in this program. There will be no graduate assistants assigned to this program.

IX. Expenditure and Funding Sources *(List amounts in dollars. Provide explanations as necessary.)*

A. EXPENDITURES	First FY	Second FY	Third FY
Total Existing Personnel Costs – Reassigned or Existing	$112,266	$274,428	$274,428
Personnel – New Positions			

Faculty	$0	$0	$60,000
Administrators *(other than instruction time)*	$0	$0	$0
Graduate Assistants	$0	$0	$0
Support Staff for Administration	$3,150	$6,300	$6,300
Fringe Benefits *(total for all groups)*	$21,168	$82,656	$81,900
Other Personnel Costs	$0	$0	$0
Total Existing Personnel Costs – New Positions	$24,318	$88,956	$148,200
Start-up Costs – One-Time Expenses			
Library/learning resources	$0	$0	$0
Equipment/Technology	$150,000	$2,520	$5,040
Physical Facilities: Construction or Renovation	$0	$0	$0
Other (Marketing)	$80,000	$30,000	$30,000
Total Start-up Costs	$230,000	$32,520	$35,040
Operating Costs – Recurring Expenses			
Supplies/Expenses	$126	$252	$252
Library/learning resources	$0	$0	$0
Equipment/Technology	$2,000	$2,000	$2,000
Travel	$1,487	$2,974	$2,974
Other	$0	$0	$0
Total Operating Costs	$3,613	$5,226	$5,226
GRAND TOTAL COSTS	$370,197	$401,130	$462,894

B. FUNDING SOURCES	*First FY*	*Second FY*	*Third FY*
(projected as appropriate)	(New)	(New)	(New)
Tuition / State Funds	$137,856	$255,136	$415,625
Student Fees	$9,650	$17,860	$29,094
Industry & Government Funding	$70,000	$70,000	$70,000
Other Sources	$0	$0	$0
GRAND TOTAL FUNDING	$217,506	$342,996	514,719
C. Projected Surplus/Deficit (+/-) (Grand Total Funding *minus* Grand Total Costs)	($152,691)	($58,134)	$51,825

X. Expenditures and Funding Sources Explanations

A. Expenditures

Personnel – Reassigned or Existing Positions: A combined 3.15 FTE will come from faculty members as depicted in section VIII of this document. Faculty will be reassigned in the second half of the 2022-23 Academic Year.

Personnel – New Positions: A single faculty position is anticipated by year 3 of the program; 50% of the FTE shall be assigned to the ISDD, the other remaining shall be used to support undergraduate program (see "Faculty

Name #9", Page 12, section VIII). A varying number of adjunct instructors will be critical to the success of this program from the standpoint of content currency and relevancy and will share the teaching load and we currently estimate this need at 0.25 of an FTE per semester.

Start-up Costs – One-Time Expenses: Limited to computer and office equipment. We may incur a $150K equipment cost for an additive 3D metal printer; this cost may be deferred via additional equipment grant funding streams we plan on pursuing to help augment the ISDD program cost structure.

Operating Costs – Recurring Expenses: Limited to office costs and travel

B. Revenue: Funding Sources
In addition to annual tuition and student fees, we expect Industry & Government Funding streams to chip in annually to the program as well. As of 2021, we have tentative commitments from various corporate donors. Of course, our primary funding stream will be generated from student tuition.

	Headcount Per Year			Semester Credit Hours Per Year			Revenue Forecast	ROI Estimate
	Full Time	Part Time	Total	Full Time	Part Time	Total		
Year 1	4	7	11	96	105	201	$217,506	**($152,691)**
Year 2	8	12	20	192	180	372	$342,996	**($58,134)**
Year 3	14	18	32	336	270	606	$514,719	**$51,825**

PT = 6 hrs per/sem, 12 hrs per/year + 3 for summer | Annual Estimated Total: 15 Hrs
FT = 12 hrs per/sem, 24 per/year | Annual Estimated Total: 24 Hrs

Part time students are calculated at 15 hours annually (6 hour per semester twice per year, plus a single 3 credit hour course over the summer); whereas full time are estimated at 24 hours (12 hours per semester twice per year). And using a blended tuition rate of $685.85 (Simple Average: $421 (in-state rate) + $949 (out-of-state rate)), we then take the total estimated credit hours for full time and part time students. We assume that more part time students, than full time students, will be enrolled in this program; additionally, we also assume more out-of-state students will be enrolling in this program due to the audience we will be marketing towards. We estimate – in the first year – based on 11 total students enrolled in 201 credit hours multiplied times the estimated blended rate, $9,650 in student fees, $70,000 for industry and government funding, and given these assumptions, we estimate that we will bring in roughly $217K of total revenue for the starting year. As enrollment increases, while considering ISDD program expenditures, we estimate that we will break even in the third year.

D. Projected Surplus/Deficit
The campus intends to develop a digital marketing campaign for this program largely modeled after the Machine Learning and Autonomous Systems (MLAS) digital marketing campaign. We expect program enrollments to increase after the second year of the program. These early cash marketing expenditures will help us to realize the estimated ROI. Additionally, we recognize that the blended tuition rate might not be the only approximation method for forecasting ROI, therefore, we have simulated a worst-case revenue model that relies strictly on gross in-state tuition and does not consider other possible funding streams (e.g., government grants, corporate research funding, or private donations). Even under this worst-case scenario, the program is estimated to break even in five to six years; however, in the most realistic scenario, we estimate a healthy return on investment within three to four years.

XI. References

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Appendix A - ISDD Industry Advisory Board
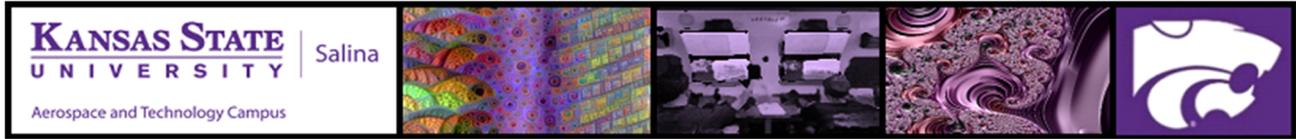
Industry Advisory Board for Integrated Systems Design and Dynamics, 10/4/2021				
Name	**Title**	**Company**	**Email**	**Phone**
Kendy Edmonds	Test & Evaluation Specialist, McCain Strategic Defense Fellow	United States Space Force	edmondskendy@gmail.com	(785) 640-6923
Paul Schultz	Lead Systems Engineer, Nuclear Network Security System	United States Air Force	paul.schultz09@gmail.com	(501) 358-3394
Jimmy Standaert	Chief Innovation Officer, Emerging Technologies, AI & Prescriptive Insights	RiGi Group	Jimmy@RiGiGroup.com	(913) 221-3137
Kelvin Quinonez	Software Engineer, Aerospace Systems Development	Boeing Corporation	kesqui7@gmail.com	(913) 424-9965
Kale Tarrant	Senior Manager & Systems Engineer	Boeing Corporation	kktarrant@att.net	(316) 393-0337
Jamie Adams	Senior Program Manager, Autonomous Sytems Division	Lockheed Martin	jamie.e.adams@lmco.com	(214) 801-4931
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Nabin Mishra, PhD	Principal Data Scientist, Computer Vision & Operations Research	T-Mobile Corporation	nabin.mishra@gmail.com	(618) 407-5950
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Tony Foster	Principal Technical Marketing Engineer	Dell EMC	tony.foster@wondernerd.net	(785) 819-6793

Active Industry Advisory Board Members List
Kansas State University, College of Technology and Aviation   *Create Date: 6/15/2021*
Program: Master of Science, Integrated Systems Design and Dynamics   *Last Modified: 10/4/2021*

Appendix B – Five Year Projection

Summary

	Headcount Per Year			Semester Credit Hours Per Year			Revenue Forecast	ROI Estimate
	Full Time	Part Time	Total	Full Time	Part Time	Total		
Year 1	4	7	11	96	105	201	$217,506	($152,691)
Year 2	8	12	20	192	180	372	$342,996	($58,134)
Year 3	14	18	32	336	270	606	$514,719	$51,825
Year 4	19	23	42	456	345	801	$657,821	$164,993
Year 5	24	30	54	576	450	1026	$822,940	$300,012

PT = 6 hrs per/sem, 12 hrs per/year + 3 for summer | Annual Estimated Total: 15 Hrs

FT = 12 hrs per/sem, 24 per/year | Annual Estimated Total: 24 Hrs

Detail

A. EXPENDITURES	*First FY*	*Second FY*	*Third FY*	*Fourth FY*	*Fifth FY*
Total Existing Personnel Costs – Reassigned or Existing	$112,266	$274,428	$274,428	$274,428	$274,428
Personnel – New Positions					
Faculty	$0	$0	$60,000	$70,000	$80,000
Administrators *(other than instruction time)*	$0	$0	$0	$0	$0
Graduate Assistants	$0	$0	$0	$0	$0
Support Staff for Administration	$3,150	$6,300	$6,300	$7,000	$8,000
Fringe Benefits *(total for all groups)*	$21,168	$82,656	$81,900	$90,000	$95,000
Other Personnel Costs	$0	$0	$0	$0	$0
Total Existing Personnel Costs – New Positions	$24,318	$88,956	$148,200	$167,000	$183,000
Start-up Costs – One-Time Expenses					
Library/learning resources	$0	$0	$0	$0	$0
Equipment/Technology	$150,000	$2,520	$5,040	$6,000	$7,000
Physical Facilities: Construction or Renovation	$0	$0	$0	$0	$0
Other (Marketing)	$80,000	$30,000	$30,000	$30,000	$30,000
Total Start-up Costs	$230,000	$32,520	$35,040	$36,000	$37,000
Operating Costs – Recurring Expenses					

Supplies/Expenses	$126	$252	$252	$400	$500
Library/learning resources	$0	$0	$0	$0	$0
Equipment/Technology	$2,000	$2,000	$2,000	$10,000	$20,000
Travel	$1,487	$2,974	$2,974	$5,000	$8,000
Other	$0	$0	$0	$0	$0
Total Operating Costs	$3,613	$5,226	$5,226	$15,400	$28,500
GRAND TOTAL COSTS	$370,197	$401,130	$462,894	$492,828	$522,928

B. FUNDING SOURCES	*First FY*	*Second FY*	*Third FY*	*Fourth FY*	*Fifth FY*
(projected as appropriate)	(New)	(New)	(New)	(New)	(New)
Tuition / State Funds	$137,856	$255,136	$415,625	$549,366	$703,682
Student Fees	$9,650	$17,860	$29,094	$38,456	$49,258
Industry & Government Funding	$70,000	$70,000	$70,000	$70,000	$70,000
Other Sources	$0	$0	$0	$0	$0
GRAND TOTAL FUNDING	$217,506	$342,996	514,719	657,821	822,940
C. Projected Surplus/Deficit (+/-)					
(Grand Total Funding *minus* Grand Total Costs)	($152,691)	($58,134)	$51,825	$164,993	$300,012

4.   Act on Request to Offer a Bachelor of Science in Entomology – KSU

Summary

Universities may apply for approval of new academic programs following the guidelines in the Kansas Board of Regents Policy Manual. Kansas State University has submitted an application for approval and the proposing academic unit has responded to all of the requirements of the program approval process. Board staff concurs with the Board of Academic Affairs Standing Committee, the Council of Presidents, and the Council of Chief Academic Officers in recommending approval.

I. General Information

A. Institution   Kansas State University

B. Program Identification
   Degree Level: Bachelor of Science
   Program Title: Entomology
   Degree to be Offered: Entomology
   Responsible Department or Unit: College of Agriculture
   CIP Code: 26.0702
   Modality: Face-to-Face, Online, Hybrid
   Proposed Implementation Date: Fall 2022

   Total Number of Semester Credit Hours for the Degree: 120

II. Clinical Sites: Does this program require the use of Clinical Sites?   NO

III. Justification
A market analysis conducted in February 2020 suggests there are about 2,500 high-quality jobs annually in the central United States that require, or prefer, a B.S. in Entomology. Moreover, about 100 Entomology degrees are conferred annually in this region, indicating a substantial shortage of qualified applicants. There are only 16 universities in the nation with an entomology program and only one other that offers specialization in Pre-Veterinary & Medical Entomology training. K-State Entomology is uniquely positioned to train students in insect-related Animal Health issues, as well as plant health and stored products entomology, given our established relationships with National Bio and Agri-Defense Facility (NBAF) and the United States Department of Agriculture (USDA), and their scientists working both within and outside our Department. With this diverse range of opportunities and the job market analysis, our proposed program is student focused and built to reflect the needed flexibility of what it means to be a 21st century Entomologist. Our program is intended to work for new students beginning their college careers, transfer students with any number of previous credits, and established students looking for a cost-effective way to increase their marketability by adding a second degree.

IV. Program Demand: Select one or both of the following to address student demand:

A. Survey of Student Interest
This survey below was conducted with Spring 2021 graduates only, thus the small sample size. However, we have been asking students who minored in the discipline at their exit interview this question for about six years now and their response is similar with about 50% saying they would have majored or duel degreed in Entomology if the option was available. It was these responses that originally motivated our plans to develop a new B.S. program.

        Number of surveys administered: ……………… 9
        Number of completed surveys returned: ………. 8

Percentage of students interested in program: … 75%

B. Market Analysis

The Department of Entomology is currently the largest Entomology minors program in the country according to an internal poll of Entomology Departments across the US. This informal survey also showed that there are only 16 universities out of the 39 responding that offer an Entomology BS degree. We have offered an undergraduate research experience for students across K-State, which initially started with 19 student labs and had over 160 students this past year conducting research in multiple labs across several Colleges and Departments. The five-year average for enrollment is 22 enrolled with seven receiving a degree. Consequently, this research experience now serves as a recruitment tool for other programs within the College of Agriculture. With an established track record of recruiting students into our minors program, we anticipate a considerable portion of these students would be interested in a dual degree options.

This new degree will take advantage of our current recruitment efforts across the state. We work closely with K-12 educators. We offer a summer soybean science institute and a mentorship and leadership institute for program alumni looking to expand inquiry-based teaching methods into classrooms across Kansas. Over 150 teachers have completed the program over the past ten years, and nearly $1M in funding has been secured from state commodity organizations to promote these efforts. We intend to expand our promotion to create increased awareness for STEM jobs in Agriculture, which aligns heavily with our proposed degree options. Our graduate student club, K-State Popenoe Entomology Club, sells insect collections as a service to Agriculture Education/FFA instructors across Kansas. The collections include 70 specimens needed to prepare for the Entomology section of the FFA Career Development Event (CDE), which is sponsored by the Department of Entomology at Kansas State University. Our Insect Zoo is another activity that allows direct interaction with over 8K patrons every year and is used in nearly all undergraduate Entomology courses at K-State.

V. Projected Enrollment for the Initial Three Years of the Program

Year	Total Headcount Per Year		Total Sem Credit Hrs Per Year	
	Full- Time	Part- Time	Full- Time	Part- Time
Implementation	10		300	
Year 2	22		660	
Year 3	36		1,080	

This projection starts with a cohort size of 10 students, then increases the cohort size by 2 each year.

VI. Employment.

Data from the US Bureau of Labor Statistics shows there are greater than 300,000 jobs as Agricultural and Food Scientists, Medical Scientists, and Biological Scientists with projected growth of approximately 5% by 2029 and a median salary of over $80,000. These data are more general than those focused specifically on Entomology, so we conducted a market analysis. This market analysis was conducted just prior to the COVID pandemic and indicated there are 2,368 annual job openings, in our region, under the Entomology CIP code, with only 119 degree program completions from states in our region (11 states including, AR, CO, IL, IA, KS, MN, MO, NE, OK, TX, WI). This means there are **19 annual job openings for every degree completion**. Salaries ranged from $45,000 to $60,000 for B.S. & M.S. degrees based on the market analysis, with ZipRecruiter suggesting a slightly higher range of $52,000 to $80,000. The average salary for all Entomology jobs was $86,528 as it also included Ph.Ds. A B.S. degree in Entomology doubles your life-time earnings relative to a H.S. degree, yielding on average a $1.6 million return on investment assuming an individual works until age 67.

A survey of jobs on Indeed.com conducted on August 17, 2021, shows that there were 9,955 jobs nationally related to insects, 37,987 related to infectious disease, a primary area of study for our students, and 2,110 jobs related to insect pests. These data suggest there are a significant number of Entomology-related jobs.

VII. Admission and Curriculum

I.   Admission Criteria

Our admission criteria are the University standards. Admission to the university is test-optional and requires achieving EITHER:
- A cumulative high school GPA (weighted or unweighted) of 3.25 or higher   **OR**
- ACT composite score of 21, or an SAT ERW+M score of 1060 or higher
  AND, if applicable, achieve a 2.0 GPA on all college credit taken in high school. If you do not meet these assured requirements, you are still encouraged to apply. Your application will be reviewed individually.

J.   Curriculum

Our curriculum is built around both Entomological training and the skills the market analysis revealed that employers are looking for in new hires. Entomology skills and professional specialization, in particular those courses that allow students to focus on Animal Health Entomology, Plant Health Entomology, Stored Product Entomology, or basic insect biology, are found in the "Entomology" and "Entomology and Professional Specialization" portion of the curriculum. The flexibility of the "Entomology and Professional Specialization" portion of this curriculum reflects the diversity of areas that modern-day Entomologists occupy. For example, about half of the faculty in the Department of Entomology have PhDs in other disciplines. Concurrently, there are faculty with Entomology training and degrees in departments outside of Entomology, including Biology, Biochemistry, Grain Science, Plath Pathology, Horticulture, Agronomy, and Veterinary Medicine. Thus, a "one-size fits all" model isn't appropriate for our students as it doesn't reflect the breadth of career possibilities for individuals with an Entomology degree. In total, there are 45 Entomology credits in these two sections, with 15 of those credits tied to specialization. Moreover, ENTOM 400, 405, 410, 499, and 695 are courses that specifically address employer-desired skills based on the market analysis.

In addition to Entomology training, employers are keen to hire individuals with strong leadership and critical thinking skills as well as an understanding of business operations and management. Given the importance of these two areas, we require six credits in each. Other critical skills that employers are looking for include (i) experience with data analysis, (ii) a basic understanding of some discipline within bioscience, (iii) the ability to communicate effectively, and (iv) some deeper understanding of Agriculture in general. As such, we require three plus credits in each of these areas to provide all of our students a foundational background that allows them to meet minimum requirements for any entomology-related job. Students can then choose six additional credits in any of these areas to build a strength and make themselves highly competitive for jobs with that particular focus.

The remaining credits in Natural Science/Mathematics (18-20 credits), Humanities/Social Science (nine credits), University Requirements (eight credits), and Free Electives ($\leq$ ten credits) round out a student's training. These credits provide a solid background in basic science and the humanities, while allowing students the opportunity to explore a wide range of courses that could ultimately shape the trajectory of their career.

As outlined above, a key strength of this proposed degree program is that it allows students to specialize in any current or emerging area of Entomology – a strength not found in any other Entomology program in the country. And while this strength offers advantages for training students and aligns perfectly with K-State's Economic Prosperity Plan, it does make it difficult to represent all possible degree plans with a single example. However, the below curriculum example represents what a "typical" Entomology student that is focused on animal health, bioscience, and data analysis would take each semester. It includes 35 credits of Bioscience/Animal Health (20 of which are from Entomology), 14 credits of Business/Economics, and 11 credits of statistics. Almost all courses in Entomology include research methods, data collection, and data analysis, so students will be well trained in data analysis and critical thinking – both skills that employers strongly desire in their new hires.

Overview of curriculum:

Year 1: Fall   **SCH = Semester Credit Hours**

Course #	Course Name	SCH (15)
ENTOM 100	Entomology Foundations	1
ENTOM 305	Animal Health Entomology	2
ENTOM 306	Animal Health Entomology Laboratory	1
ENTOM 400	Insect Sampling and Surveillance	2
GENBA 110	Business Foundations	3
ENGL 100	Expository Writing 100	3
MATH 100	College Algebra	3

Year 1: Spring

Course #	Course Name	SCH (15)
ENTOM 312	General Entomology	3
ENTOM 405	Introduction to Insect Data Analysis	1
ENTOM 410	Introduction to Insecticides	1
COMM 106	Public Speaking 1	3
BIOL 198	Principles of Biology	4
ENGL 200	Expository Writing 200	3

Year 2: Fall

Course #	Course Name	SCH (15)
ENTOM 499	Undergraduate Research Experience	1
ENTOM 300	Economic Entomology	3
PHILO 125	Introduction to Philosophy of Science	3
CHM 110	General Chemistry	3
ASI 500	Genetics	3
AGEC 115	Decision Tools for Agricultural Economics and Agribusiness	2

Year 2: Spring

Course #	Course Name	SCH (15)
ECON 110	Principles of Macroeconomics	3
BIOL 455	General Microbiology	4
BIOCH 265	Introductory Organic and Biochemistry	5
GENAG 210	Human and Cultural Diversity in the Food and Agricultural Sciences	3

Year 3: Fall

Course #	Course Name	SCH (15)
ENTOM 630	Introduction to Molecular Entomology	3
ENTOM 625	Integrative Behavioral Ecology	3
AGCOM 400	Agricultural Business Communications	3
STAT 340	Biometrics I	3
PLPTH 610	Biotechnology	3

Year 3: Spring

Course #	Course Name	SCH (15)
ENTOM 710	Insect Taxonomy	3
ENTOM 645	Introduction to Insect Chemical Ecology	3

ENTOM 660	Insect Genetics	3
STAT 341	Biometrics II	3
ANTH 200	Introduction to Cultural Anthropology	3

Year 4: Fall

Course #	Course Name	SCH (15)
ENTOM 649	Introduction to Arthropod Vectors of Human Pathogens	3
ENTOM 692	Insect Ecology	3
STAT 703	Introduction to Statistical Methods for the Sciences	3
GEOG 200	Human Geography	3
GENAG 225	Fundamentals of Global Food Systems Leadership	3

Year 4: Spring

Course #	Course Name	SCH (15)
ENTOM 302	Art and Insects	3
ENTOM 675	Introduction to Insect Physiology	4
ETNOM 695	Capstone Experience	3
ENGL 270	American Literature	3
MUSIC 160	Music Listening Laboratory	2

Total Number of Semester Credit Hours   …………………………………………………….. **120**

VIII. Core Faculty

The Council of Chief Academic Officers has reviewed and approved the list of faculty who will teach in this program. There will be three to four partial graduate assistants assigned to this program, remaining portions of student positions supported by GRA, extramural funds.

IX. Expenditure and Funding Sources *(List amounts in dollars. Provide explanations as necessary.)*

A. EXPENDITURES	First FY	Second FY	Third FY
Personnel – Reassigned or Existing Positions			
Faculty	$0	$0	$0
Administrators *(other than instruction time)*	$0	$0	$0
Graduate Assistants	$0	$0	$0
Support Staff for Administration	$0	$0	$0
Fringe Benefits *(total for all groups)*	$0	$0	$0
Other Personnel Costs	$0	$0	$0
Total Existing Personnel Costs – Reassigned or Existing	$0	$0	$0
Personnel – New Positions			
Faculty (0.4 FTE by Year 3, state funds)	$0	$0	$36,000
Administrators *(other than instruction time)*	$0	$0	$0
Student Assistants (UG)	$0	$0	$0
Support Staff for Administration (*i.e., Student Success Coordinator, Years 1-2 funded by restricted fees, Year 3 onward funded through RCM and COA support*)	$30,000	$30,000	$30,000

Fringe Benefits *(total for all groups)*	$9,000	$9,000	$20,520
Other Personnel Costs	$0	$0	$0
Total New Personnel Costs – New Positions	$39,000	$39,000	$86,520
Start-up Costs - One-Time Expenses			
Library/learning resources	$0	$0	$0
Equipment/Technology	$0	$0	$0
Physical Facilities: Construction or Renovation	$0	$0	$0
Other	$0	$0	$0
Total Start-up Costs	$0	$0	$0
Operating Costs – Recurring Expenses			
Supplies/Expenses	$6,500	$7,500	$8,500
Library/learning resources	$0	$0	$0
Equipment/Technology	$0	$2,000	$2,000
Travel	$0	$0	$0
Other	$0	$0	$0
Total Operating Costs	$6,500	$9,500	$10,500
GRAND TOTAL COSTS	$45,500	$48,500	$97,020

B. FUNDING SOURCES *(projected as appropriate)*	Current	First FY (New)	Second FY (New)	Third FY (New)
Tuition / State Funds		$94,890	$208,758	$341,604
Student Fees		$6,089	$13,392	$21,910
Other Sources		$0	$0	$0
GRAND TOTAL FUNDING		$100,979	$222,150	$363,514
K. Projected Surplus/Deficit (+/-) (Grand Total Funding *minus* Grand Total Costs)		$55,479	$173,650	$266,494

X. Expenditures and Funding Sources Explanations
A. Expenditures

Personnel – Reassigned or Existing Positions
All ENTOM course offerings, including the new 400-level experience-based courses, are offered as part of current appointments – thus, no new funds are needed to cover the costs of teaching. Entomology has 13 faculty with various research, extension, and teaching responsibilities that adequately cover our diverse discipline. In addition, we have 11 adjunct faculty from the Agricultural Research Services (ARS) within the United States Department of Agriculture (USDA) and the National Bio and Agro-Defense Facility (NBAF) within Manhattan and within our own laboratories. Several scientists from these outside labs engage with our teaching faculty to provide students with unique learning and training opportunities. All faculty teaching core and specialization courses are employed by Kansas State University in the College of Agriculture.

Personnel – New Positions
We request funds to support half of a full-time, student success coordinator position. Half of the position will be paid from existing state-funds. The second half of this position will be supported using restricted fees and other soft funds. The student success coordinator will be a student facing position that is readily available to students, will help organize and facilitate a departmental orientation & enrollment course, strategize ways to increase student recruitment (i.e., scheduling prospective student visits, recruitment visits on campus, communicating with high schools/community colleges, etc.), help advise incoming students, review degree plan inconsistencies, work with the College of Agriculture Student Records Office as needed, connect students to appropriate offices and/or resources, and general program administration (i.e., making changes to line scheduling, annually updating departmental lists, pulling basic reports for faculty and departmental administration, and clearing minors for graduation). This position will free up time for faculty to focus on student success within the new program.

We anticipate the addition of new teaching tenths by year three. Our largest demographic of students in our minors program come from Animal Science and Industry within the College of Agriculture. Based on program growth in this area, we plan to hire a 40% teaching faculty to handle part of the academic advising workload, as well as develop new courses in forensic entomology and vector biology.

Start-up Costs – One-Time Expenses
There are no funds needed to start this program. Technology in teaching labs and collaborative learning spaces were upgraded using Strengthening People and Revitalizing Kansas (SPARK) funds; all spaces have the capability of delivering distance-education courses and/or recording lecture/labs.

Operating Costs – Recurring Expenses
Lab and teaching computers and supporting technology will periodically require upgrades starting in year two (estimated cost $2,000 per year). We also require funds for supplies/expenses associated with office materials, instruction, IT support, and promotion and marketing activities ($5,000 per year). In addition, we anticipate offering more undergraduate research experiences and capstone projects and this will require supplies for experiments (reagents, lab-based components), printing services for posters presented in symposiums ($1,000 in year one, increasing by $1,000 per year). We will also need to cover the cost of greenhouse and plot fees that are used in several courses offered in Entomology ($500 per year).

B. Revenue: Funding Sources
The revenue table below uses the in-state, on-campus tuition rate of $316.30 per credit hour. It assumes, based on the example curriculum, that 52.5% of all semester credit hours (SCH) are generated by the College of Agriculture (COA) and 47.5% are generated by the College of Arts and Sciences (COAS). COA has a general fee of $22.90 per credit hour for on-campus courses, while the COAS has a general fee of $17.40 per credit hour. All funds generated by fees will be retained by the generating college.

Tuition & Fees	Tuition per SCH	YR 1 SCH	Sub- Totals	YR 2 SCH	Sub- Totals	YR 3 SCH	Sub- Totals
In-State On-Campus Tuition	$316.30	300	$94,890	660	$208,758	1,080	$341,604
College of Agriculture Fees	$22.90	158	$3,618	347	$7,946	567	$12,984
College of Arts & Sciences Fees	$17.40	142	$2,471	313	$5,446	513	$8,926
Total University Revenue			**$100,979**		**$222,150**		**$363,514**

E. Projected Surplus/Deficit

Our budget estimate projects a budget surplus of $55,479 in Year 1, with a projected surplus of $266,494 by Year 3. Of these surplus funds, 75% of tuition dollars and 100% of College of Agriculture fees are retained by the College of Agriculture: Year 1 = $41,609; Year 2 = $130,238; and Year 3 = $199,871. Projected surpluses are sufficient to cover any personnel and program resources needed to maintain and grow the program with no added resources from the University.

XI. References

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B.   *Fiscal Affairs & Audit*

1.   **Act on Request to Amend the FY 2023 Capital**   **Chad Bristow,**
     Improvement Plan to Increase the Project Budget   **Director of Facilities**
     for the Clinton Hall Shocker Success Center – WSU

Wichita State University requests authorization to amend the project budget for the Clinton Hall Shocker Success Center project from $16.4 million to $18.5 million.

As the renderings were recently completed during design development, it was determined that the current budget did not allow for sufficient impactful changes to the building exterior. Wichita State proposes to extend the project budget by $1.0 million to include staining the exterior concrete walls, as well as removing additional sections of concrete wall panels and infilling with a curtain wall glazing system. The change will not only improve the exterior appearance of the building but will provide significantly more daylight into the remodeled interior. This portion of the budget increase would be split funded between university bond funds and private gifts.

Initial deferred maintenance planning included a roof replacement project for Clinton Hall as a small capital project, funded by EBF Rehabilitation and Repair funds, which would be done in sync with the Shocker Success Center project. Current cost estimates for the roof replacement have increased significantly and it is now estimated that the project cost to replace the roof is $1.1 million. Wichita State University proposes to expand the scope of the Shocker Success Center project to include this cost rather than proceed with a stand-alone large capital project for this work. This portion of the budget increase would be funded by Wichita State University's allocation from the Educational Building Fund.

The two items noted above will not impact the overall project schedule that is on track to be bid in July 2022.

2.   **Act on Request to Amend the FY 2023 Capital Improvement Plan and Approve Program Statement – KSU**

Kansas State University requests approval to amend the Fiscal Year 2023 capital improvement project plan and to accept the revised program statement for the West Seaton Hall second floor renovation. The Board approved the original program statement in April 2022. Based on additional State of Kansas deferred maintenance funding recently appropriated with a dollar-for-dollar match from the state universities, the West Seaton Hall project has been expanded to upgrade the HVAC and controls throughout all floors of the 1950s wing. Following project completion, the FCI score for Seaton is expected to improve from 0.26 to 0.19. The increased project scope would increase the project budget from $4.5 million to $7.5 million with the increase financed through a combination of private funding and anticipated allocation to Kanas State from the Board's capital renewal initiative appropriation.

3. **Act on Proposed Amendments to Memorandum of**   **Natalie Yoza,**
Agreement between Pittsburg State University and   **Associate General Counsel**
the PSU Chapter of the Kansas National Education
Association (KNEA) – PSU

Summary and Recommendation

Pittsburg State University (PSU) requests that the Kansas Board of Regents approve and execute the FY 22023Amendments to a Memorandum of Agreement (Agreement) between PSU, the Kansas Board of Regents, and the PSU chapter of the Kansas National Education Association (KNEA). The proposed changes to the existing one-year Agreement are to the Salaries and Duration articles.

Board staff reviewed the proposed amendments for compliance with Board policy as well as state and federal law. Staff recommends approval of the Amendments and granting the Chair authority to execute the amendments to the Agreement.

Background

Under the Public Employer-Employee Relations Act (PEERA), State agencies are required to meet and confer with their employees' recognized bargaining units over terms and conditions of employment.1 The bargaining unit subject to this memorandum of agreement is comprised of all general department teaching faculty and library services faculty, excluding administrative personnel, department/school chairpersons/directors, non-professional Employees, and temporary and part-time faculty.2 The PSU/KNEA bargaining unit now represents 212, tenured or tenure- earning, faculty employees.

In 2021, PSU and PSU/KNEA reached a one-year Memorandum of Agreement (Agreement) that concludes at the end of Fiscal Year 2022.

Pursuant to Board policy, President Flanders and KBOR Associate General Counsel, Natalie Yoza, spoke with President Scott and PSU General Counsel, Jamie Brooksher, before the first meet and confer session.3 Meet and confer sessions began in February 2022 and concluded in April. The PSU faculty subsequently voted to approve the proposed amendments. As provided for in the Agreement and as required by PEERA, PSU and PSU/KNEA have now completed the meet and confer process and PSU offers the below agreed-to amendments to KBOR for consideration and approval.

As the governing body under PEERA, the Kansas Board of Regents "must approve any proposed agreement in order to make it binding and effective."4 The Kansas Secretary of Administration must also approve such agreements once the Board has approved them.

Summary of Terms Amended in the Agreement Between PSU and PSU/KNEA

If approved, each unit member who achieved an overall performance appraisal rating of Exceptional in 2022 will receive a $200 base salary increase. PSU would also fund a 4.75% overall salary increase for all continuing unit faculty and $48,500 in salary adjustments for promotions earned last year by unit faculty. The total cost for these adjustments is $804,313, but PSU is only spending an additional $312,942 because PSU has accrued savings through vacancies. The Agreement would be for one year.

All of the Articles and terms in the Agreement that the Board approved in 2021 will remain the same except for the following amendments:

"Section IV.   SALARIES A. FY 2022 2023

For the ~~2021-2022~~ 2022-2023 academic year, it is agreed by and between the parties that those faculty salary funds for faculty included in the Meet and Confer Unit ('Unit") shall be divided in the following proportions:

Base Salary Total	~~$14,993,132~~	$14,556,061
Sum of Adjustments	~~50,500~~[1]	799,913[1]
Merit Salary Increment Total	~~3,800~~[2]	4,400[2]
Grievance Fund	0	
TOTAL	~~$15,047,432~~	$15,360,374

Summer Session ~~2022~~ 2023 $ 1,233,763

B. Definitions

1. "Base Salary Total" is defined as the sum of previous year's salaries of all continuing unit members.
2. "Sum of Adjustments" shall be defined to include overall salary increases, promotions, corrections for historical inequities, corrections for affirmative action purposes, marketplace considerations.
3. "Merit Salary Increment" shall be defined as the sum representing salary improvement in reward for the level of excellence of an individual's performance.
4. "Grievance Fund" shall be defined as the monies provided to process and redress salary grievances as provided herein.

[1] Of this amount, <u>$691,413 shall be used to fund an overall 4.75% salary increase for each continuing unit faculty member;</u> ~~$50,500~~ <u>$48,500</u> shall be used to fund promotions <u>earned in 2022; and a minimum of $60,000 shall be used for corrections for historical inequities, corrections for affirmative action purposes and marketplace considerations.</u>

[2] ~~$3,800~~ <u>$4,400</u> shall be distributed in the form of a $200 overall salary increase to each unit member who achieved an overall annual performance appraisal rating of Exceptional ~~from the 2020-21 review period~~ <u>in 2022</u>."

Other Edits:

XXIII., page 81, changed the name of the Kansas Board of Regents chair and revised as follows: "This Agreement shall be effective from July 1, ~~2021~~ 2022 through June 30, ~~2022~~ <u>2023</u>."

Conclusion and Recommendation

Pittsburg State University requests that the Board approve these amendments to the Agreement reached through meet and confer processes. Board staff have reviewed the amendments, determined that they are consistent with Board Policy and do not violate state or federal laws. Staff therefore recommends that the Board approve the amendments and authorize the Chair to execute the Amended Agreement on behalf of the Board.

    4.   **Act on Johnson County Research Triangle (JCERT)**   **Elaine Frisbie**
            FY 2023 Budget – KU, KUMC, and KSU   **VP, Finance & Administration**

Summary

The 2007 Legislature created the Johnson County Education Research Triangle Authority (JCERTA), subject to the approval of Johnson County voters (KSA 19-5001 through 19-5005). The voters of Johnson County approved the 1/8 cent sales tax to support three university projects: (1) medical education and life sciences and cancer research programs at the Johnson County locations of the University of Kansas Medical Center; (2) research and education programs in animal health and food safety and security at the Olathe Campus of Kansas State University; and (3) specific undergraduate and graduate programs at the Edwards Campus of the University of Kansas in the City of Overland Park. A change enacted at the end of the 2022 Legislative Session will allow Kansas State University to offer other undergraduate and graduate programs at the Olathe Campus, subject to JCERTA and KU approval. The Board of Regents, as responsible for the governance of the institution, has ultimate oversight of any academic programs.

The JCERTA Board retains up to two percent of the tax revenues to cover administrative costs and the remainder of the annual revenue is to be split evenly between the three projects. The law restricts the universities' expenditure of these tax revenues to certain purposes and states that "the Kansas Board of Regents shall remain responsible for the governance of these institutions, including approval of any academic programs and the regulation thereof, and shall be responsible to the Authority for institutional compliance with the purposes of this act." Budget approval by the Board of Regents is required each year.

In accordance with Board policy, the Fiscal Affairs and Audit Committee reviewed the budget proposals at the April 20, 2022 Committee meeting. The JCERTA Board met on April 27, 2022 and approved the budget proposals. Staff recommends that the Board approve the FY 2023 JCERT budgets as detailed in the following documents. Any effect of the legislation change is not anticipated in the Kanas State Olathe budget at this time.

In accordance with the Board's process, the Universities prepare annual budgets for their portion of the JCERT revenue, to include debt service, maintenance, operations, and, where appropriate, research, and undergraduate and graduate educational programs.

The law requires each participating university to certify to both the Authority Board and to the Board of Regents that expenditures of funds received from the Authority are made in compliance with the Act, Board policy and applicable state and federal laws. Furthermore, any revenue bonds that pledge the JCERT funds for repayment must be approved by the Board of Regents, regardless of what entity acts as obligor on the bonds. According to the Authority's by-laws, the universities are to certify expenditures to the Authority on an annual basis; the universities' certification to the Board is on the same schedule. The Universities submit the accounts and expenditures for an annual independent audit paid for by the JCERTA Board. The JCERTA Board contracts with external auditors for a financial audit to be completed by September 1 of each year. A copy of the external audit is provided to the Board and the Universities.

From FY 2010 through FY 2021, the universities received a cumulative $198.4 million through the JCERT Authority. Within FY 2022, the universities had each budgeted $6.4 million from the sales tax, and actual collections through March showed unusual growth of 17.0 percent over the same period within FY 2022 (July 1 through March 31). The universities hold a portion of prior years' revenues in reserve as a buffer against potential downturns in sales tax revenues to ensure that adequate cash is available every year to make bond payments.

		KU Edwards	KUMC Clinical Research Center	KSU Olathe	Total
JCERT Sales Tax Revenues Passed to Universities					
Actual	FY 2010	$ 4,717,303	$ 4,717,303	$ 4,717,303	$ 14,151,908
Actual	FY 2011	4,461,375	4,461,375	4,461,375	13,384,125
Actual	FY 2012	4,882,520	4,882,520	4,882,520	14,647,560
Actual	FY 2013	4,991,900	4,991,900	4,991,900	14,975,700
Actual	FY 2014	5,307,800	5,307,800	5,307,800	15,923,400
Actual	FY 2015	5,586,700	5,586,700	5,586,700	16,760,100
Actual	FY 2016	5,653,000	5,653,000	5,653,000	16,959,000
Actual	FY 2017	5,838,100	5,838,100	5,838,100	17,514,300
Actual	FY 2018	5,959,100	5,959,100	5,959,100	17,877,300
Actual	FY 2019	5,994,400	5,994,400	5,994,400	17,983,200
Actual	FY 2020	6,156,665	6,156,665	6,156,665	18,469,995
Actual	FY 2021	6,569,289	6,569,289	6,569,289	19,707,867
Projected	FY 2022	6,400,000	6,400,000	6,400,000	19,200,000
Projected	FY 2023	7,000,000	7,000,000	7,000,000	21,000,000

The following documents are the proposed FY 2023 budget plans for the operation of the Business, Education, Science and Technology (BEST) Building and degree programs at KU's Edwards Campus in Overland Park; the Clinical Research Center at the KU Medical Center in Fairway; and the International Animal Health and Food Safety Institute at K-State's Innovation Campus in Olathe.

Proposed Fiscal Year 2023
JCERTA Budget
Edwards Campus
Business, Engineering, Science, and Technology (BEST)

Background
The Edwards campus of the University of Kansas, has used the funds from the Johnson County Research Triangle Authority (JCERTA) sales tax for the construction, debt service and maintenance of a new 75,000 square foot building, and to pay the costs initially of 10 new degrees, including 4 bachelors and 4 masters degrees in business, engineering, science, and technology as well as two Professional Science Masters degrees.

The Business Engineering, Science and Technology (BEST) building was dedicated on March 2, 2012. The building contains 21 classrooms, including one computer lab classroom, an open computer lab, an Exercise Science lab, 35 faculty offices, and a 400 seat conference center. The total cost of the building was $22.9 million and was financed with $3.9 million from sales tax collections and $19 million in bonds.

Expenditure Categories
A draft two year budget is attached for reference and planning purposes. While only the FY 2023 budget is being approved at this time, the additional year provides a clear picture of all expenses for building support and operations, and the programmatic costs.

Below are details of the FY 2023 budget which is presented for approval.

Debt Service: $1,691,740
The original annual debt service was under $2 million per year. The total principal on the 2010M bonds was $20,990,000 and the repayment term was 15 years. The bonds were a combination of tax exempt bonds ($6,125,000) and taxable Build America Bonds ($14,865,000) with an all-inclusive interest rate of 3.11%. The debt was refinanced in January, 2020 with a new principal of $8,440,000 and a maturity date of 9/1/25. The new interest rate is 2.022%, and the Build America Bonds were eliminated.

JCERTA Scholarships: $150,000
KU and KSU each agreed to establish a $50,000 scholarship program from JCERTA funds. The scholarships are to be awarded to Johnson County residents. The criteria for the scholarships at KU are as follows: Students must be enrolled in an undergraduate or graduate program at the Edwards Campus that was funded by the JCERTA tax. The scholarship can be applied toward the cost of tuition, fees and/or books. Additional requirements include residence in Johnson County, a minimum cumulative grade point average of 3.0, and enrollment in a minimum of six hours at KU Edwards Campus. Preference will be given to students with financial need. Completion of the Free Application for Federal Student Aid (FAFSA) is required. In fall 2012 (fall 2011, spring 2012), 22 students received the Triangle award. The average amount was $3,000 per semester. In 2013, (fall 2012, spring 2013) 41 students received the Triangle award. The average amount per semester was $1,500. In 2014 (fall 2013, spring 2014) 24 students received the Triangle award, 10 of whom received $3,000 each, and the remaining received $1,500 each. In 2015 (fall 2014, spring 2015) 20 students received the Triangle award, with an average of $1,500 awarded per student each semester. In 2016 (fall 2015, spring 2016) 20 students received the Triangle award, with an average of $1,500 awarded per student per semester. In FY 2017 (fall 2016, spring 2017) 16 students received assistance with an average of $2,000 ($1,000/semester) awarded per student.

In FY 2018 (fall 2017, spring 2018) 34 students received assistance with an average of $1,500 awarded per student.

In FY 2019 (fall 2018, spring 2019) 32 students received assistance with an average of $1,500 awarded per student.

In FY 2020 (fall 2019, spring 2020) 68 students received assistance, with awards ranging from $398/semester to a maximum of $3,000 for the year.

In FY 2021 (fall 2020, spring 2021) 90 students received assistance, with awards ranging from $630/semester to a maximum of $2,000 for the year.

In FY 2022 (fall 2021, spring 2022) 71 students received assistance, with the average award being $2,000 for the year, evenly split between fall and spring semesters.

In FY 2016, an additional $37,500 was requested for Johnson County students in the new, on-line Master of Applied Statistics program. Eight (8) students received an average of $781.25 each for a total of $12,500 for fall and spring. The same $37,500 was requested in 2017. Fifteen students in the fall and 16 students in the spring received an average of $1,000 each. In FY18, 22 students in the fall and 26 students in the spring received an average of $957.45/student. In FY19, 54 students received an average of $949.07/student. The required GPA for awards in this program is 3.25. In FY20 the awards for his program were moved to the Edwards Campus Student Services department to be administered as one pool of scholarship money.

In FY 2023, the combined scholarships being requested are again $150,000. The increase over previous years will allow more students to enter JCERT programs. The increase in enrollment is expected to offset the additional expense.

JCERTA Programmatic Costs: $2,539,033
The University of Kansas is implementing a new budget model wherein tuition revenue is retained by the academic home School or College. In previous years, the Edwards Campus received a portion of all tuition generated at the Edwards Campus (either in person or on-line). Many of the JCERT programs have their academic homes in schools other that the School of Professional Studies (Edwards Campus based) or the Edwards Campus, therefore the tuition distribution affects the payment of the instruction costs. Programmatic costs for FY 2023 are detailed below.

Ongoing costs in FY 2023 for the Bachelor's in Business Administration are $565,580. It is estimated that tuition generated by the BBA courses and distributed to the School of Business will cover these costs at 100%

For the Bachelor of Science in Information Technology, a School of Professional Studies (SPS) program, ongoing costs are $678,567 will be funded by JCERTA.

The Bachelor of Project Management, Master of Science in Project Management, and Master of Engineering in Project Management, School of Professional Studies programs, both the face to face and the online versions, have ongoing costs of $496,833, which is supported by JCERTA at 100%.

The Professional Service Masters in Environmental Assessment, has an ongoing cost of $318,631. It is estimated that tuition generated by these courses and distributed to the College of Liberal Arts and Sciences (CLAS) will cover these costs at 100%.

The BAS in Biotech (SPS program) has FY 2023 costs of $321,282, funded 100% from JCERTA.

Organizational Communication, formerly Communications Studies, will be funded $186,070 from JCERTA.

Civil Engineering has FY23 costs of $172,717, of which 100% will be funded with tuition distributed to the School of Engineering.

The Masters in Accounting, paired with the Accounting Certificate, will be funded at $225,133. With tuition of only $115,770 received by the School of Business for this program's courses, the remaining $109,363 in instruction costs will be supplemented from JCERTA dollars.

The Cybersecurity Certificate (SPS program) will be funded $149,695 from JCERTA. The Software Engineering Certificate (SPS program) will be fully JCERTA funded at $10,690.

The Bachelor's in Exercise Science has FY 2023 costs of $322,749, and will be fully supported with tuition dollars going to the School of Education.

The Bachelor of Applied Science in Statistics launched during FY 2016, will have FY 2023 operational costs of $1,026,412, funded by tuition ($816,736) and JCERT ($212,676).

Applied Behavioral Sciences, one of our fastest growing programs, and with an FY 2023 cost of $441,708, will be fully funded with tuition dollars of $440,232 distributed to CLAS, and supplemented with $1,476 JCERTA dollars.

The PSMAS in Environmental Geology, will be funded with both tuition dollars (CLAS - $127,296) and with JCERTA tax dollars ($32,546) for a total of $159,842 in FY 2023.

The Bachelor in Health Sciences, a collaboration with the University of Kansas Medical Center and one of the fastest growing JCERTA programs, was implemented in FY 2022. Costs will be JCERTA funded at $288,941. Also new in FY 2022 that coincided with the launch of the School of Professional Studies, is the Professional Management program, to be funded 100% with JCERTA in the amount of $50,894.

Additional programs will be explored for later launches. All programs will be evaluated regularly to determine viability.

All Other JCERTA Costs: $1,888,566
Administrative FTE has been reduced for FY 2023 as we focus our JCERTA tax revenue on academic programs. JCERTA funded staff costs are $197,136 for 1.869 FTE supporting communications/marketing, and science administration. Marketing and recruitment costs of $718,630 will be funded by JCERTA. Administrative costs and faculty mileage will be funded at $328,000. The estimated JCERTA tax cost of facility expenses including the library services, custodial services, general building maintenance, utilities, and technology is $644,800.

Reserves: $840,000
A capital reserve in the amount of $440,000 has been established to fund major repairs, infrastructure upgrades and renovations. This reserve will continue to increase with a goal of maintaining a balance equivalent to 2% of the BEST Building's value (approximately $440,000). Forty thousand dollars ($40,000) was added in FY 2017 to reach this goal.

Additionally, an operations reserve in the amount of $400,000 has been established to cover operations should a delay in monthly sales tax disbursements occur. This reserve will grow as programs grow with the goal of creating a reserve equivalent to three (3) months operating costs, including debt service (approximately $1.8M).

	Proposed FY 22 Budget			FY22 Forecast			Proposed FY 23 Budget			Estimated FY24 Budget		
	JCERT	Other Sources	Total Preliminary FY22 Budget	JCERT	Other Sources	Total Forecasted FY22 Budget	JCERT	Other Sources	Total Preliminary FY23 Budget	JCERT	Other Sources	TotalEstimated FY24 Budget
Revenue												
JCERT Sales Tax	6,400,000	-	$ 6,400,000	7,000,000	-	$ 7,000,000	7,000,000	-	$ 7,000,000	7,100,000	-	$ 7,100,000
Interest Earnings	2,000	-	$ 2,000	1,503	-	$ 1,503	2,000	-	$ 2,000	2,000	-	$ 2,000
Tuition		4,142,296	$ 4,142,296	-	4,000,000	$ 4,000,000		6,244,675	$ 6,244,675		6,369,569	$ 6,369,569
Release of Previous Bond Fund Balance	-	-	$ -	-	-	$ -	-		$ -	-		$ -
Build American Bonds Interest Subsidy	-	-	$ -	-	-	$ -	-		$ -	-		$ -
Total Revenue	$ 6,402,000	$ 4,142,296	$ 10,544,296	$ 7,001,503	$ 4,000,000	$ 11,001,503	$ 7,002,000	$ 6,244,675	$ 13,246,675	$ 7,102,000	$ 6,369,569	$ 13,471,569
Expenditures												
Administrative/Student Services												
Scholarships	150,000	-	$ 150,000	141,565	-	$ 141,565	150,000	-	$ 150,000	150,000	-	$ 150,000
Salaries and Fringes	226,456	236,046	$ 462,502	197,136	263,741	$ 460,877	197,136	264,883	$ 462,019	202,064	208,337	$ 410,402
Public Relations and Recruitment	821,074	-	$ 821,074	956,074	4,551	$ 960,625	718,630	-	$ 718,630	800,000		$ 800,000
Library	9,000	-	$ 9,000	6,365	-	$ 6,365	9,000	-	$ 9,000	9,000		$ 9,000
Administration and Travel	320,000	-	$ 320,000	312,727	-	$ 312,727	328,000	-	$ 328,000	336,200	-	$ 336,200
Total Administrative/Student Services	$ 1,526,530	$ 236,046	$ 1,762,576	$ 1,613,867	$ 268,292	$ 1,882,159	$ 1,402,766	$ 264,883	$ 1,667,649	$ 1,497,264	$ 208,337	$ 1,705,602
Programmatic												
BBA	324,791	300,000	$ 624,791	324,791	100,000	$ 424,791	-	565,580	$ 565,580	-	575,948	$ 575,948
BSIT	450,410	108,002	$ 558,412	340,151	111,766	$ 451,917	678,567	-	$ 678,567	683,781	-	$ 683,781
Project Management - MS & ME	149,544	100,350	$ 249,894	242,926	128,129	$ 371,055	496,833	-	$ 496,833	552,662	-	$ 552,662
Project Management - Undergrad	103,683	-	$ 103,683	-	-	$ -	-	-	$ -	-	-	$ -
PSMAS - Environmental Assessment	88,909	236,357	$ 325,266	82,026	183,158	$ 265,184	-	318,631	$ 318,631	-	327,208	$ 327,208
Exercise Science	-	299,445	$ 299,445		287,642	$ 287,642	-	322,749	$ 322,749	-	321,672	$ 321,672
BAS in Biotech (includes Director)	257,984	26,800	$ 284,784	257,984	26,800	$ 284,784	321,282	-	$ 321,282	328,187	-	$ 328,187
Lab Cost	-	-	$ -	-	-	$ -	-	-	$ -	-	-	$ -
Organizational Communication (Commucations Studies)	128,840	-	$ 128,840	128,840	100	$ 128,940	186,070	-	$ 186,070	189,805	-	$ 189,805
Masters in Accounting	424,492	-	$ 424,492	330,996	-	$ 330,996	109,363	115,770	$ 225,133	-	284,393	$ 284,393
Applied Statistics	-	947,972	$ 947,972		958,682	$ 958,682	212,676	813,736	$ 1,026,412	300,056	813,736	$ 1,113,792
Civil Engineering	176,705	9,143	$ 185,848	172,424	2,000	$ 174,424	-	172,717	$ 172,717	-	177,713	$ 177,713
Software Engineering Certificate	26,522		$ 26,522	17,291	-	$ 17,291	10,690	-	$ 10,690	4,000	-	$ 4,000
Cybersecurity (Info Assurance & Security Cert.)	158,483	18,870	$ 177,353	140,810	100	$ 140,910	149,695	-	$ 149,695	153,258	-	$ 153,258
Applied Behavioral Science	-	392,041	$ 392,041	-	426,563	$ 426,563	1,476	440,232	$ 441,708	-	444,791	$ 444,791
Environmental Studies	-	-	$ -	-	-	$ -			$ -			$ -
PSMAS Environmental Geology	162,874	-	$ 162,874	145,231	-	$ 145,231	32,546	127,296	$ 159,842	-	162,041	$ 162,041
Professional Management (SPS Core)	76,351	-	$ 76,351	47,877	-	$ 47,877	50,894	-	$ 50,894	51,363	-	$ 51,363
Bachelor in Health Sciences (BHS)	141,179	-	$ 141,179	277,293	-	$ 277,293	288,941	-	$ 288,941	290,375	-	$ 290,375
Total Programmatic	$ 2,670,767	$ 2,438,980	$ 5,109,747	$ 2,508,640	$ 2,224,940	$ 4,733,580	$ 2,539,033	$ 2,876,711	$ 5,415,744	$ 2,553,487	$ 3,107,502	$ 5,660,989
Facility Expense												
Building Maintenance	159,100	-	$ 159,100	88,983	-	$ 88,983	210,400	-	$ 210,400	210,400	-	$ 210,400
Custodial Service	22,794	-	$ 22,794	4,059	-	$ 4,059	33,500	-	$ 33,500	33,500	-	$ 33,500
Withheld by Trustee for Debt Service & Trustee Expenses	1,688,703	-	$ 1,688,703	1,688,703	-	$ 1,688,703	1,691,740	-	$ 1,691,740	1,689,236	-	$ 1,689,236
Security	-	38,000	$ 38,000		64,003	$ 64,003	-	65,000	$ 65,000	-	66,300	$ 66,300
Technology	181,500	-	$ 181,500	181,500	-	$ 181,500	204,900	-	$ 204,900	204,900	-	$ 204,900
Utilities	155,500	2,000	$ 157,500	131,028	2,256	$ 133,284	187,000	2,300	$ 189,300	187,000	2,300	$ 189,300
Total Facility Expense	$ 2,207,597	$ 40,000	$ 2,247,597	$ 2,094,273	$ 66,259	$ 2,160,532	$ 2,327,540	$ 67,300	$ 2,394,840	$ 2,325,036	$ 68,600	$ 2,393,636
Total Expenditures	$ 6,404,894	$ 2,715,026	$ 9,119,920	$ 6,216,780	$ 2,559,491	$ 8,776,271	$ 6,269,339	$ 3,208,894	$ 9,478,233	$ 6,375,787	$ 3,384,439	$ 9,760,227
Revenue less Expenditures	$ (2,894)	$ 1,427,270	$ 1,424,376	$ 784,723	$ 1,440,509	$ 2,225,232	$ 732,661	$ 3,035,781	$ 3,768,442	$ 726,213	$ 2,985,129	$ 3,711,342
Less Current Amount Set aside for Capital Reserve	-	-	$ -	-	-	$ -	-	-	$ -	-	-	$ -
Less Current Amount Set aside for Operations Reserve	-	-	$ -	-	-	$ -	-	-	$ -	-	-	$ -
Operating Account - Beginning Balance	735,504	5,286,718	$ 6,022,222	1,559,283	5,078,806	$ 6,638,089	2,344,006	6,519,315	$ 8,863,321	3,076,667	3,076,667	$ 6,153,334
Operating Account - Ending Balance	$ 732,610	$ 6,713,988	$ 7,446,598	$ 2,344,006	$ 6,519,315	$ 8,863,321	$ 3,076,667	$ 9,555,096	$ 12,631,763	$ 3,802,880	$ 6,061,796	$ 9,864,676
All Accounts - Ending Balance												
Operating Account	$ 732,610	$ 6,713,988	$ 7,446,598	$ 2,344,006	$ 6,519,315	$ 8,863,321	$ 3,076,667	$ 9,555,096	$ 12,631,763	$ 3,802,880	$ 6,061,796	$ 9,864,676
Capital Reserve	440,000	-	440,000	440,000	-	440,000	440,000	-	440,000	440,000	-	440,000
Operations Reserve	400,000	-	400,000	400,000	-	400,000	400,000	-	400,000	400,000	-	400,000
Total All Accounts - Ending Balance	$ 1,572,610	$ 6,713,988	$ 8,286,598	$ 3,184,006	$ 6,519,315	$ 9,703,321	$ 3,916,667	$ 9,555,096	$ 13,471,763	$ 4,642,880	$ 6,061,796	$ 10,704,676

Proposed Fiscal Year 2023
JCERTA Budget
The University of Kansas Clinical Research Center

Summary of the Project:
The University of Kansas Clinical Research Center (CRC) opened to patients on January 23, 2012. Funds from the Johnson County Education Research Triangle sales tax (JCERT) and revenue bonds supported by the sales tax were used to renovate the facility. Sales tax receipts are now being used to pay debt service, maintain the building and pay the costs of the clinical research infrastructure supporting clinical trials designed to translate discoveries made in the laboratory into treatments for patients. The facility will also serve to support internal and external conferences such as The Masonic Cancer Alliance Partners Advisory Board.

The total square footage of the building after renovation is 82,400 SF. There is 24,400 SF of clinic space, 8,300 SF of lab space, 20,600 SF of office space, and 29,100 SF of public space including sitting areas and conference rooms. The cost to renovate and equip the facility was approximately $19.4 million funded with $14.4 million in bond proceeds and approximately $5 million in JCERT funds.

JCERT Impact
At the KU Clinical Research Center (CRC), physicians, researchers and others work together to identify safer and more effective approaches to prevention, screening, diagnosis and treatment of cancer. The Clinical Trial office's budgeted staff is now 211 FTE's which has more than quadrupled since the building opened in 2012. In 2021 the CTO had 567 participant accruals including our community sites. 116 of those participants are Early Phase patients that are treated in the CRC building. At any given time, KU Cancer Center has about 250 interventional treatment trials open to enrollment. For the nearly 17,000 Kansans who will be diagnosed with cancer this year, this means access to groundbreaking therapies, close to home.

Expenditure Categories
A draft two year budget is attached for reference and planning purposes. While only the FY2023 budget is being submitted for approval at this time, the additional year provides a clear picture of all expenses for building support and operations, and the clinical research program. Also provided is information on other revenue sources that support the operations of the CRC.

Below are details of the FY 2023 budget which is presented for approval.

Debt Service: $899,636
The annual debt service is now under $1 million per year. The original 2010P bond for $15,930,000 were refinanced in December 2020. The 2020W bond has a principal balance of $7,620,000 and will be financed over the next 9 years. The savings due to the refinance will be more than $800,000 over the life of the bonds.

Clinical Research Center Staff and Operating Expenses: $7,827,517
These funds support oncology physicians and clinical research support staff and related operating expenses. These positions help support our clinical trials activities.

Facilities Operating Costs: $1,132,556
These funds will be used to provide utilities cost, custodial and security staff, other facility services.

The University of Kansas
Johnson County Research Triangle
KUMC Budget Operating Budget

CRC Operations	Approved FY22 Budget			FY22 Projection			Proposed FY23 Budget			FY24 Plan		
	JCERT	Other Sources	Total	JCERT	Other Sources	Total	JCERT	Other Sources	Total	JCERT	Other Sources	Total
Sources of Funds												
Revenue												
JCERT Sales Tax	$ 6,400,000		$ 6,400,000	7,695,000		7,695,000	7,000,000		7,000,000	7,100,000		7,100,000
Clinical Trial Collection		7,000,000	7,000,000		7,346,000	7,346,000		7,300,000	7,300,000		8,000,000	8,000,000
CRC Clinical Services		3,100,000	3,100,000		1,600,000	1,600,000		1,920,000	1,920,000		2,112,000	2,112,000
Cancer Center Support Grants for NCI-designated Cancer Ctr / other		1,000,000	1,000,000		1,052,712	1,052,712		1,000,000	1,000,000		1,000,000	1,000,000
University of Kansas Hospital Community Hospital Support		1,182,100	1,182,100		1,044,801	1,044,801		1,182,100	1,182,100		1,182,100	1,182,100
KUCC Support		1,500,000	1,500,000		490,834	490,834		2,000,000	2,000,000		3,000,000	3,000,000
Facility Rent Collection		383,124	383,124		391,105	391,105		391,105	391,105		391,105	391,105
Common Area Maintenance Fee		336,822	336,822		343,839	343,839		343,839	343,839		343,839	343,839
Interest Earnings	15,000		15,000	2,476		2,476	2,500		2,500	2,500	-	2,500
Total Revenue	6,415,000	14,502,045	20,917,045	7,697,476	12,269,291	19,966,767	7,002,500	14,137,044	21,139,544	7,102,500	16,029,044	23,131,544
Total Sources of Funds	$ 6,415,000	$ 14,502,045	$ 20,917,045	$ 7,697,476	$ 12,269,291	$ 19,966,767	$ 7,002,500	$ 14,137,044	$ 21,139,544	$ 7,102,500	$ 16,029,044	$ 23,131,544
Expenditures												
Payroll												
Director, Phase I Program & startup	78,622	189,386	268,008	64,194	132,880	197,073	77,560	147,729	225,289	79,499	151,422	230,921
Physician Positions	160,184	75,553	235,737	109,926	127,834	237,760	116,631	167,429	284,060	119,547	171,615	291,162
Research Leadership	171,451	258,328	429,779	41,443	460,209	501,652	113,153	495,113	608,266	115,982	507,491	623,473
Business Development		346,034	346,034	-	285,592	285,592	-	296,939	296,939	-	304,362	304,362
Research Scientists	149,505	74,256	223,761	27,245	-	27,245	59,158	140,589	199,747	60,637	144,104	204,741
Investigator Intiated Trial Staff	201,724	286,466	488,190	443,911	80,276	524,187	464,196	139,960	604,156	475,801	143,459	619,260
Research Laboratory Staff	347,725	419,071	766,796	434,677	378,456	813,133	469,746	348,103	817,849	481,490	356,806	838,295
Research Nursing, Study Coordination & Regulatory	3,109,310	7,212,565	10,321,875	4,298,290	4,962,393	9,260,683	5,347,438	5,595,060	10,942,498	4,831,124	6,384,937	11,216,060
Research Administration	61,450	1,327,845	1,389,295	55,404	1,584,004	1,639,407	425,591	1,939,614	2,365,205	436,231	1,988,104	2,424,335
Budget & Finance Support	339,585	744,609	1,084,194	248,907	728,707	977,613	339,844	680,094	1,019,938	348,340	697,096	1,045,436
Total Payroll	4,619,555	10,934,113	15,553,669	5,723,996	8,740,350	14,464,346	7,413,317	9,950,630	17,363,947	6,948,650	10,849,396	17,798,046
Other Operating Expenses												
Operating Expenses	126,200	650,000	776,200	130,520	603,886	734,406	206,200	650,000	856,200	200,000	669,500	869,500
Conference Room AV upgrade	75,000		75,000	10,000	-		75,000		75,000			-
Telephone & Networking	67,900		67,900	65,000	-	65,000	75,000		75,000	77,250	-	77,250
Mass Spec Lease/Maintenance	80,000		80,000	-	-				-	80,000		80,000
Clinical Trial Research Initiatives for Comprehensive Status	58,000	250,000	308,000	58,000	250,480	308,480	58,000	250,000	308,000	64,380	250,000	314,380
KUH Clinical Services Cost - Operations		3,100,000	3,100,000	-	3,397,630	3,397,630		3,526,463	3,526,463	-	3,702,786	3,702,786
KUH Clinical Services Cost - Facility Rent		383,124	383,124	-	391,105	391,105		391,105	391,105	-	391,105	391,105
KUH Clinical Services Cost - Common Area Maintenance	-	336,822	336,822	-	343,839	343,839	-	343,839	343,839	-	343,839	343,839
Total Other Operating Expenses	407,100	4,719,945	5,127,045	263,520	4,986,940	5,240,460	414,200	5,161,408	5,575,608	421,630	5,357,231	5,778,861
Facility Expenses												
Facility Operating Costs	954,700		954,700	950,756	-	950,756	1,132,556		1,132,556	1,166,533	-	1,166,533
Withheld by Trustee for Debt Service & Trustee Expenses	905,156	-	905,156	900,607	-	900,607	899,636	-	899,636	898,527	-	898,527
Total Facility Expenses	1,859,856	-	1,859,856	1,851,363	-	1,851,363	2,032,192	-	2,032,192	2,065,060	-	2,065,060
Total Expenditures	$ 6,886,511	$ 15,654,059	$ 22,540,570	$ 7,838,879	$ 13,727,290	$ 21,556,169	$ 9,859,709	$ 15,112,038	$ 24,971,747	$ 9,435,340	$ 16,206,626	$ 25,641,966
Revenue less Expenditures	(471,511)	(1,152,013)	(1,623,525)	(141,403)	(1,457,999)	(1,589,402)	(2,857,209)	(974,993)	(3,832,202)	(2,332,840)	(177,582)	(2,510,422)
Operating Account - Beginning Balance	$ 2,096,720	$ 150,733	$ 2,247,452	$ 2,843,630	$ 231,930	$ 3,075,560	$ 2,102,227	$ (626,069)	$ 1,476,158	$ 45,018	$ 398,938	$ 443,956
Revenue less Expenditures	(546,511)	(1,152,013)	(1,698,525)	(141,403)	(1,457,999)	(1,589,402)	(2,857,209)	(974,993)	(3,832,202)	(2,332,840)	(177,582)	(2,510,422)
Less Current Amount Set aside for Capital Reserve	400,000		400,000	400,000		400,000			-			
Less Current Amount Set aside for Operation Reserve	200,000	(1,100,000)	(900,000)	200,000	(600,000)	(400,000)	(800,000)	(2,000,000)	(2,800,000)	(1,200,000)		(1,200,000)
Ending Operating Balance	$ 950,208	$ 98,719	$ 1,048,928	$ 2,102,227	$ (626,069)	$ 1,486,158	$ 45,018	$ 398,938	$ 443,956	$ (1,087,822)	$ 221,356	$ (866,466)
All Accounts												
Operating Account	$ 950,208	$ 98,719	$ 1,048,928	$ 2,102,227	$ (626,069)	$ 1,486,158	$ 45,018	$ 398,938	$ 443,956	$ (1,087,822)	$ 221,356	$ (866,466)
Capital Reserve	1,022,261		1,022,261	1,596,064		1,596,064	1,346,064		1,346,064	1,096,064		1,096,064
Operations Reserve	2,000,000	1,500,000	3,500,000	2,000,000	2,000,000	4,000,000	1,200,000		1,200,000	-		-
Total All Accounts	$ 3,972,469	$ 1,598,719	$ 5,571,189	$ 5,698,291	$ 1,373,931	$ 7,082,222	$ 2,591,082	$ 398,938	$ 2,990,020	$ 8,242	$ 221,356	$ 229,598

Proposed Fiscal Year 2023
Kansas State University
JCERTA Budget

The first cohort of graduate students pursuing JCERTA-supported programs in animal health and food safety were enrolled in Fall 2013. As of Spring 2021, 10 biosciences-related graduate programs are being offered in addition to other programs in adult learning and leadership (master's and doctorate degrees) and school counseling. There are currently 50 faculty and administrative staff supporting academic, professional development, research and engagement programs.

In January 2015, the Kansas Board of Regents formally approved the new School of Applied and Interdisciplinary Studies at K-State Olathe. The School provides the campus with academic authority under policies and procedures of the university to hire instructors and researchers and develop courses, certificates and degrees. The school's two graduate certificate programs were approved in Spring 2016. At the April 2016 Kansas Board of Regents meeting, a Professional Science Masters (PSM) was approved for the Olathe campus. The first graduates of the program earned diplomas in Spring 2018 and more than 50 students have received certificates. With a name change in early 2020, the degree is now focused on Applied Biosciences with focus areas in animal health and food safety/security.

In addition, a graduate certificate in animal health regulatory affairs was approved in late 2019 and launched in early 2020. This first-of-its-kind program in the U.S. is tailored to meet industry's needs by experts in the field along with faculty. With a price tag of under $8,000, this for-credit offering has seen significant interest. The first program graduates earned their certificates in Spring 2021with a total of nine now achieving that goal. Students in the program also can leverage the graduate certificate into either the PSM or a Master's in Veterinary Biomedical Science.

K-State Olathe Professional Development provides advanced continuing education courses that meet the evolving needs of the Greater Kansas City workforce. A concentrated effort on professional development activities at K-State Olathe began in mid-2017. The ongoing Animal Health Regulatory Affairs Seminar Series has now evolved into a full slate of Animal Health Professional Development offerings that range from seminars to workshops for all levels of industry professionals.

Recognizing a significant workforce gap in the cybersecurity and related technology markets, the K-State Olathe Professional Development team launched a digital skills training program in Fall 2020. Cohorts of students are now enrolled in cybersecurity, digital marketing, full-stack and UI/UX noncredit programs. The training program also offers career coaching and placement. As of the end of the first year of availability, more than 40 participants had completed the programs and were taking jobs in a high demand field.

Based on workforce development information from MidAmerica Regional Council, the campus also launched a leadership series for technical professionals. The goal is to ensure that these highly skilled individuals have the core competencies to lead teams and advance their careers and organizations. This ongoing professional development initiative includes topics such as critical communication skills, conflict resolution and strategies to motivate individuals and teams.

Research activities at K-State Olathe are well underway representing the broad areas of animal health, food science, horticulture/urban food systems, and sensory and consumer research. More than $8 million in research has been conducted at Olathe since the campus opened its doors in 2011. Current initiatives could lead to substantial gains in this area, which supports the university's goals.

Engagement activities include science-based partnerships with school districts in Johnson County, including assistance in curriculum development with Blue Valley CAPS and Olathe 21st Century programs. Since opening

in 2011, K-State Olathe has engaged nearly 45,000 students in grades kindergarten through 12 at events and programs focused on STEM professions as well as providing teachers with strategies for classroom instruction. This ranges from offering a One Health online course to give high school students a taste of college to STEM-based summer camps and outreach to first-generation students.

Economic development also is a strategic priority of this campus through workforce training and entrepreneurial partnerships with the private sector. Since 2017, K-State Olathe has partnered with Bureau Veritas, which provides pet food/treat quality testing and safety programs for national and multi-national food processors and retailers. In addition, the campus' relationships with Ceva Biomune, Merck and KCAS Bioanalytical Services continues to expand and provide an important collaboration avenue within the animal health industry. The campus' Food Innovation Accelerator has helped small businesses scale up through guidance and usage of kitchen space, which allowed them to "graduate" from the campus and expand their business locally.

BUDGET OVERVIEW
JCERT collections remain strong with an approximate 15% increase over the prior year. There are no major changes in our operating budget for FY 2023 though we are having initial discussions on finishing out a large unfinished space in the building to accommodate new labs and offices. Reserve funds are set aside to accomplish the completion of this anticipated new space.

REVENUE
We are budgeting $7,000,000 in JCERT tax revenue for FY 2023. In addition, we expect to collect $275,883 in building rental and interest for total revenue of $7,275,883.

EXPENDITURES

Debt Service on Bonds: $1,589,900
Bonds were issued in September 2009 and debt service payments began in March 2010. Payments escalated until reaching $2,019,275 in FY 2012 and continued at approximately that level until September 2019 when we refinanced the bond issue to take advantage of lower interest rates. We were able to reduce our annual debt service payments by approximately $425,000 per year.

Special District Assessment and Taxes: $116,650
K-State Olathe owned 38 acres within the 91-acre Kansas Biosciences Park in Olathe, Kansas. A special benefit district was created to develop the infrastructure in the park. K-State Olathe is responsible for payment of its share of the $6.5 million in special assessments on the benefit district until 2030.

Academic Programs: $1,965,007
These funds are used for personnel, fringe benefit costs and program costs for the academic and research programs in animal health, food safety and security, and K-12 outreach programs in those focus areas. In addition, Kansas

Scholarships: $50,000
State University funds and the tuition collected from Olathe courses support several graduate programs. Kansas State University Olathe and the University of Kansas Edwards Campus have agreed to provide $50,000 per year in scholarships for residents of Johnson County. Any unspent funds will carry forward to the next year.

General Administrative and Information Technology: $734,506
This category covers office supplies, travel, marketing, audit, legal and other administrative expenses. Information technology staffing and support are also included.

Administrative Personnel Costs: $1,045,117
This includes salaries and fringe benefits for administrative staff.

Facilities Operations, Maintenance and Deferred Maintenance: $1,595,865
This amount represents the utilities and maintenance costs for the facility, including custodial, engineering, security and landscape services. Of this amount, $500,000 is being set aside to fund a deferred maintenance reserve for the building.

Total JCERT Expenditures: $7,097,045

Kansas State Olathe Campus Budget
FY 2023-2024

		Current year Budget FY 2022	Proposed FY 2023 TOTAL	JCERT	KSU	Estimated FY 2024 TOTAL	JCERT	KSU
REVENUE								
JCERT tax revenue		6,400,000	7,000,000	7,000,000		7,200,000	7,200,000	
KSU allocation		387,736	371,264		371,264	371,264		371,264
Tuition estimate		125,000	137,000		137,000	150,000		150,000
Building use fees		218,983	179,883	179,883		179,883	179,883	
Interest income		20,000	96,000	96,000		96,000	96,000	
Other income		545,000	460,000	0	460,000	575,000	50,000	525,000
TOTAL REVENUE		**7,696,719**	**8,244,147**	**7,275,883**	**968,264**	**8,572,147**	**7,525,883**	**1,046,264**
EXPENDITURES								
Special tax assessment - benefit district		116,650	116,650	116,650		113,561	113,561	
Bond payment		1,592,350	1,589,900	1,589,900		1,600,000	1,600,000	
Program Budget - Academic								
Academic administration & support		746,050	930,918	540,873	390,045	930,918	540,873	390,045
General academic programs		145,000	145,000	145,000		145,000	145,000	
New program Support		300,000	400,000	300,000	100,000	450,000	300,000	150,000
Horticulture	Faculty	123,300	252,168	252,168		252,168	252,168	
Hospitality Mgmt	Faculty	0	36,551		36,551	36,551		36,551
Vet Biomedical Science	Faculty	264,900	406,455	406,455		406,455	406,455	
1DATA	Faculty	145,000	147,000	147,000		147,000	147,000	
Scholarships		50,000	50,000	50,000		50,000	50,000	
Food program	Manager+support	106,000	117,011	117,011		117,011	117,011	
K-12 programs	Director+support	55,000	56,500	56,500		56,500	56,500	
Academic Programs Subtotal		1,935,250	2,541,603	2,015,007	526,596	2,591,603	2,015,007	576,596
General Administration								
Salaries - administration		1,364,710	1,396,908	1,045,117	351,791	1,501,791	1,150,000	351,791
Other operating expenses		429,500	546,850	496,850	50,000	680,000	600,000	80,000
Information technology		312,333	275,389	237,656	37,733	312,733	275,000	37,733
General Administration Subtotal		2,106,543	2,219,147	1,779,623	439,524	2,494,524	2,025,000	469,524
Operations & Maintenance								
Operations & maintenance		651,742	695,477	695,477		800,000	800,000	
Utilities		373,250	400,388	400,388		475,000	475,000	
Deferred maintenance		500,000	500,000	500,000		350,000	350,000	0
Operations & Maintenance Subtotal		1,524,992	1,595,865	1,595,865		1,625,000	1,625,000	0
TOTAL EXPENDITURES		**7,275,785**	**8,063,165**	**7,097,045**	**966,120**	**8,424,688**	**7,378,568**	**1,046,120**
Net (Rev-Exp)		420,934	180,982	178,838	2,144	147,459	147,315	144

** Total JCERT carry forward estimate includes:

	Estimtate 7/1/22		Estimate 7/1/23
Operating reserve	1,313,858		1,400,000
Deferred maintenance	4,681,998		4,681,998
Building completion reserve	3,087,546		3,600,000
Academic innovation reserve	2,924,034		2,481,421
Scholarships	292,564		317,564
Total	12,300,000		12,480,983

C. *Technical Education Authority*
    1. **Act on Kansas Nursing Initiative Grant**   **Scott Smathers,**
                                                            VP, Workforce Development
        ➢ *Talent Pipeline – Graduates in High Demand, Sustaining Wage Fields*

Summary and Recommendation

> *To enhance the talent pipeline for Kansas business and industry, the Legislature enacted the Kansas Nursing Grant*
> *Initiative to provide financial support to educational institutions who operate Nursing programs.*
>
> *On an annual basis, the Kansas Legislature appropriates approximately $1.7 million to support accredited*
> *nursing programs. Institutions submit applications to support nursing faculty and purchase supplies, while*
> *focusing on student success.*

Background
The following eligibility criteria are utilized for nursing programs:
*   Approved by the Kansas Board of Nursing and nationally accredited
*   Most recent 3-year average NCLEX test scores at or above the 3-year national average
*   Documented articulation of one of the following: RN to BSN, BSN to MSN, MSN to DNP, APRN, etc.

In an effort to assist nursing programs not meeting the above criteria, a portion of grant funds is set aside for applications to obtain national accreditation or improve NCLEX test results.

Grants are awarded on a yearly basis, which allows institutions to address deficiencies and receive additional funding in subsequent years. In addition, the grant provides support for statewide nursing professional development events and may reflect a carryover or return of unspent funds from the previous year.

Response to Request for Proposals
A total of 26 proposals are recommended for funding: 13 from two-year institutions and 13 from four-year institutions. Of the 26 applicants, 3 applied for the set-aside as they did not meet the NCLEX minimum score requirement. One applicant requested assistance with initial national accreditation.

Funding Summary
FY23 Appropriation – $1,787,193
FY22 Appropriation (carryover) – $90,558.42
Total Grant Funds Available for FY23 – 1,877,751.42
Total Grant Funds Awarded for FY23 - $1,847,492
Remaining – $30,259.42 (includes funding for the statewide Nurse Educator conference for all programs)

Proposal Review
A team consisting of Board staff in the Workforce Development and Academic Affairs units along with the Kansas Board of Nursing staff reviewed the proposals and recommended the following awards:

Institution	Project Summary	Award
Accreditation Support		
WSU Tech	- Accreditation consultant - Accreditation and site visit fees - Stipends for faculty to assist with accreditation activities	$42,934
NCLEX score improvement		
Colby Community College	- New faculty salary support - Curriculum revision and development - Tutoring services for students - NCLEX preparation sessions for students	$30,406
Neosho County Community College	- Faculty professional development - Development of new faculty training - Test preparation resources for students - Subscription to virtual reality clinical simulation service	$61,280
Newman University	- Curriculum revision and development - Faculty professional development - Test preparation resources for students	$39,000
Institution	**Project Summary**	**Award**
Full Application		
Baker University	- Professional development for faculty - Consumable laboratory supplies - Airway and CPR trainer - Pediatric and newborn simulators	$75,457
Barton Community College	- Professional development for faculty - Curriculum revision and development - Consumable laboratory supplies - Newborn simulator	$60,630
Benedictine College	- Curriculum development - New faculty salary support - Faculty professional development - Test preparation resources for students - Geriatric simulator	$132,685
Cloud County Community College	- New faculty salary support - Professional development for faculty - Test preparation resources for students - Consumable laboratory supplies - Adult female simulator	$86,824
Dodge City Community College	- Test review and preparation services for students - Consumable laboratory supplies	$13,570
Emporia State University	- Faculty professional development - Faculty salary support - Test review and preparation services for students - Consumable laboratory supplies	$135,323
Fort Hays State University	- Faculty professional development - Test review and preparation services for students - Consumable laboratory supplies - Geriatric simulator	$140,400
Garden City Community College	- Curriculum revision and development consultant - Stipends for faculty to assist with curriculum revision	$10,500

Hesston College	- Faculty professional development - Curriculum development - Consumable laboratory supplies - IV simulation supplies	$19,179
Hutchinson Community College	- Faculty professional development - Simulation laboratory supplies	$26,593
Johnson County Community College	- Professional development for faculty - Simulation laboratory equipment	$56,457
Kansas City Kansas Community College	- Subscription to teaching resources - Faculty professional development - Tutoring and support for at-risk students - Consumable laboratory supplies - Catherization and IV supplies for laboratory	$47,577
University of Kansas	- Faculty salary support - Test preparation for students - Consumable laboratory supplies - Medication cart and lab tools	$134,296
Kansas Wesleyan University	- Salary support for nursing faculty - Faculty professional development - Consumable laboratory supplies - Realistic pregnancy simulation supplies - IV simulation supplies, CPR manikin and AED trainer	$58,335
Labette Community College	- Faculty salary support - Test review and preparation resources for students - Consumable laboratory and simulation supplies - IV pump	$48,972
Manhattan Area Technical College	- Professional development for faculty - Faculty salary support - Virtual reality clinical simulation - Test review and preparation resources for students - Consumable laboratory supplies	$61,265
North Central Kansas Technical College	- Faculty professional development - Subscription to teaching resources - Birthing and preemie simulator	$45,556
Ottawa University	- Professional development for faculty - Development of cultural competency training materials - Curriculum revision - Virtual reality clinical simulation	$63,493
Pittsburg State University	- Salary support for new faculty - Professional development for faculty - Live review for pre-licensure students - Consumable laboratory supplies - Healthcare Education simulator	$130,327
University of St. Mary	- Professional development for faculty - Subscriptions to teaching resources - Test review and preparation resources for students - Consumable laboratory supplies - Pediatric simulator	$137,333

Washburn University	- Faculty professional development - Subscription to teaching resources - Access to simulation development resources for faculty - Faculty-led individual and group support for students - Consumable laboratory and simulation supplies	$89,500
Wichita State University	- New faculty salary support - Faculty professional development - Consumable laboratory supplies	$ 99,600
	Total	$ 1,847,492

Recommendation

The Technical Education Authority reviewed the awards at their meeting on April 28, 2022 and recommends approval by the Kansas Board of Regents.

2. **Act on Request for Degree and Certificate Program Submitted by Kansas City Kansas Community College**

Summary and Recommendation

To develop and enhance the talent pipeline for Kansas business and industry, new programs and/or additional programs are required.

The Board office received a request from Kansas City Kansas Community College to offer a Technical Certificate A, a Technical Certificate B, and an Associate of Applied Science degree in Electronics Engineering Technology.

The program addressed all criteria requested and was subject to the 10-day comment period required by Board policy. The program was reviewed by the Technical Education Authority and recommended for approval.

Background
Community and technical colleges submit requests for new certificate and degree programs utilizing forms approved by Board staff. Criteria addressed during the application process include, but are not limited to, the following: program description, demand for the program, duplication of existing programs, faculty, costs and funding, and program approval at the institution level.

Description of Proposed Programs:

Name of College requests approval of the following program:

- Electronics Engineering Technology (15.0303) – Technical Certificate A/18 credit hours, Technical Certificate B/33 credit hours, and an Associate of Applied Science degree/68 credit hours

According to the U.S. Department of Education, CIP Code 15.0303 Electrical, Electronic, and Communications Engineering Technology/Technician is defined as a program that prepares individuals to apply basic engineering principles and technical skills in support of electrical, electronics and communication engineers. Curriculum should include instruction in electrical circuitry, prototype development and testing, systems analysis and testing, systems maintenance, instrument calibration, and report preparation.

Cross-walking the proposed CIP Code (15.0303 Electronics Engineering Technology) to occupations resulted in one standard occupation classification code (SOC), 17-3023 Electrical and Electronic Engineering Technologists and Technicians which is defined as an occupation in which one is expected to apply electrical and electronic theory and related knowledge, usually under the direction of engineering staff, to design, build, repair, adjust, and modify electrical components, circuitry, controls, and machinery for subsequent evaluation and use by engineering staff in making engineering design decisions.

KCKCC explained that the Electronics Engineering Technology program request is the result of job growth of 3.4% based on the Kansas Department of Labor 2018-2028 Labor Projections and has grown out of meetings to discuss the existing electronics courses at KCKCC and within the region. In addition to the data on overall job growth, these are fields largely occupied at present by Baby Boomers who are approaching retirement, so there is a larger gap in trained electronics technicians than raw statistics would suggest. This is confirmed by local companies who have approached KCKCC on their own looking to fulfill needs in their skill sets. There is currently a push in local school districts to have more technical education for students in high school, as well as college credit courses. Currently, KCKCC is working directly with Piper High School (USD 504) and Garmin Ltd. to develop the baseline program to be accessible to high school students who can complete one of the technical certificates by the time they complete high school. That will allow students to directly enter the market as

electronics technicians, while they complete their degrees at KCKCC. This program is expected to expand to include other school districts in the KCKCC service area

The proposed program consists of three exit points: an 18-credit hour Technical Certificate A, a 33-credit hour Technical Certificate B, and a 68-credit hour Associate of Applied Science degree. No formal accreditation is needed for the program. Upon completion of the Technical Certificate B or the Associate of Applied Science degree, students would be eligible to sit for examinations through the International Society of Certified Electronics Technicians (ISCET).

The Kansas Department of Labor Long-term Occupation Projections 2018-2028 indicate a statewide change of employment for Electrical and Electronics Engineering Technicians (17-3023) of 3.4% with an annual median wage of $60,983, with an associate degree as the typical education needed for entry. Annual openings equate to 92 jobs per year.

KCKCC noted that two of the industry partners (Garmin and Honeywell) participated in the Perkins V Needs Assessment meetings in fall 2021, and further discussed their support and need for the program. It was noted that there are 52 openings and additional openings in the KC metro on the Missouri side. Currently, JCCC has the only other program in the region and there is a gap with Concentrators available for these job openings (including the jobs in the metro area).

Emsi-Burning Glass job posting analytics show that from February 2021 through February 2022, roughly 2,032 total postings (496 unique postings) were advertised statewide with a median advertised salary of $23.32 per hour.

Four letters of support for the proposed program were received from the Piper High School (USD 504), Garmin, Honeywell Aerospace, and AdventHealth. Supports and commitments for the program include serving on the local advisory committee, hiring interns, offering apprenticeships, and committing to give highest consideration for employment to program graduates.

Currently, three institutions offer a similar program based either on CIP code and/or program title. Below are the colleges, programs, total number of concentrators, total number of graduates, total number of graduates exiting the higher education system and employed, and average wage of graduates who exited the higher education system and are employed information from the 2020 K-TIP report.

		Kansas Training Information Program				
		2020 K-TIP Data for Electrical and Electronics Engineering Technicians				
CIP Code	Program Name	Institution	Total # Concentrators	Total # Graduates	Total # Graduates Exited & Employed	Average Wage: Graduates Exited & Employed
15.0303	Electrical, Electronic, and Communications Engineering Technology/Technician	Hutchinson Community College	6	5	*	*
	Electrical, Electronic, and Communications Engineering Technology/Technician	Wichita State University Campus of Applied Sciences and Technology	18	6	*	*
47.0101	Electrical/Electronics Equipment Installation and Repair Technology/Technician, General	Johnson County Community College	68	23	9	*
Total			92	34	9	0

Regarding collaboration, KCKCC indicated that there are a number of common courses between all the programs. There are several differences in the program requirements for the KCKCC program. Therefore, no direct collaboration was possible between programs, though there are a number of courses that could transfer between them. Attempts were made to connect with JCCC about concurrence of programs, but no formal agreement was made between them. WSU Tech and Hutchinson CC serve a different industry with different needs than KCKCC's proposed program, and there is a significant geographic separation, so no attempt was made to collaborate.

The college plans to begin the proposed Electronics Engineering Technology program in the fall of 2022. The college estimates the initial cost of the proposed program at approximately $97,623.42 ($83,373.42 salaries, $12,000 equipment, and $2,250 instructional supplies). The Engineering program instructor will be re-tasked to teaching the Electronics Engineering Technology Courses. The instructor currently covers electronics courses in the department and a mixture of math and science courses. The majority of first year courses in the program have already been taught by existing faculty in some format at KCKCC, so equipment and supplies exist to sustain those courses. Additional funding is not necessary for these courses. The lab space, equipment and instructor in place are sufficient to cover those courses. The second-year courses are new and will require additional equipment as noted in the CA-la document. Adjunct instructors will be hired as needed to cover the full set of courses. No additional facilities are requested as existing electronics lab space is sufficient for the program. Equipment and instructional materials will be purchased through tuition dollars and course fees. No grants or outside funding exists for this startup. Dr. Edward Kremer, Dean of Math, Science and Business Technology will assume responsibility for the proposed program.

The proposed program was subject to the 10-day comment period from March 28, 2022, to April 8, 2022 during which no formal comments were received.

Staff Recommendation
The new program request submitted by Kansas City Kansas Community College for a Technical Certificate A/18 credit hours, Technical Certificate B/33 credit hours, and an Associate of Applied Science degree/68 credit hours in Electronics Engineering Technology has been reviewed by the Technical Education Authority and is recommended for approval by the Kansas Board of Regents.

3. Act on Excel in CTE Fees for Program Submitted by Kansas City Kansas Community College
➢ *Talent Pipeline – Special Initiatives*

Summary and Recommendation

To enhance the talent pipeline for Kansas business and industry, the Legislature enacted the Excel in CTE initiative to provide state-financed colleges tuition for high school students in postsecondary technical education courses.

Per statute (K.S.A. 72-3810), the Kansas Board of Regents shall establish general guidelines for tuition and fee schedules in career technical education courses and programs. The Excel in CTE tuition and fee schedule of every technical education program shall be subject to annual approval.

Background

K.S.A 72-3810 states:

"All tuition and fees charged for career technical education by any board shall be in such amounts as are authorized by rules and regulations adopted by the state board which shall establish general guidelines for tuition and fee schedules in career technical education courses and programs. The particular tuition and fee schedule of every career technical education program shall be subject to annual approval of the state board. A current complete schedule of tuition and fees for each career technical education course and program of each board as approved by the state board shall be maintained on file in the office of the state board and shall be open for public inspection at any reasonable time."

"Fees means those charges assessed against a student by a community college, technical college or the institute of technology for student services, such as health clinics, athletic activities and technology services, or for books, supplies or other materials necessary for a particular course or program, the expense of which is not covered by tuition."

"Tuition means those charges assessed against a student by a community college, technical college or the institute of technology on a per credit hour, per course or per term basis, and that are charged to cover the general expense of providing instructional services."

As per the Postsecondary Technical Education Authority's (TEA) request, on Thursday, December 19, 2019, representatives from community colleges, technical colleges, and Board staff met to set guidelines for fees associated with Excel in CTE courses and programs. As a result of this meeting, agreed upon allowable fees include items/services students take with them and industry-specific fees required for entrance/acceptance into the program.

Allowable fees include:
- Uniforms
- Personal protective equipment
- Background checks
- Fingerprints
- Drug tests
- E-subscriptions/E-books
- Textbooks
- Certification tests
- Liability insurance (example: student malpractice)
- Graduation fees (if applicable)
- Transcript fees (if applicable)
- Tools

Unallowable fees include:
- Student fees (general)
- Technology fees
- Health fees
- Consumables
- Any other fee not on the allowable list

Non-tiered courses - per statute (K.S.A. 71-1802) a technical program is defined as a "program of study comprised of a sequence of tiered technical courses and non-tiered courses, which is identified by the state board as a technical program for funding purposes." For this reason, students enrolled in technical programs may take non-tiered courses and are responsible for all associated tuition and fees.

Recommendation

The Excel in CTE fees below have been reviewed by the Technical Education Authority and are recommended for approval by the Kansas Board of Regents:

- Kansas City Kansas Community College: Electronics Engineering Technology Excel in CTE fees total $36. Fees are for graduation fees per certification, with a $20 graduation fee for the first certification, and $8 for each additional certification.

DISCUSSION AGENDA

VII.   Consideration of Discussion Agenda

   A.   Academic Affairs   Regent Kiblinger

       1.   Receive Report from the National Institute for   **Daniel Archer,**
           Student Success   **VP, Academic Affairs**
           ➢ *Access – Enrollment Equity Gap*

Summary

> *The six state universities and Cowley College recently participated in Georgia State University's newly formed National Institute for Student Success (NISS). Dr. Tim Renick, NISS Executive Director, will highlight the NISS review process and provide a general summary of the findings and recommendations.*

Background

The Board's strategic plan, *Building a Future,* places a significant emphasis on 1) increasing access; 2) strengthening affordability; 3) boosting completion; and 4) reducing equity gaps. In recent years, Georgia State University (GSU) has demonstrated monumental growth in each of these respective areas. Most notably, over the past decade, GSU has increased its graduation rate by 23 percentage points and has reduced the time to degree by half a semester, saving students $18 million a year.[3] Additionally, in recent years, GSU has been the only national university at which black, Hispanic, first-generation and low-income students graduated at rates at or above the rate of its total student population.[4] Based on these successes, the Board invited GSU President, Dr. Mark Becker, to highlight GSU's strategies and initiatives at the January 2021 Board meeting. After this presentation, the Board expressed high enthusiasm for the GSU model and concluded that Kansas public colleges and universities could likely employ some of these strategies and initiatives to improve outcomes.

After the January 2021 Board meeting, it was revealed that GSU would soon be launching the National Institute for Student Success (NISS). According to its website, the NISS is designed to help colleges and universities identify and resolve institutional barriers to equity and college completion by increasing their capacity to implement proven student-success systems and data-driven interventions, and enact systemic change to institutional processes and structure. Upon learning about the NISS, institutional presidents, Board leadership, and KBOR staff engaged in discussions with GSU to learn more about participating in the institute. During Spring 2021, the System Council of Presidents has had multiple discussions about the NISS and how participation could help improve access, affordability, completion, and equity. At the end of these discussions, it was determined that the six universities and Cowley College would participate in the NISS. It was also determined that the project would be funded through Governor's Emergency Education Relief (GEER II) federal funds, which were distributed to states to address educational challenges relating to COVID-19.

In Fall 2021, the six state universities and Cowley College began working with NISS. This project has involved an in-depth, team-based diagnostic process including surveys, data inquiries, and interviews between NISS specialists and institutional representatives. The end work product, a customized playbook for each institution, identifies gaps and highlights strategies and practices that can be employed to facilitate student success. NISS recently finalized the playbooks. Dr. Tim Renick, NISS Executive Director, will highlight the NISS review process and provide a general summary of the findings and recommendations.

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[3] Georgia State University. (2019, May 6). *Georgia State is a national model for student success*. Retrieved from https://success.gsu.edu/

[4] Georgia State University. (n.d.). *Leading with predictive analytics*. Retrieved from https://success.gsu.edu/approach/

Going forward, five additional institutions have expressed interest in participating in a second NISS cohort (Washburn University, Hutchinson Community College, Coffeyville Community College, Colby Community College, and Wichita State University Tech).   Board staff are working with NISS staff to identify the date in which this cohort could begin.

    B.   Other Matters
       1.   Receive Legislative and Budget Update   **Matt Casey,**
                                           Director, Government Relations

Summary

The Board will receive a legislative update and an overview of how everything ended up after the Legislature wrapped up veto session. This will include an update on the higher education system budget and the Board's non-budgetary items.

    C. Fiscal Affairs & Audit   Regent Hutton
       1. Receive Presentations and Discuss University Fee   **Elaine Frisbie**
          and Tuition Proposals for FY 2023 (First Read)   **VP, Finance & Administration**
- **University of Kansas**
- **Emporia State University**
- **Wichita State University**
- **Pittsburg State University**
- **Kansas State University**
- **Fort Hays State University**

Summary

One of the Board's primary responsibilities, as defined in state law, is to set tuition and fees at the state universities. Typically, the state budget is finalized by the time of the May Board meeting so that tuition proposals are considered by the Board with the knowledge of the state funding available to the universities for the upcoming fiscal year.

Background

When evaluating university tuition proposals, it is important to keep in mind the financial structures around which the universities operate. With some exceptions, the State General Fund appropriation to the universities added to their tuition revenues represent what is referred to as the "general use" budget for the institution. These dollars are what the universities can devote to any function or program necessary to operate the institution. They are generally not dedicated to any one purpose or use, with some exceptions from legislative appropriations.

Expenses to operate institutions of higher education are weighted heavily toward staff and buildings. For universities' general use expenditures, typically around 75-77 percent of the costs are devoted to employee salaries and benefits, just over three percent on utilities and the rest of the budget is devoted to all other operating expenditures (e.g., contractual services, equipment, and consumable supplies).

The tuition model generally followed is that the state budget is finalized first, so that tuition proposals are prepared by the campuses and considered by the Board of Regents with the knowledge of the state funding. As the universities' tuition proposals were prepared this year, the 2022 Legislature appropriated $37.5 million for the Board to distribute among the universities for their operating expenses. This amount is $8.3 million less than the Board's original request of $45.7 million, which was calculated in the following manner:

            Restore prior cuts from FY 2021 $ 4.7 million
            Adjust the general use budgets 1.9% $26.1 million
            Buy down a 2% tuition adjustment $14.9 million

The Board's approach has been to set tuition and fee rates for each state university that reflects each university's mission, program offerings, geographic locations, competitive environments, level of state support and other considerations. The universities' state support has not kept up with inflationary costs in recent years, and coupled with enrollment declines, have resulted in challenging financial outlooks for the universities.

Per Board policy, the Board delegates to the chief executive officer of each institution the authority to establish user and administrative fees where the increase does not generate revenues in excess of $250,000 annually.

Summary tables are provided for more context:

Table 1 displays the tuition rates for a full-time student in four categories (resident/non-resident, undergraduate/graduate).

Table 2 displays the same information, but with campus-wide mandatory fees added to the tuition rates.

Table 3 lays out the revenue collections realized by the universities from the tuition rate decisions made by the Board.

Tuition and fees are eventually incorporated along with housing rates and all other fees assessed by the state universities into the Comprehensive Tuition and Fees Report, published annually on the KBOR web site at http://www.kansasregents.org/data/system_data/tuition_fees_reports

The attached documents were prepared by each of the state universities using a uniform format and are organized as outlined below. The narrative of each proposal includes the following sections:

Executive Summary. Key facts about the tuition and fee proposal. If the proposal is modified after its initial presentation to the Board, a summary of the changes is added.

Section A. Displays the universities' proposed FY 2023 tuition rates applicable to all students within the designated categories (resident undergraduate, resident graduate, non-resident undergraduate and non-resident graduate). Tuition rates are shown on a per credit hour basis or flat-rate basis, depending on the university's tuition structure. Emporia State University and Pittsburg State University both charge on a flat-rate basis, while the KU Medical Center's Medical School charges for a full year. Reference Appendix A.

Section B. Displays any proposed fees charged to specific students for specific academic programs.

Section C. Presents any proposed changes to the university's tuition structure.

Section D. Describes any other tuition or fee proposals that require the Board's approval, including tuition and fee waivers pursuant to K.S.A. 76-719c. That statute allows the Board of Regents to authorize any state university to award grants to students in the form of fellowships, scholarships and waivers of fees and tuition. With the Board's approval, a state university imposes standards, conditions and requirements designed to foster the growth, distinction and stability of the institution and the quality of its educational programs and pursuits.

Section E. Discusses student and other campus community involvement in the development and/or review of proposals, including detailed information such as number of meetings, how many students were involved, discussion of steps taken to ensure understanding among students and what the tuition and fee dollars will finance.

Section F. Discusses the projected increase from tuition revenues, describing both the projected increase attributable to rate changes and the projected increase/decrease attributable to enrollment projections. The university also estimates how the proposed increase would affect the carry forward balances in the General Fees Fund (Appendix F-2). A general discussion of enrollment management strategies is expected in this section, and the university's history in projecting tuition revenues compared to actual tuition revenues generated (Appendix F-3).

Section G. Describes the measures taken to keep proposals as modest as possible, including a specific description and details about the steps taken to propose a level of tuition that is as small as possible. Also, a discussion should include planned reallocations or savings listed on Appendix F-1 that will be used to finance the expenditures detailed in Appendix F-1.

Section H. Describes student proposed adjustments to required student fees (also known as campus privilege fees or specific fees proposed by students for specific restricted use expenditures).

The appendices include:

Appendix A is a uniform chart by category that compares the proposal's tuition and required fees and the dollar and percentage change to the current approved figures.

Appendix F-1 is an analysis to assist with tuition setting that examines the level of State General Fund support, various targeted expenditures (1) expenditures of existing operations, i.e. required, non-discretionary expenditure increases, (2) salary increases, and (3) enhancements related to the Board's strategic plan for the system and the university-specific strategic plan, and reallocations/savings used to finance proposed expenditures.

Appendix F-2 is a table of the General Fees Fund (FY 2019-FY 2023).

Appendix F-3 is a table of projected tuition revenue increases compared to the actual tuition revenue increases (FY 2019-FY 2023).

2.   Act on Capital Improvement Request for FY 2024   Chad Bristow,
    and Five-Year Plans   Director of Facilities

Summary

As required by Kansas law and in accordance with the format prescribed by the Division of the Budget, the campuses have submitted their FY 2024 capital improvement requests and five-year capital plans. Included are tabular summaries of the universities' requests and staff recommendations for the Board's review and discussion. Board staff recommends approval of the projects displayed in the tabular summary. The capital improvement requests are due to the Division of Budget on July 1, 2022.

Capital improvement requests are due to the Division of Budget by July 1st each year; therefore, the Board has a process to review the universities' proposals and act on those requests in the spring. Funding for capital improvements can come from a variety of sources as noted in the list of requested projects.

In recent years, the Legislature has not typically appropriated money from the State General Fund (SGF) for new building projects, only isolated projects or for the Board's capital renewal initiative FY 2023. When state universities identify projects on the capital improvement plans that require state funding within Year 1 or 2 of the Five-Year Plan, KBOR staff usually does not support inclusion of that project unless state funds have already been appropriated, a specific funding source has been identified, or a designation of "to be determined" is indicated.

This year, there is a Systemwide total of (107) projects included in the FY 2024 Capital Improvement Request / Five-Year Plan. Nearly half (53) of those projects are new to the list this year and a strong majority of new projects directly relate to objectives set forth in the Board's Facilities Renewal Initiative (address deferred facilities and infrastructure maintenance, improve space utilization, campus consolidation, decommission/raze obsolete structures). The Board's new policy framework supporting this initiative includes a maintenance assessment on all mission critical buildings beginning in FY 2023 and gradually increasing to 2% of the current replacement value (CRV) of those facilities by FY 2028. This increasing required annual investment in combination with the Educational Building Fund (EBF) allocation, which has been a stable source of funding for decades, will support this major effort to improve the condition of state university facilities. Additionally, the tabular summary includes a substantial contribution of $35 million from the State General Fund (SGF) requiring a $1 for $1 University match, as well as a $10 million demolition fund ($750,000 of which will be distributed to Washburn University). This additional funding from the state will be allocated by the Board to the state universities and provide much needed momentum for the Board's new facilities initiative.

Staff Recommendations

- Approve all projects financed by restricted fees generated for relevant business units as submitted (e.g. housing, parking, other user fees, private gifts, etc.).
- Approve University System request for spending authority from the Educational Building Fund (EBF) for planning, construction, renovation, rehabilitation, repair, and razing of mission critical university facilities and infrastructure.
- The FY 2024 Capital Improvement Requests and Five-Year Plans will be revised to reflect Board approval of any amendment requests to the FY 2023 plans prior to submission to the Division of Budget on July 1, 2022.

The following list of projects are presented for the first time for approval on the FY 2024 CIR/Five-Year Plan:

UNIVERSITY OF KANSAS   **PROJECT TYPE**

Budig Hall / Hoch Auditoria Masonry Restoration	Building Exterior Maintenance
Strong Hall Masonry Tuckpoint, Clean, and Seal	Building Exterior Maintenance
Blake Hall Chilled Water District (Multiple Buildings)	Building System(s) Renewal
Engineering Complex Chilled and Hot Water Districts	Building System(s) Renewal
Learned Hall Air Handler Unit (AHU) Replacements	Building System(s) Renewal
Lindley Hall Hot Water District (Multiple Buildings)	Building System(s) Renewal
Lindley Hall Rooftop Heating Ventilation Air Conditioning Replacement	Building System(s) Renewal
Spencer Research Library Heating Ventilation Air Conditioning Upgrades	Building System(s) Renewal
Strong Hall West Wing Chilled Water Distribution and Conversion	Building System(s) Renewal
Kansas Law Enforcement Training Center Development	Campus Development
West Campus Medium Voltage System	Infrastructure Renewal
Watson Library Renovations	Major Renovation
Robinson Center Renovations	Major Renovation/Consolidation
Student Success Center	Major Renovation/Consolidation
Lot 61 Reconstruction	Parking Lot Replacement
Lot 72 Reconstruction	Parking Lot Replacement
Wellness Center	New Facility
Marvin Hall Addition and Renovations	
Renovation/Addition/Consolidation	

KANSAS UNIVERSITY MEDICAL CENTER   **PROJECT TYPE**

Applegate Energy Center Electrical Upgrades	Building System(s) Renewal
Wescoe B & C Mechanical, Electrical, and Plumbing (MEP) Renovation	Building System(s) Renewal
Delp F Mechanical, Electrical, and Plumbing (MEP) Renovation	Building System(s) Renewal
Sudler Mechanical, Electrical, and Plumbing (MEP) Renovation	Building System(s) Renewal
Robinson Mechanical, Electrical, and Plumbing (MEP) Renovation	Building System(s) Renewal
Eaton Mechanical, Electrical, and Plumbing (MEP) Renovation	Building System(s) Renewal
Lied Heating Hot Water (HHW) System Replacement	Building System(s) Renewal
Miller Electrical and Heating Ventilation Air Conditioning (HVAC) Replacement	Building System(s) Renewal
Window Replacements (Multiple Buildings)	Building Exterior Renewal
Elevator Renewals (Multiple Buildings)	Conveying System(s) Renewal
Bio-specimen Repository	New Facility
KUMC Morgue Renovation	Renovation

KANSAS STATE UNIVERSITY   **PROJECT TYPE**

Razing Deteriorated Infrastructure (Edwards Hall and Natatorium)	Building Demolition
Exterior Envelope Repair (Multiple Buildings)	Building Exterior Renewal
Roof Replacements (Multiple Buildings)	Building Exterior Renewal
Heating Ventilation Air Conditioning (HVAC) Modernization (Multiple Buildings)	Building System(s) Renewal
Beocat Data Center Renovation	Building System(s) Renovation
North Agronomy Farm, Research Innovation Master Plan	Campus Development
Justin Hall 1st Floor Renovations	Interior
Renovation/Consolidation	
University Classroom Renovations	Interior Renovation
Agronomy Education Industrial Instruction Building	New Facility
Livestock Research Arena	New Facility
Milking Parlor and Cow Housing	New Facility
Student Recreation Field Improvements	Outdoor Facility Renovation
Hal Ross Flour Mill Modernization	Renovation/Addition

WICHITA STATE UNIVERSITY   **PROJECT TYPE**

Geology Building Renovation and Addition (Raze Neff Hall)	Renovation/Addition/Consolidation/Demolition

EMPORIA STATE UNIVERSITY	**PROJECT TYPE**
Butcher Education Center Razing and Relocation of Departments	Building Demolition
Morse Central Renovation	Renovation
Welch Stadium East Side Renovation	Renovation
Welch Stadium West Side Renovation	Renovation
Health, Physical Education and Recreation Building Sports Performance Addition	Renovation/Addition
King Hall Theatre Renovation and Art Addition Renovation/Addition/Consolidation	
Stormont Maintenance Facility Upgrade	Renovation/Consolidation

PITTSBURG STATE UNIVERSITY	**PROJECT TYPE**
Outdoor Track Complex	New Outdoor Facility

FORT HAYS STATE UNIVERSITY	**PROJECT TYPE**
McMindes Hall Electrical Improvements Phases 1/2/3/4/5/6	Building System(s) Renewal

The following table is a summary of each University's FY 2024 five-year plan and capital improvement requests that have been submitted by each institution and recommended by staff for the Board's approval.

KANSAS BOARD OF REGENTS INSTITUTIONS
FY 2024 CAPITAL IMPROVEMENT REQUESTS AND FIVE-YEAR PLANS
SUMMARY

KANSAS BOARD OF REGENTS

Project Title *Funding Source(s)*	Estimated Total	Prior Years	Current Year (FY2023)	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Subsequent Years
Planning, Construction, Renovation, Rehabilitation, Repair, and/or Razing (Mission Critical Facilities and Infrastructure) *Educational Building Fund*	$ 292,300,000	$ -	$ 41,000,000	$ 47,300,000	$ 48,800,000	$ 50,200,000	$ 51,700,000	$ 53,300,000	$ -
Facilities Capital Renewal Initiative (Mission Critical Facilities) *State General Fund*	$ 35,000,000	$ -	$ 35,000,000	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Capital Renewal Initiative Demolition Fund (All Facilities) *State General Fund*	$ 10,000,000	$ -	$ 10,000,000	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$ 337,300,000**	**$ -**	**$ 86,000,000**	**$ 47,300,000**	**$ 48,800,000**	**$ 50,200,000**	**$ 51,700,000**	**$ 53,300,000**	**$ -**

UNIVERSITY OF KANSAS

Project Title *Funding Source(s)*	Estimated Total Project Cost	Prior Years	Current Year (FY2023)	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Subsequent Years
Zone Chilled Water District *Educational Building Fund, University Funds*	$ 6,000,000	$ 3,500,000	$ 2,500,000	$ -	$ -	$ -	$ -	$ -	$ -
Sunnyside Avenue and Naismith Drive Reconstruction *Educational Building Fund and Parking Fees*	$ 6,980,000	$ 2,160,000	$ 1,500,000	$ 1,500,000	$ 1,820,000	$ -	$ -	$ -	$ -
Wellness Center *Private Gift(s), University Funds, Student Fees*	$ 58,000,000	$ -	$ -	$ 28,000,000	$ 30,000,000	$ -	$ -	$ -	$ -
Student Success Center *To Be Determined*	$ 30,500,000	$ -	$ -	$ 3,000,000	$ 20,000,000	$ 7,500,000	$ -	$ -	$ -

UNIVERSITY OF KANSAS (Continued)

Project Title *Funding Source(s)*	Estimated Total Project Cost	Prior Years	Current Year (FY2023)	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Subsequent Years
Integrated Science Building #2 *To Be Determined*	$ 198,276,000	$ -	$ -	$ 5,400,000	$ 24,100,000	$ 130,776,000	$ 38,000,000	$ -	$ -
Chalmers Hall Metalsmithing Shop *Private Gift(s)*	$ 1,500,000	$ -	$ 300,000	$ 300,000	$ 900,000	$ -	$ -	$ -	$ -
Robinson Center Renovations *Educational Building Fund, and To Be Determined*	$ 15,000,000	$ -	$ -	$ 1,250,000	$ 13,750,000	$ -	$ -	$ -	$ -
Watson Library Renovations *To Be Determined*	$ 40,000,000	$ -	$ -	$ 4,000,000	$ 10,000,000	$ 20,000,000	$ 6,000,000	$ -	$ -
Marvin Hall Addition and Renovations *To Be Determined*	$ 20,000,000	$ -	$ -	$ 2,000,000	$ 10,000,000	$ 8,000,000	$ -	$ -	$ -
Law Enforcement Training Center Development *To Be Determined*	$ 225,000,000	$ -	$ -	$ 15,000,000	$ 50,000,000	$ 80,000,000	$ 50,000,000	$ 30,000,000	$ -
Lindley Hall Replace Rooftop HVAC Units *Educational Building Fund and/or University Funds*	$ 3,500,000	$ -	$ 300,000	$ 1,600,000	$ 1,600,000	$ -	$ -	$ -	$ -
Strong Hall Tuckpoint, Clean and Seal *Educational Building Fund and/or University Funds*	$ 2,250,000	$ -	$ 190,000	$ 2,060,000	$ -	$ -	$ -	$ -	$ -
Budig Hall/Hoch Auditoria Masonry Restoration, Tuckpoint, Clean and Seal *Educational Building Fund and/or University Funds*	$ 3,500,000	$ -	$ -	$ 300,000	$ 1,600,000	$ 1,600,000	$ -	$ -	$ -
West Campus Medium Voltage System *Educational Building Fund and/or University Funds*	$ 2,000,000	$ -	$ -	$ 200,000	$ 1,800,000	$ -	$ -	$ -	$ -
Strong Hall West Wing Chilled Water Distribution and Conversion *Educational Building Fund and/or University Funds*	$ 1,600,000	$ -	$ -	$ 130,000	$ 1,470,000	$ -	$ -	$ -	$ -

KANSAS BOARD OF REGENTS INSTITUTIONS
FY 2024 CAPITAL IMPROVEMENT REQUESTS AND FIVE-YEAR PLANS
SUMMARY

UNIVERSITY OF KANSAS (Continued)

Project Title *Funding Source(s)*	Estimated Total Project Cost	Prior Years	Current Year (FY2023)	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Subsequent Years
Chiller Plant #1 Restoration *Educational Building Fund and/or University Funds*	$ 4,000,000	$ -	$ -	$ -	$ 340,000	$ 1,800,000	$ 1,860,000	$ -	$ -
Learned Hall Air Handler Replacement *Educational Building Fund and/or University Funds*	$ 3,200,000	$ -	$ -	$ -	$ -	$ 260,000	$ 1,500,000	$ 1,440,000	$ -
Blake Hall Chilled Water District *Educational Building Fund and/or University Funds*	$ 2,000,000	$ -	$ -	$ -	$ -	$ -	$ 170,000	$ 1,830,000	$ -
Spencer Research Library HVAC Upgrades *Educational Building Fund and/or University Funds*	$ 8,000,000	$ -	$ -	$ -	$ -	$ -	$ 690,000	$ 2,310,000	$ 5,000,000
Lindley Hall Hot Water District *Educational Building Fund and/or University Funds*	$ 5,100,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 430,000	$ 4,670,000
Engineering Complex Chilled and Hot Water District *Educational Building Fund and/or University Funds*	$ 4,500,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 380,000	$ 4,120,000
Memorial Stadium Renovations Phase 1 *Athletics Association, Private Gift(s), To Be Determined*	$ 220,000,000	$ 12,000,000	$ 208,000,000	$ -	$ -	$ -	$ -	$ -	$ -
Allen Field House Renovations Phase 2 *Athletics Association, Private Gift(s)*	$ 20,000,000	$ -	$ 7,500,000	$ 12,500,000	$ -	$ -	$ -	$ -	$ -
Memorial Stadium Renovations Phase 2 *Athletics Association, Private Gift(s), To Be Determined*	$ 130,000,000	$ -	$ -	$ 30,000,000	$ 100,000,000	$ -	$ -	$ -	$ -
Hoglund Ballpark Renovation *Athletics Association, Private Gift(s)*	$ 22,000,000	$ -	$ -	$ -	$ 12,000,000	$ 10,000,000	$ -	$ -	$ -

UNIVERSITY OF KANSAS (Continued)

Project Title *Funding Source(s)*	Estimated Total Project Cost	Prior Years	Current Year (FY2023)	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Subsequent Years
Kansas Memorial Union Phase 1 *Union and Student Fees*	$ 18,000,000	$ 500,000	$ -	$ 15,000,000	$ 2,500,000	$ -	$ -	$ -	$ -
Oliver Hall Demolition *Housing Funds*	$ 2,200,000	$ 500,000	$ 1,700,000	$ -	$ -	$ -	$ -	$ -	$ -
Lewis/Templin Residence Hall Chiller Replacement *Housing Funds and Trust Funds*	$ 1,500,000	$ 900,000	$ 600,000	$ -	$ -	$ -	$ -	$ -	$ -
Lewis Residence Hall Improvements *Housing Funds and Trust Funds*	$ 3,000,000	$ -	$ 600,000	$ 1,200,000	$ 1,200,000	$ -	$ -	$ -	$ -
Lot 61 Reconstruction *Parking Fees*	$ 2,015,000	$ -	$ 240,000	$ 1,775,000	$ -	$ -	$ -	$ -	$ -
Lot 72 Reconstruction *Parking Fees*	$ 1,300,000	$ -	$ 155,000	$ 1,145,000	$ -	$ -	$ -	$ -	$ -
Total	$ 1,060,921,000	$ 19,560,000	$ 223,585,000	$ 126,360,000	$ 283,080,000	$ 259,936,000	$ 98,220,000	$ 36,390,000	$ 13,790,000

KANSAS UNIVERSITY MEDICAL CENTER

Project Title *Funding Source(s)*	Estimated Total Project Cost	Prior Years	Current Year (FY2023)	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Subsequent Years
Cancer Research Building *Private Gift(s), To Be Determined*	$ 385,251,000	$ -	$ -	$ 40,581,937	$ 110,250,000	$ 173,643,750	$ 60,775,313	$ -	$ -
Brain Health Building *Private Gift(s), To Be Determined*	$ 199,333,700	$ -	$ -	$ -	$ -	$ -	$ 23,333,700	$ 88,000,000	$ 88,000,000
KUMC Morgue Renovation *Deferred Maintenance Fund, To Be Determined*	$ 1,651,000	$ -	$ -	$ 660,400	$ 990,600	$ -	$ -	$ -	$ -

KANSAS UNIVERSITY MEDICAL CENTER (Continued)

Project Title *Funding Source(s)*	Estimated Total Project Cost	Prior Years	Current Year (FY2023)	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Subsequent Years
Orr Major Master Plan Completion *To Be Determined*	$ 36,004,271	$ -	$ -	$ 8,400,000	$ 8,268,750	$ 8,693,764	$ 10,641,757	$ -	$ -
Clinical and Translation Science Unit (CTSU) *Private Gift(s), To Be Determined*	$ 13,496,569	$ -	$ -	$ -	$ -	$ 13,496,569	$ -	$ -	$ -
Bio-specimen Repository *Private Gift(s), To Be Determined*	$ 4,501,152	$ -	$ -	$ -	$ 2,250,576	$ 2,250,576	$ -	$ -	$ -
School of Medicine Wichita Health Education Building *To Be Determined*	$ 20,797,872	$ -	$ -	$ -	$ 10,398,936	$ 10,398,936	$ -	$ -	$ -
HVAC Controls and Energy Conservation *Educational Building Fund, Tuition, and Research Institute*	$ 3,372,188	$ 1,707,000	$ 900,000	$ 241,500	$ 523,688	$ -	$ -	$ -	$ -
Applegate Energy Center (AEC) Boiler Replacement and Curtain Wall Project *Educational Building Fund, Deferred Maintenance Fund, To Be Determined*	$ 11,279,295	$ 500,000	$ 3,594,000	$ 3,593,000	$ 3,592,295	$ -	$ -	$ -	$ -
AEC Electrical Upgrades *Deferred Maintenance Fund, To Be Determined*	$ 1,507,870	$ -	$ -	$ 1,507,870	$ -	$ -	$ -	$ -	$ -
Wescoe B and C Mechanical/Electrical/Plumbing (MEP) Renovation *Deferred Maintenance Fund, To Be Determined*	$ 18,292,352	$ -	$ 1,780,352	$ 3,072,000	$ 5,376,000	$ 8,064,000	$ -	$ -	$ -
Delp F Mechanical/Electrical/Plumbing (MEP) Renovation *Deferred Maintenance Fund, To Be Determined*	$ 10,602,200	$ -	$ 375,000	$ -	$ -	$ 3,161,600	$ 7,065,600	$ -	$ -

KANSAS UNIVERSITY MEDICAL CENTER (Continued)

Project Title *Funding Source(s)*	Estimated Total Project Cost	Prior Years	Current Year (FY2023)	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Subsequent Years
Sudler Mechanical/Electrical/Plumbing (MEP) Renovation *Deferred Maintenance Fund, To Be Determined*	$ 12,255,720	$ -	$ -	$ -	$ 2,405,120	$ 4,653,800	$ 5,196,800	$ -	$ -
Robinson Mechanical/Electrical/Plumbing (MEP) Renovation *Deferred Maintenance Fund, To Be Determined*	$ 4,647,612	$ -	$ -	$ 968,000	$ 3,679,612	$ -	$ -	$ -	$ -
Eaton Mechanical/Electrical/Plumbing (MEP) Renovation *Deferred Maintenance Fund, To Be Determined*	$ 5,843,200	$ -	$ -	$ -	$ 723,200	$ 1,843,200	$ 3,276,800	$ -	$ -
Lied Heating Hot Water (HHW) System Replacement *Deferred Maintenance Fund, To Be Determined*	$ 1,349,623	$ -	$ -	$ -	$ 1,349,623	$ -	$ -	$ -	$ -
Elevator Renewals (Multiple Buidings) *Deferred Maintenance Fund, To Be Determined*	$ 5,001,752	$ -	$ 1,128,242	$ 1,040,418	$ 1,483,454	$ 1,349,638	$ -	$ -	$ -
Miller Electrical and HVAC Renovation *Deferred Maintenance Fund, To Be Determined*	$ 8,486,400	$ -	$ -	$ -	$ -	$ -	$ 1,206,400	$ 3,200,000	$ 4,080,000
Window Replacements (Multiple Buildings) *Deferred Maintenance Fund, To Be Determined*	$ 9,150,000	$ -	$ 1,790,000	$ 2,690,000	$ 940,000	$ 1,480,000	$ 2,250,000	$ -	$ -
Parking Lot / Garage Maintenance and Improvements *Parking Fees*	$ 15,801,797	$ 1,000,000	$ 1,500,000	$ 1,785,000	$ 2,084,250	$ 2,188,463	$ 2,297,886	$ 2,412,780	$ 2,533,419
Parking Facility No.6 *Parking Fees*	$ 36,443,055	$ -	$ -	$ -	$ -	$ 17,777,100	$ 18,665,955	$ -	$ -
Reflection Center *Private Gift(s), To Be Determined*	$ 1,692,154	$ -	$ 825,441	$ 866,713	$ -	$ -	$ -	$ -	$ -
Total	$ 806,760,782	$ 3,207,000	$ 11,893,035	$ 65,406,838	$ 154,316,104	$ 249,001,396	$ 134,710,210	$ 93,612,780	$ 94,613,419

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KANSAS STATE UNIVERSITY

Project Title *Funding Source(s)*	Estimated Total Project Cost	Prior Years	Current Year (FY2023)	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Subsequent Years
Campus Infrastructure Retro Commission, Thermostats and Insulation *University's Share of Educational Building Fund, Restricted Fees & University Interest*	$ 3,500,000	$ 2,900,000	$ 600,000	$ -	$ -	$ -	$ -	$ -	$ -
Bill Snyder Family Stadium South Phase V East Stadium Upgrades *Athletics Association & Private Gift(s)*	$ 4,700,000	$ 1,700,000	$ 3,000,000	$ -	$ -	$ -	$ -	$ -	$ -
Mosier Hall 2nd Floor Bio-Medical Laboratories Renovation *NIH grant-funded*	$ 3,430,993		$ 300,000	$ 3,130,993	$ -	$ -	$ -	$ -	$ -
Football Indoor Practice Facility *Athletics Association & Private Gift(s)*	$ 31,650,000	$ 6,000,000	$ 23,650,000	$ 2,000,000	$ -	$ -	$ -	$ -	$ -
Volleyball and Olympic Training Arena *Athletics Association & Private Gift(s)*	$ 43,150,000	$ 8,000,000	$ 31,150,000	$ 4,000,000	$ -	$ -	$ -	$ -	$ -
Polytechnic Residence Hall *Foundation Master Lease*	$ 9,100,000	$ -	$ 2,141,176	$ 6,556,824	$ 402,000	$ -	$ -	$ -	$ -
West Memorial Stadium Renovation (Band) *Private Gift(s)*	$ 4,915,500	$ -	$ 4,915,500	$ -	$ -	$ -	$ -	$ -	$ -
Seaton ARE/CNS Facility Improvements *Private Gift(s)*	$ 5,100,000	$ -	$ -	$ -	$ -	$ 3,825,000	$ 1,275,000	$ -	$ -
Livestock Research Arena *Private Gift(s)*	$ 10,000,000	$ -	$ -	$ -	$ -	$ 7,500,000	$ 2,500,000	$ -	$ -
University Classroom Renovations *Private Gift(s) & University funds*	$ 2,000,000	$ -	$ -	$ -	$ -	$ 375,000	$ 500,000	$ 1,125,000	$ -

KANSAS STATE UNIVERSITY (Continued)

Project Title *Funding Source(s)*	Estimated Total Project Cost	Prior Years	Current Year (FY2023)	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Subsequent Years
Agricultural, Research and Extension Facilities Masterplan *To Be Determined*	$ 150,000,000	$ -	$ -	$ -	$ -	$ 50,000,000	$ 50,000,000	$ 50,000,000	$ -
Parking Lot Maintenance and Improvements *Parking Fees*	$ 7,800,000	$ 2,800,000	$ 200,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ 2,300,000
Strong Complex: Boyd, Putnam & Van Zile Hall Renovations *Housing Funds*	$ 20,000,000	$ -	$ -	$ -	$ -	$ 9,000,000	$ 9,000,000	$ 2,000,000	$ -
Large Animal Research Center Expansion Phase 1 and 2 *To Be Determined*	$ 25,000,000	$ -	$ -	$ -	$ -	$ -	$ 7,500,000	$ 7,500,000	$ 10,000,000
Razing of Deteriorated Infrastructure *To Be Determined*	$ 5,000,000	$ -	$ -	$ -	$ -	$ 2,000,000	$ 3,000,000	$ -	$ -
Justin Hall 1st Floor Renovations *To Be Determined*	$ 2,700,000	$ -	$ -	$ -	$ -	$ 2,700,000	$ -	$ -	$ -
Hal Ross Flour Mill Modernization *Private Gifts & To Be Determined*	$ 1,475,457	$ -	$ -	$ -	$ -	$ -	$ 1,125,000	350,457	$ -
North Agronomy Farm, Research Innovation Masterplan *To Be Determined*	$ 37,445,000	$ -	$ -	$ -	$ -	$ 1,545,000	$ 32,200,000	$ 3,700,000	$ -
Milking Parlor & Cow Housing *To Be Determined*	$ 6,500,000	$ -	$ -	$ -	$ -	$ 6,500,000	$ -	$ -	$ -
Agronomy Education - Industrial Instruction Building *To Be Determined*	$ 2,000,000 $ -	$ -	$ -	$ -	$ -	$ 2,000,000	$ -	$ -	$ -

KANSAS STATE UNIVERSITY (Continued)

Project Title *Funding Source(s)*	Estimated Total Project Cost	Prior Years	Current Year (FY2023)	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Subsequent Years
HVAC Modernization *Educational Building Fund and To Be Determined*	$ 36,300,000	$ -	$ -	$ -	$ -	$ 4,834,655	$ 9,765,664	$ 7,483,738	$ 14,215,943
Exterior Envelope Repair *To Be Determined*	$ 19,716,250	$ -	$ -	$ -	$ -	$ 7,413,750	$ 5,815,000	$ 4,212,500	$ 2,275,000
Roof Replacement(s) *Educational Building Fund and To Be Determined*	$ 13,473,156	$ -	$ -	$ -	$ -	$ 4,491,052	$ 4,491,052	$ 4,491,052	$ -
Beocat Datacenter Renovation *To Be Determined*	$ 3,307,328	$ -	$ -	$ -	$ -	$ 3,307,328	$ -	$ -	$ -
Student Recreation Field Improvements *To Be Determined*	$ 10,000,000	$ -	$ -	$ -	$ -	$ 5,000,000	$ 5,000,000	$ -	$ -
Total	$ 458,263,684	$ 21,400,000	$ 65,956,676	$ 16,187,817	$ 902,000	$ 110,991,785	$ 132,671,716	$ 81,362,747	$ 28,790,943

WICHITA STATE UNIVERSITY

Project Title *Funding Source(s)*	Estimated Total Project Cost	Prior Years	Current Year (FY2023)	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Subsequent Years
Innovation Campus New School of Business (Woolsey Hall) *Private Gift(s), Revenue Bonds*	$ 49,500,000	$ 46,000,000	$ 3,500,000	$ -	$ -	$ -	$ -	$ -	$ -
Convergence Sciences 2 Facility for Digital Transformation (NIRDT) *Restricted Fees, Revenue Bonds*	$ 16,000,000	$ 7,500,000	$ 8,500,000	$ -	$ -	$ -	$ -	$ -	$ -
Addition to Marcus Welcome Center *Private Gift(s), University Funds*	$ 4,000,000	$ 500,000	$ 2,000,000	$ 1,500,000	$ -	$ -	$ -	$ -	$ -
Clinton Hall Shocker Success Center *Private Gift(s), Student Fees, Revenue Bonds*	$ 16,400,000	$ 1,000,000	$ 12,000,000	$ 3,400,000	$ -	$ -	$ -	$ -	$ -

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WICHITA STATE UNIVERSITY (Continued)

Project Title *Funding Source(s)*	Estimated Total Project Cost	Prior Years	Current Year (FY2023)	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Subsequent Years
Central Energy Plant Cooling Tower Fan Replacement *To Be Determined*	$ 2,824,475	$ -	$ 175,000	$ 2,649,475	$ -	$ -	$ -	$ -	$ -
Cessna Stadium Demolition *Private Gift(s), Restricted Fees*	$ 1,750,000	$ -	$ 750,000	$ 1,000,000	$ -	$ -	$ -	$ -	$ -
Geology Building Renovation + Addition *EBF Funds, Revenue Bonds*	$ 18,500,000	$ -	$ -	$ 750,000	$ 10,000,000	$ 7,750,000	$ -	$ -	$ -
Parking Maintenance and Improvements *Parking Fees*	$ 3,300,000	$ 1,300,000	$ 500,000	$ 500,000	$ 250,000	$ 250,000	$ 250,000	$ 250,000	$ -
Total	$ 112,274,475	$ 56,300,000	$ 27,425,000	$ 9,799,475	$ 10,250,000	$ 8,000,000	$ 250,000	$ 250,000	$ -

EMPORIA STATE UNIVERSITY

Project Title *Funding Source(s)*	Estimated Total Project Cost	Prior Years	Current Year (FY2023)	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Subsequent Years
Morse Central Renovation *To Be Determined*	$ 8,500,000	$ -	$ 6,500,000	$ 2,000,000	$ -	$ -	$ -	$ -	$ -
Butcher Education Center Razing and Relocation of Departments *EBF, To Be Determined*	$ 1,400,000	$ -	$ -	$ 1,100,000	$ 300,000	$ -	$ -	$ -	$ -
King Hall Theatre Renovation and Art Addition *EBF, Private Gift(s)*	$ 4,870,000	$ -	$ -	$ 3,500,000	$ 1,370,000	$ -	$ -	$ -	$ -
Welch Stadium East Side Renovation *To Be Determined*	$ 11,050,000	$ -	$ -	$ 8,500,000	$ 2,550,000	$ -	$ -	$ -	$ -

KANSAS BOARD OF REGENTS INSTITUTIONS
FY 2024 CAPITAL IMPROVEMENT REQUESTS AND FIVE-YEAR PLANS
SUMMARY

EMPORIA STATE UNIVERSITY (Continued)

Project Title *Funding Source(s)*	Estimated Total Project Cost	Prior Years	Current Year (FY2023)	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Subsequent Years
Parking Improvements *Parking Fees*	$ 625,000	$ -	$ 100,000	$ 225,000	$ 75,000	$ 75,000	$ 75,000	$ 75,000	$ -
Health, Physical Education and Recreation Building Sports Performance Facility Addition *Private Gift(s)*	$ 15,015,103	$ -	$ -	$ -	$ 10,000,000	$ 5,015,103	$ -	$ -	$ -
Welch Stadium West Side Renovation *To Be Determined*	$ 1,680,000	$ -	$ -	$ -	$ 1,680,000	$ -	$ -	$ -	$ -
Stormont Maintenance Facility Upgrade *To Be Determined*	$ 4,100,000	$ -	$ -	$ -	$ -	$ 3,100,000	$ 1,000,000	$ -	$ -
Total	$ 47,240,103	$ -	$ 6,600,000	$ 15,325,000	$ 15,975,000	$ 8,190,103	$ 1,075,000	$ 75,000	$ -

PITTSBURG STATE UNIVERSITY

Project Title *Funding Source(s)*	Estimated Total Project Cost	Prior Years	Current Year (FY2023)	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Subsequent Years
McPherson Hall Renovation and *Private Gift(s), University Reserves*	$ 8,100,000	$ 560,681	$ 5,400,000	$ 2,139,319	$ -	$ -	$ -	$ -	$ -
Kelce Hall Renovation *Educational Building Fund, Tuition, Private Gift(s)*	$ 18,500,000	$ 1,200,000	$ 10,000,000	$ 7,300,000	$ -	$ -	$ -	$ -	$ -
Utility Tunnel Repairs *Educational Building Fund*	$ 1,500,000	$ -	$ 500,000	$ 1,000,000	$ -	$ -	$ -	$ -	$ -
Campus Consolidation / Shirk Demolition *Educational Building Fund*	$ 2,000,000	$ -	$ 500,000	$ 500,000	$ 1,000,000	$ -	$ -	$ -	$ -
Outdoor Track Complex *Private Gift(s)*	$ 10,000,000	$ -	$ 2,000,000	$ 8,000,000	$ -	$ -	$ -	$ -	$ -

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PITTSBURG STATE UNIVERSITY (Continued)

Project Title Funding Source(s)	Estimated Total Project Cost	Prior Years	Current Year (FY2023)	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Subsequent Years
Housing System Maintenance and Improvements *Housing Funds*	$ 3,500,000	$ 331,700	$ 668,300	$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ -
Jack H. Overman Student Center Improvements *Student Fees*	$ 1,462,000	$ 12,000	$ 200,000	$ 250,000	$ 250,000	$ 250,000	$ 250,000	$ 250,000	$ -
Parking Maintenance and Improvements *Parking Fees, Tuition*	$ 1,200,000	$ 104,000	$ 96,000	$ 200,000	$ 200,000	$ 200,000	$ 200,000	$ 200,000	$ -
Total	$ 46,262,000	$ 2,208,381	$ 19,364,300	$ 19,889,319	$ 1,950,000	$ 950,000	$ 950,000	$ 950,000	$ -

FORT HAYS STATE UNIVERSITY

Project Title Funding Source(s)	Estimated Total Project Cost	Prior Years	Current Year (FY2023)	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Subsequent Years
Forsyth Library Renovation *Educational Building Fund, Tuition*	$ 19,000,000	$ -	$ 1,500,000	$ 8,250,000	$ 8,750,000	$ 500,000	$ -	$ -	$ -
Parking Improvements *Parking Fees*	$ 2,400,000	$ -	$ 400,000	$ 400,000	$ 400,000	$ 400,000	$ 400,000	$ 400,000	$ -
Gross Coliseum Parking Lot Replacement *Parking Fees, Tuition*	$ 5,300,000	$ -	$ 100,000	$ 1,500,000	$ 2,600,000	$ 1,100,000	$ -	$ -	$ -
McMindes Hall Electrical Improvements- Phases 1-6 *Housing Funds*	$ 5,400,000	$ -	$ -	$ 900,000	$ 900,000	$ 900,000	$ 900,000	$ 900,000	$ 900,000
Football Facility *Private Gift(s)*	$ 6,520,000	$ -	$ 3,000,000	$ 3,520,000	$ -	$ -	$ -	$ -	$ -
Total	$ 38,620,000	$ -	$ 5,000,000	$ 14,570,000	$ 12,650,000	$ 2,900,000	$ 1,300,000	$ 1,300,000	$ 900,000

KANSAS BOARD OF REGENTS INSTITUTIONS
FY 2024 CAPITAL IMPROVEMENT REQUESTS AND FIVE-YEAR PLANS
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SYSTEM GRAND TOTAL

	Estimated Total Project Cost	Prior Years	Current Year (FY2023)	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Subsequent Years
State General Fund (SGF) Sub-Total	$ 45,000,000	$ -	$ 45,000,000	$ -	$ -	$ -	$ -	$ -	$ -
	$ 2,907,642,043	$ 102,675,381	$ 445,824,011	$ 314,838,449	$ 527,923,104	$ 690,169,283	$ 420,876,926	$ 267,240,527	$ 138,094,362

3.   Act on State University Facilities Guidelines

Summary

In June 2021, the Board adopted new facilities policy that included reference to a forthcoming supplemental document entitled the University Facilities Guidelines. The purpose of the document is to support the implementation of the Board's Facilities Capital Renewal Initiative by defining minimum requirements for processes, procedures, and reporting, as well as identifying and encouraging best practices for a sustained strategic approach to campus facilities planning and space management in support of each university's institutional mission. Board staff recommends approval of this supplemental framework.

Proposed Structure for the University Facilities Guidelines

The following table of contents indicates the current proposed structure for the University Facilities Guidelines. This arrangement is organized by the following main chapters: Introduction, Campus Planning, Space Management, Facilities and Infrastructure Maintenance, Data Management, Reporting and Accountability, Appendix (Forms, templates, etc.). Following the table of contents, current core requirements, encouraged best practices and recommendations for supplemental requirements are outlined for reference.

Introduction

1.   **Campus Planning**
     a.   Master Planning
     b.   Capital Planning
     c.   Project Programming

2.   **Space Management**
     a.   Building Inventory
     b.   Space Inventory
     c.   Space Planning & Utilization Guidelines
     d.   Space Needs Analysis
     e.   Request and Assignment

3.   **Facilities and Infrastructure Maintenance**
     a.   Annual Maintenance Assessment
     b.   Facilities & Infrastructure Condition Assessments
     c.   Institutional Benchmarking to General Use Budget

4.   **Data Management**
     a.   Facilities Database (Gordian / VFA Facility)
     b.   Space Management Data
     c.   KBOR Data Research Planning (DRP)

5.   **Reporting and Accountability**
     a.   State University Facilities Report
     b.   Progress Dashboards
     c.
6.   **Appendix**
     Forms / Templates / Worksheets / Reference Documents

Introduction

- The purpose of the guidelines document is to function as a supplement to KBOR facilities policy and support the implementation of the Board's Facilities Capital Renewal Initiative by defining minimum requirements for processes, procedures, and reporting, as well as identifying and encouraging best practices for a sustained strategic approach to campus facilities planning and space management in support of each university's institutional mission.

Recommendations:
- Include an introductory statement in Board policy (Chapter II: Governance – State Universities / E. Facilities) that references the University Facilities Guidelines as a supplement to the facilities policy framework which serves to identify and clarify, in greater detail, requirements for the processes supporting the initiative.
- The University Facilities Guidelines should be a dynamic instrument with annual updates that document and reflect evolving processes and procedures to effectively fulfill the intent of policy.

1.   Campus Planning

a.   Master Planning

By Board policy (Chapter II.E.1.a-c.), campuses are currently **required** to:
- Submit a Campus Master Plan that supports the institution's mission and strategic plan at least once every ten years for Board review and approval.
- Submit updates or modifications to the Campus Master Plan to the Board for review and approval.
- Present Campus Master Plans to the Board every three years for informational purposes.
- Include detailed information about deferred facilities and infrastructure maintenance, space utilization, and maintenance and operation of newly planned facilities in Campus Master Plans.

By best practice, campuses are further **encouraged** to:
- Create master planning process(es) that are:
- program driven;
- data driven; and
- continuously evolving and updated
- Be thorough and comprehensive by integrating facility quality, quantity, adjacency, and design strategies.
- Establish building modernization plans that address both building renewal needs and space renovations needed to support program success.
- Use current facilities assets to their full potential.
- Build new facilities as a last priority.
- Decommission, raze, divest, or replace outdated facilities deemed functionally obsolete.

Recommendation(s) for additional requirements:
- Campus master plans should be considered a "living document" with substantive updates every three years with a rolling five-year horizon.
- Standardized supplementary checklist of items to be included in master plans and updates.

b.   Capital Planning

By Kansas statute (KSA 75-3717b) and Board policy (Chapter II.E.3..), campuses are currently **required** to:

- Annually, on March 1st, submit "large" capital improvement projects (which exceed $1.0 million in total project costs) located on state property to the Board and to the State of Kansas for applicable approvals.
- Throughout the year, submit "small" capital improvement projects (with total project costs greater than $250,000 and less than $1.0 million) to the Board President and CEO for approval.
- Proceed with small capital projects costing less than $250,000 by approval of the Chancellor or state university President.

By best practice, campuses are further **encouraged** to:
- Have an ongoing prioritized capital plan, or development plan, that is an evolving collection of improvements needed to advance the campus master planning. The Campus Master Plan identifies the general scope, timeframe and funding strategies for specific projects which should be prioritized by campus leadership. The campus should use its strategic planning process, budget process, and philanthropic opportunities to establish priorities and sequencing of all improvements. The capital plan includes existing building renewal and adaptation projects, new construction, site improvements, and infrastructure needs. All improvements (projects) should emerge from the campus' master planning and space needs.
- Utilize Gordian / VFA Facility capital planning and budget tools to rank order facilities building system needs in development of project scope(s).

Recommendation(s) for additional requirements:
- Universities to submit a pre-planning list of five to ten small capital projects (estimated at under $1.0 million in total project costs each), for informational purposes, that they have prioritized and intend to complete in the next fiscal year.

c. Project Programming

By Kansas statute (KSA 75-1255) and Board policy (Chapter II.E.3b.i.(5)), campuses are currently **required** to:
- Submit program statements for all large capital projects and for small capital projects if the project is a new building or addition to an existing building.
- All large capital improvement project proposals for new buildings or major additions on state-owned property, shall include detailed plans for facility maintenance, utilizing the Board's standard calculation template(s), as part of the program statement. Except for university affiliated corporations, auxiliaries and facilities managed by athletics, a structured plan shall demonstrate how maintenance over the projected life of the building will be financed, consistent with existing university facilities. Such plan will be incorporated within the overall maintenance plan for the university. The worksheet for calculating the maintenance and operating costs will be determined by industry standard methods and consider building type, complexity, and function. Maintenance expenditures and plans shall be reviewed by the Board annually. Such annual maintenance and operating plans shall be included in the program statement and shall adhere to standards prescribed by the Board's Director of Facilities.

By best practice, campuses are further **encouraged** to:
- Define the scope and expectations of a project, prior to any design. Efforts can be as abbreviated as doing conceptual macro-scale feasibility studies for decision making purposes or detailed full project programming. Feasibility typically establishes the initial scope of work to include potential costs and funding. The feasibility plan then matures into a full program plan that further defines the needs and sets expectations of the project in preparation of the design phase.

- All project planning efforts should be rooted within and supportive of the broader campus master planning objectives. Project plans establish the scope of work to include expectations, limitations, space needs, conceptual solutions, budget, schedule, funding strategies, and implementation requirements for the design, construction, and start-up process. Plans should clearly indicate how the project will address identified strategic aspirations while improving current physical assets such as building or infrastructure deficiencies. Plans should not only identify the details of implementing the initial investment. but also identify the expectations of owning and operating the facility on an annual basis.

 Recommendation(s) for additional requirements:
- Program statements shall clearly and specifically indicate how the proposed project addresses building and infrastructure deficiencies and improves space utilization.
- Utilize standard calculation template (Gordian) for projecting maintenance and operating costs for all new space. Submit the summary sheet within the program statement.

2.   **Space Management**

   a.   Building Inventory

By Kansas statute (KSA 76-7,103), campuses are currently **required** to:
- Prepare and submit an inventory of all buildings and space utilization indicating the use of the space in the building to the Board, the Governor, and the Joint Committee on State Building Construction in January of odd numbered years.

By Board policy, (Chapter II.E.5.b.ii.) campuses are currently **required** to:
- Report on campus space utilization efficiency to the Board by October 1, 2023 and annually thereafter in compliance with the University Facilities Guidelines, confirming or uploading facilities inventory data in Gordian's VFA Facility Online database.

By best practice, campuses are further **encouraged** to:
- Report any additional data to the building inventory which will improve planning and decision making regarding the operating, maintenance, and renewal of the facility.
- Link the University's space inventory with the facilities database to improve strategic decision-making.

Recommendation(s) for additional requirements:
- VFA Facility online database (provided by Gordian) currently attempts to log every facility currently in use by the universities across the state, at campuses and remote locations, and identifies ownership by the following categories:

   1 - Owned by State
   2 - Owned by State and Managed by Auxiliary Enterprise
   3 - Owned by Endowment, Foundation or Similar Group
   4 - Leased Facility / Space (Differentiate Between Affiliated and Non-Affiliated Leases)
   5 - Public Private Partnership (P3) / Owned by Developer

To assure consistent data is used within the building database and space inventory, i.e., building names and numbers must match in both data sets. The standard naming and categorization protocol is defined in the University Facilities Guidelines.

b. Space Inventory

By Kansas statute (KSA 76-7,103), campuses are currently **required** to:
• Prepare and submit an inventory of all buildings and space utilization indicating the use of the space in the building to the Board, the Governor, and the Joint Committee on State Building Construction in January of odd numbered years.

By Board policy (Chapter II.E.5.), campuses are currently **required** to:
• Report on campus space utilization efficiency to the Board by October 1, 2023 and annually thereafter in compliance with the standards identified in the University Facilities Guidelines

By best practice, campuses are further **encouraged** to:
• Add data fields to the space database to support sound space management practices specific to each campus. The eleven fields listed below are required by the Board Office.
• Create an internal audit process to assure space inventory data is accurate.

Recommendation(s) for additional requirements:
• Each campus shall maintain a space inventory system to track basic room data, assignment, and use. Institutions will submit their inventory, along with their building inventory, to the Board on an annual basis (October 1st). The space inventory is based on room-by-room data with minimum required fields that include the following.

Building Number	Building Name
Room Number	Room Name
FICM* Code	FICM* Description
Classroom Type (Varies by University)	Assignable Square Feet
Seats/Stations	Department
Ownership	

*National Center for Education Statistics Postsecondary Education Facilities Inventory and Classification Manual (FICM)

• Maintain an accurate space inventory to include the above data fields (at a minimum).
• Upload space inventory to the Board office every fall during the annual report process.
• Assure consistent data is used amongst facilities databases, i.e., building names and numbers match in building, facilities condition assessments (FCA), and space databases.
• Approval of space inventory policies, procedures, and standard template.

c. Space Planning and Utilization Guidelines

<u>There are currently no State of Kansas statutes or Board Policies associated with space planning and utilization guidelines for universities.</u>

By best practice, campuses are **encouraged** to:
• Use a space analysis model/data tool to identify opportunities and guide improved long-term space use.
• Use a space analysis model/data tool for strategic space planning and master planning purposes.
• Expand the model with KBOR support, to include other space categories such as instructional laboratories, library, and study space, etc.

- KBOR has created a macro-scale space planning model to track classroom and office space utilization progress and provide as a resource (data tool) for campus planning purposes. The space needs analysis is used to determine how well a campus is using its building assets relative to what type of space an institution needs to fulfill its mission. It should be used to inform objective space management decisions and establish long range master planning space needs scenarios.
- Consider conference space a sharable asset much like classrooms. The scheduling and use of conference rooms should be managed in a way to make highest and best use of these important collaborative environments.

Recommendation(s) for additional requirements:
- KBOR to require that each university adopt campus level space planning guidelines for the following categories at a minimum: classrooms, teaching labs, study space, and offices/work environments by October 1, 2023
- Use campus space guidelines when planning and designing major renovations and new buildings.
- Use current building spaces to expanding space.
- Campuses shall supplement the student enrollment and employee data (received annually by the Board from the institutions within current data collections) with teaching pedagogies and administrative space type so that each institution can apply its unique operating methods to the classroom and office space needs analysis.
- Review the teaching and learning pedagogy variables in the space model every three years.
- Use the weekly scheduled classroom hour metrics and efficiency factors in the analysis as targets for weekly room use.
- Classroom utilization requirements
- Adopt space analysis model area per station guidelines for classroom station types.
- Adopt weekly classroom use expectations (30 hours).
- Adopt guideline for expected average station occupancy (67%).
- Office utilization requirements
- Only one office shall be assigned to an employee unless special circumstances warrant a second hoteling or touch down space.
- Adopt space analysis model area guidelines for each workstation or office type.

d. Space Needs Analysis

<u>There are currently no State of Kansas statutes or Board polices associated with space needs analysis for universities.</u>

By best practice, campuses are **encouraged** to:
- Continually understand space needed to support strategic aspirations.
- Have an on-going space plan to assure space aligns with evolving programmatic needs.

Recommendation(s) for requirements:
- Require campuses to report their most critical space needs annually in a prioritized order. This can be done though a progress report relative to the campus master plan or as part of the annual data reporting. It can be reported parallel to the space inventory reporting in October of each year.
- Present a campus-wide data-driven space analysis that supports current operating needs and future program goals as part of their building planning included in the master plan.
- Apply KBOR planning and utilization criteria in the space analysis when available.

e.   Request and Assignment

<u>There are currently no State of Kansas Statutes or Board policies associated with Space Request and Assignment.</u>

By best practice, campuses are **encouraged** to:
- Assign space to programs of highest need and strategic priority.
- Establish a process to continually evaluate and audit program space needs.
- Manage space to assure it is used in the most efficient way possible.
- Treat buildings and space as expensive assets, second only to human resources. There is always a potential for a sense that it is "free" because of institutional budgeting and funding practices. The Board emphasizes in these guidelines that space is a valuable asset, and it shall be treated as such through policy and supporting processes and procedures.

Recommendation(s) for requirements:
- Have a formal, transparent process for institutional unit leaders to request space based on program need. Assure leadership approval is an integral step in the process.
- Use appropriate and relevant data to evaluate space requests.

3.   **Facilities and Infrastructure Maintenance**

a.   Annual Maintenance Assessment

By Board policy (Chapter II.E.4.), campuses are currently **required** to:
- Beginning in FY 2023, and each year thereafter, each university shall calculate a maintenance assessment as a percentage of the professionally estimated replacement cost of mission critical buildings according to an assessment schedule culminating in a sustainable 2% of current replacement value (CRV) as approved by the Board on an annual basis. Utilizing each university's Deferred Maintenance Projects Fund, expenditures shall be itemized using a standard template for the Board's review annually. Maintenance funds must be spent annually toward maintenance of campus buildings, unless approved by the Board as an exception. Parameters and criteria for the university's prioritization of projects should be referenced in the Board's University Facilities Guidelines. Each state university shall identify and expend campus funds (excluding annual allocations from the Educational Building Fund) annually for the purpose of addressing current and deferred maintenance according to a prioritized assessment plan reviewed by the Board at the annual budget workshop. Funding for the maintenance assessment may include contributions from university, state, federal and philanthropic sources.

Further Board guidance provides for:
- A six-year assessment schedule to gradually increase to 2% annually (Reference draft standard template – Reporting and Accountability section)
- The crediting of a portion of in-house base expenditures in facilities cost-centers toward each university's annual maintenance assessment. This contribution will phase in over three years (1/3, 2/3, 3/3) (Reference draft standard template – Reporting and Accountability section)

By best practice, campuses are Rto:
- Utilize Gordian's capital planning & budget tools to rank order facilities building system needs in development of maintenance and renewal project scope(s).

Recommendation(s) for additional requirements:
- Beginning in FY 2023, calculate a projected annual Maintenance Assessment total for the next fiscal year based on the prior fiscal year's actual expenditure data and identify how the required annual maintenance investment will expended.
- On October 1st of 2023 submit the standard template reconciled for actual expenditures and incorporating unplanned/emergent projects added within the year.

b. Facilities and Infrastructure Condition Assessments

By Board policy (Chapter II.E.5.b.ii.), campuses currently **required** to:
- Maintain and manage facilities condition data and comprehensive building inventory utilizing the facilities database (VFA Facility) and report to the Board of Regents by October 1, 2022, and annually thereafter to be included in the State University Facilities Report in compliance with the methodology and best practices for building inventory and facilities condition data as identified in the Board's University Facilities Guidelines.
- Each university shall have facilities condition assessments, as well as utility and site infrastructure assessments entered into the database for all assets on state-owned property by October 1, 2027.

Recommendation(s) for additional requirements:
- Require a baseline survey of all facilities and routine update via a computerized maintenance management systems supplemented by a third-party survey at three to five year intervals as standardized best practice.
- Update mission critical facilities condition assessments at least every five years. Keep facilities data relevant with data maintenance services and campus facilities staff inspection, and require that each university have a renewed comprehensive inspection (conducted by a third-party) of mission critical facilities starting in 2025. Consider completing 20% annually. (Note above, all campus infrastructure and all other facilities on state-owned property must have initial facilities condition assessments conducted and entered in the facilities database by 2027, to accomplish this objective begin in 2022/2023 and complete 20% of the assessments each year.)

c. Institutional Benchmarking (General Use Budget)

Moving forward, the Board will track progress of the universities' General Use budgets as a data point relevant to the annual facilities maintenance assessment requirement. The Board may take account of this trend, among other data points, in consideration of any necessary adjustment to the maintenance assessment contribution for any given year,

4.   Data Management

a. Facilities Database

By Board policy (Chapter II.E.5.b.ii.), campuses are currently **required** to:
- Maintain facilities condition data and comprehensive building inventory utilizing the facilities database (VFA Facility) and report to the Board of Regents by October 1, 2022, and annually thereafter to be included in the State University Facilities Report in compliance with the methodology and best practices for building inventory and facilities condition data as identified in the Board's University Facilities Guidelines.

By best practice, campuses are further **encouraged** to:

- Utilize Gordian's VFA Facility capital planning & budget tools to rank order facilities building system needs in development of maintenance and renewal project scope(s)

Recommendation(s) for additional requirements:
- Require each university to maintain a software subscription to Gordian's VFA Facility until otherwise instructed
- Require acceptable level of annual data maintenance conducted by Gordian or trained university staff

b. Space Management Data

By Board policy (Chapter II.E.5.b.), campuses are currently **required** to:
- Update and report campus space utilization data to the Board on an annual basis

Recommendation(s) for further requirements:
- Require use of the National Center for Statistics, Postsecondary Facilities Inventory Classification Manual (FICM) as a standard framework for space data management.
- Require universities to maintain an institutional space inventory database to include at minimum, the data described in Section 2B within.
- Universities to maintain a comprehensive space inventory and submit via standard KBOR spreadsheet by October 1st , 2022 and annually thereafter

c. KBOR Data Research and Planning (DRP)

Recommendation(s) for additional requirements:
- Submit Credit Hour data annually to the Board of Regents within the KHEDS collection (by the end of August)
- Submit Employment Data annually within the IPEDS collection to the Board of Regents (in April)
- Board staff will coordinate on the collection of credit hour production and employment numbers in order to cross reference the data with space inventory to conduct space needs analysis calculations annually for general purpose classroom and offices.
- Submit credit hour data by department beginning next academic year
- Submit employee type data by department beginning next academic year

5. **Reporting and Accountability**

a. State University Facilities Report

By Kansas statute (K.S.A. 76-7, 103) and Board policy (Chapter II.E.5.), campuses currently **required** to:
- Maintain, prepare, and assemble data on a biennial basis to be included in the State University Facilities Report to be submitted by the Board in January of odd numbered years. This report is submitted to the Legislature in odd numbered years to satisfy the reporting requirements of K.S.A. 76-7, 103. The State University Facilities Report combines the facilities condition report (previously termed the Report on State University Deferred and Annual Maintenance report), the building inventory, and the space utilization efficiency report (previously termed the Inventory of Physical Facilities and Space Utilization report).
- Report on campus space utilization efficiency to the Board of Regents by October 1, 2022, and annually thereafter, as part of the State University Facilities Report in compliance with the methodology and best practices for space standards and management as identified in the Board's

University Facilities Guidelines. Parameters and criteria for prioritization of projects should be referenced in this guiding documents.

- Maintain facilities condition data and comprehensive building inventory utilizing the facilities database and report to the Board of Regents by October 1, 2022, and annually thereafter to be included in the State University Facilities Report in compliance with the methodology and best practices for building inventory and facilities condition data as identified in the Board's University Facilities Guidelines. Parameters and criteria for prioritization of projects should be referenced in this guiding document. Each university shall have facilities condition assessments, as well as utility, site infrastructure assessments entered into the database for all assets on state-owned property by October 1, 2027.
- Report annual project expenditures from Deferred Maintenance Projects Fund (for the previous fiscal year) or other private funds utilizing the Board's standard template by October 1st of each year.
- Each state university shall submit Educational Building Fund expenditures (for the previous fiscal year) utilizing the Board's standard template by October 1st of each year.

Further Board guidance provides for:
- A monthly planning, design and construction project status list (for projects with total projected costs of $250,000 or more), using a standard template, to Board office to be posted on the KBOR website to provide public notice to construction companies of prospective projects.

Recommendation:
- Include all Maintenance Assessment and Educational Building Fund expenditures reports in the annual State University Facilities Report to be issued to the Board for review in December each year.

b. Progress Dashboards

Recommendation:
- Board staff will coordinate on the consolidation of facilities and space data at the System level and display the results as a progress dashboard on KBOR website, to be updated annually in December prior to the start of the Legislative session in January.

6.   **Appendix (Forms / Templates / Worksheets / Reference Documents)**

Recommendation:
- The University Facilities Guidelines appendix will include instruments (forms, templates, worksheets, and reference documents) that will be updated by the Director of Facilities as necessary to support, document, and reflect evolving processes and procedures that effectively fulfill the intent of the Board's facilities policy and campus renewal initiative. Regular informational updates will be provided to the Board with minor updates/changes to the guidelines and supporting documents, however, will seek Board approval and guidance on an annual basis for substantive updates to additional requirements codified in the University Facilities Guidelines.

The current list of documents and tools includes:
A.   Maintenance and Operations Cost Calculation Template for New Buildings and Additions
B.   Building Inventory Report
C.   Space Inventory Template
D.   Space Needs Analysis Template (General-Purpose Classrooms)
E.   Space Needs Analysis Template (Offices / Work Environments)
F.   Space Planning Guidelines
G.   Space Use Summary Report

H.   Maintenance Assessment (MA) Calculator / Planning Template
I.   Maintenance Assessment (MA) Expenditures Report
J.   Educational Building Fund (EBF) Expenditures Report
K.   Deferred Maintenance Summary Report
L.   Building Demolition Summary Report
M.   Monthly Project Status List Report
N.   Annual State University Facilities Report (Comprehensive Template)
O.   Facilities Dashboard(s) (via KBOR Website)
P.   Annual Reporting and Submittal Requirements Matrix (See Below)

Annual Reporting Matrix - Capital Projects	PAST		CURRENT	
	DEADLINE	FREQUENCY	DEADLINE	FREQUENCY
Campus Master Plan		10 Years	Present to the Board every 3 years	10 years*
				*Substantive updates every 3 years
Capital Improvement Request / 5-Year Plans				
Universities to KBOR	March 1st	Annually	March 1st	Annually
KBOR to Division of the Budget and Legislative Research Dep't.	July 1st	Annually	July 1st	Annually
CIR / 5-Year Plan Amendments	As Required	As Required	As Required	As Required
Small Capital Project Approval Request	As Required	As Required	March 1st*	As Required
(Projects between $250,000 and $1,000,000)			*Submit Pre-Planning List of 5-10 projects	
			(for reference, not approval)	
Program Statement	March 1st *	As Required	April 30 **	As Required
(Utilize Maintenance & Operating Calculator for Proposed Space)	* For new projects		**For new projects after Board approval	
			of CIR / 5-Year Plans	
Maintenance Assessment Plan	None	None	October 1st*	Annually
(Calculated as % of CRV of Mission Critical Buildings)			* Beginning in 2022 (FY2023)	
Maintenance Assessment "Reconciled Expenditures"	None	None	October 1st**	Annually
			** Beginning in 2023 (For FY2023)	
Facilities Condition Assessments	October 1st	Biennially*	October 1st	Every 5 Years**
Mission Critical Buildings	October 1st	Biennially	October 1st	Every 5 Years (Beginning in 2020)
All Other Facilities on State Property	October 1st	Biennially	October 1st	Every 5 Years (Starting in 2027)
Utilities and Infrastructure	October 1st	Biennially	October 1st	Every 5 Years (Starting in 2027)
		*By University Staff		** Inspections by third party (Gordian)
Facilities Data Maintenance	None	None	October 1st *	Annually
			* In Gordian's VFA Facility	
Building Inventory	October 1st	Biennially	October 1st *	Annually
(Confirm Mission Critical Status and All Owner Codes)			* In Gordian's VFA Facility	
Space Inventory	October 1st	Biennially	October 1st	Annually
(Using KBOR Standard Excel Format)				
Educational Building Fund "Reconciled Expenditures"	September	Annually	October 1st	Annually
Present to the Joint Committee on State Building Construction	Fall (Month Varies)	Annually (As Required)	Fall (Month Varies)	Annually (As Required)
(11 x 17 One Page Presentation)				
Credit Hour Data (KHEDS)	August 31	Annually	August 31	Annually
(By Department)	None	None	To Be Determined	Annually
Employment Data (NCES IPEDS)	April 30	Annually	April 30	Annually
(By Department)	None	None	To Be Determined	Annually
Monthly Project Lists		Monthly		Monthly
(Projects over $250,000 in total project costs)				

4.   Act on Allocation of Portion of FY 2023 Building Demolition Fund

Summary

The Board of Regents' Facilities Capital Renewal Initiative is a bedrock goal that advances all priorities of the new strategic plan "Building a Future" (2020). For FY 2023, a $10.0 million state appropriation has provided for a Building Demolition Fund to raze obsolete buildings on the university campuses. In combination with Educational Building Fund revenue, the new annual maintenance expenditures of the universities now required by Board policy, and an additional FY 2023 state appropriation of $35 million for facilities renewal and deferred maintenance, these additional funds strategically contribute to bringing annual resources to a sufficient level to ultimately sustain universities' facilities in a state of good repair over the long term. Board staff recommends approval of a portion of the FY 2023 Building Demolition Funds as identified below to raze the mission critical facilities as listed.

Background

Within Section 160 of House Substitute for Substitute for SB 267 is an appropriation for $10.0 million for demolition of buildings on university campuses, with $750,000 set aside for Washburn University. Authority was granted to carry over the $10.0 million through FY 2025 in Sections 161 and 162. The universities have currently identified approximately twenty-five buildings as candidates for demolition, including facilities at Washburn University. This longer list is also attached for the Board's reference. While many of these projects will require greater time and planning in order to vacate and execute on the demolition, there is a subset of mission critical buildings that are "demolition ready". The full $10.0 million will be used within the allotted timeframe.

The list identifies twelve mission critical buildings, totaling approximately 299,559 gross square feet, that the universities will take down in FY 2023 at a preliminary estimated total cost of $7,228,000. The estimated costs cover planning, abatement, demolition, contingency, and restoration of sites. (As Fort Hays State University has razed several buildings in recent years, there are no current demolition projects noted here.)

Each project is required to adhere to statutory and Board policy, processes, and procedures for approval of large and small capital projects, procurement, design review and inspections, as applicable.

Staff Recommendation

Board staff recommends allocation of $7,228,000 to the state universities identified on the demolition project list, as well as Board authorization to raze the buildings identified as they have been designated obsolete. Additional projects from a longer prioritized list of prospective mission critical demolition projects will be advanced and brought to the Board for approval to fully utilize the demolition funds within the allowable timeframe.

Kansas Board of Regents | State University Facilities

Systemwide Summary of Mission Critical Building Demolition Projects (FY 2023)

Univ.	Building Name	# of Buildings	Estimated Demolition Cost		Gross Square Feet (GSF)
KU	Facilities Administration Building (FS Main)	1	$843,000		24,720
KU	Entomology Research Lab	1	$120,000		2,400
KU	Smith Hall	1	$650,000		20,205
KUMC	Eleanor Taylor Hall	1	$750,000		34,183
KSU	Edwards Hall	1	$1,000,000		56,718
KSU	Natatorium	1	$615,000	*	50,250
KSU	KSU Salina Facilities Planning Building	1	$250,000		9,447
WSU	Intensive English Language Center	1	$250,000		10,971
WSU	Intensive English Annex	1	$250,000		1,818
PSU	Shirk Hall	1	$750,000		23,836
PSU	Shirk Hall Annex	1	$750,000		29,246
ESU	Butcher Education Center	1	$1,000,000		35,765
Totals		**12**	**$7,228,000**		**299,559**

   * Space allocation within the KSU Natatorium is 20,600 GSF Mission Critical and 29,650 GSF Non-Mission Critical. The demolition project would be split-financed as follows: $615,000 from this funding source and $885,000 from Educational Building Fund

KANSAS BOARD OF REGENTS | STATE UNIVERSITY FACILITIES
SYSTEMWIDE SUMMARY of PROSPECTIVE DEMOLITION PROJECTS (Next 3 Years)

Grey Highlight = Demoliton projects that can likely be completed in FY 2023

CURRENT SYSTEMWIDE TOTAL

University	# of Buildings	Estimated Demolition Cost	Gross Sq. Ft.
KU	5	$3,713,000	245,936
KUMC	6	$4,000,000	230,550
KSU	4	$3,480,000	166,969
WSU	8	$3,850,000	138,852
PSU	2	$1,500,000	53,082
ESU	1	$1,000,000	35,765
TOTAL	**26**	**$17,543,000**	**871,154**

"MISSION CRITICAL" DEMOLITION PROJECTS TO BE COMPLETED IN FY 2023

University / Building Name	# of Buildings	Estimated Demolition Cost	Gross Sq. Ft.
KU / FS Main (Facilities Administration Building)	1	$843,000	24,720
KU / Entomology Research Lab	1	$120,000	2,400
KU / Smith Hall	1	$650,000	20,205
KUMC / Eleanor Taylor Hall	1	$750,000	34,183
KSU / Edwards Hall	1	$1,000,000	56,718
KSU / Natatorium	1	$615,000 *	50,250
KSU / Salina Facilities Planning Building	1	$250,000	9,447
WSU / Intensive English Language Center	1	$250,000	10,971
WSU / Intensive English Annex	1	$250,000	1,818
PSU / Shirk Hall	1	$750,000	23,836
PSU / Shirk Hall Annex	1	$750,000	29,246
ESU / Butcher Education Center	1	$1,000,000	35,765
TOTAL	**12**	**$7,228,000**	**299,559**

UNIVERSITY of KANSAS

Building Name	# of Buildings	Estimated Demolition Cost	Gross Sq. Ft.
FS Main (Facilities Administration Building)	1	$843,000	24,720
Entomology Research Lab	1	$120,000	2,400
Smith Hall	1	$650,000	20,205
McCollum Labs	1	$400,000	15,086
Oliver Residence Hall	1	$1,700,000	183,525
Subtotal	**5**	**$3,713,000**	**245,936**

KANSAS UNIVERSITY MEDICAL CENTER

Building Name	# of Buildings	Estimated Demolition Cost	Gross Sq. Ft.
Eleanor Taylor Hall	1	$750,000	34,183
Student Center	1	$850,000	58,245
Olathe Pavilion	1	$800,000	53,971
Children's Development Unit	1	$400,000	27,573
Smith West	1	$400,000	11,570
Smith East	1	$800,000	45,008
Subtotal	**6**	**$4,000,000**	**230,550**

KANSAS STATE UNIVERSITY

Building Name	# of Buildings	Estimated Demolition Cost	Gross Sq. Ft.
Edwards Hall	1	$1,000,000	56,718
Natatorium	1	$615,000 *	50,250
KSU Salina Facilities Planning	1	$250,000	9,447
Shellenberger Hall / Feed Tech.	1	$1,615,000	50,554
Subtotal	**4**	**$3,480,000**	**166,969**

WICHITA STATE UNIVERSITY

Building Name	# of Buildings	Estimated Demolition Cost	Gross Sq. Ft.
Brennan Hall #1	1	$250,000	23,628
Brennan Hall #2	1	$250,000	13,363
Brennan Hall #3	1	$250,000	12,623
Intensive English Language Center	1	$250,000	10,971
Intensive English Annex	1	$250,000	1,818
Human Resources Building	1	$250,000	6,591
Neff Hall	1	$600,000	30,197
Cessna Stadium	1	$1,750,000	39,661
Subtotal	**8**	**$3,850,000**	**138,852**

PITTSBURG STATE UNIVERSITY

Building Name	# of Buildings	Estimated Demolition Cost	Gross Sq. Ft.
Shirk Hall	1	$750,000	23,836
Shirk Hall Annex	1	$750,000	29,246
Subtotal	**2**	**$1,500,000**	**53,082**

EMPORIA STATE UNIVERSITY

Building Name	# of Buildings	Estimated Demolition Cost	Gross Sq. Ft.
Butcher Education Center	1	$1,000,000	35,765
Subtotal	**1**	**$1,000,000**	**35,765**

WASHBURN UNIVERSITY *(Projected costs through FY 2025)*

Building Name	# of Buildings	Estimated Demolition Cost	Gross Sq. Ft.
Kuehne Hall	1	$100,000	3,000
West Hall	1	$100,000	3,000
Facilities Services Warehouse Buildings	2	$550,000	14,600
Subtotal	**4**	**$750,000**	**20,600**

NOTES:

Estimated costs shown represent the total demolition, abatement, and site restoration costs.

All prospective university building demolition projects require additional costs to relocate and consolidate occupants in order to fully vacate buildings.

Fort Hays State University has no proposed building demolition projects.

* Space allocation within the KSU Natatorium is 20,600 GSF Mission Critical and 29,650 GSF Non-Mission Critical. The project will be split funded as follows: $615,000 from Building Demolition Funds and $885,000 from Educational Building Fund

D. *Governance*   Regent Harrison-Lee
    1. **Receive CEO Presentations on the Kansas Board of   President Scott**
        Regents Freedom of Expression Initiative   Chancellor Girod
        - **Pittsburg State University**
        - **University of Kansas**

Summary and Staff Recommendation

The Board will conclude its two-year Freedom of Expression Initiative with presentations by the State University Presidents and Chancellor, over a three-month period, illustrating the activities and publications their campuses have engaged in over the course of the Initiative.

Background

In March and April of 2021, the Board launched its Free Expression Initiative and provided the State Universities with guidance in the area of students' free speech rights, the types of speech that are not protected and the limitations on the Board and the Universities, as governmental entities, to regulate speech that is protected.

In addition to adopting the attached Statement on Free Expression, the Board adopted the following directives:

- The Board's Statement on Free Expression shall be readily available through a link on each state university's official website homepage and on a web page dedicated to student life.
- The Board's Statement on Free Expression shall be included in each state university's student orientation materials provided to incoming students, in either printed or digital format.
- Each state university, pursuant to regular university processes, shall review its time, place and manner policies and protocols to ensure they are in alignment with the Board's Statement on Free Expression, Board policy, Kansas statutes, applicable federal laws, and with the United States and Kansas Constitutions and the legal opinions interpreting those provisions.
- Each state university, pursuant to regular university processes, shall review discrimination, harassment and other campus policies and codes that may impact free speech to ensure that they are consistent with the principles expressed in the Board's Statement on Free Expression, appropriately address unlawful conduct, and do not unlawfully restrict or ban protected speech.
- Each state university shall certify to the Board Governance Committee, by June 30, 2021, that the university has completed these reviews and have either completed or are in the process of making any required changes.
- Each state university that chooses to adopt its own statement of free expression or time, place and manner policies or protocols rather than adopting the Board's shall provide a detailed explanation of how their statement, policies, and protocols are consistent with the Board's.
- Each state university shall present to the Board for review at the April or May 2022 Board meeting a collection of their freedom of expression materials.

State University staffs have been busy addressing the first six of these items, and at its March 16, 2022 meeting the Governance Committee accepted each campus' submission of materials.

The following is the schedule for each President/Chancellor to present to the Board:

April 20, 2022 (in Hays)
- President Muma
- President Mason

<u>May 18, 2022</u>
- Chancellor Girod
- President Scott

<u>June 15, 2022</u>
- President Linton
- Interim President Hush

These presentations will conclude the Board's Free Expression Initiative and 2020-2021 Board Goal 4.

VIII.   Executive Session

Board of Regents – Personnel Matters Relating to Non-Elected Personnel – Kathy Rupp Room

DISCUSSION AGENDA

IX.   **Executive Session**
Board of Regents – Personnel Matters Relating to Non-Elected Personnel – Kathy Rupp Room

X.   **Consideration of Discussion Agenda**
    A.   *Presentation*

1. **Receive Report on the Work of the Commission for Racial Equity and Justice**	**Dr. Tiffany Anderson, Superintendent USD 501; Dr. Shannon Portillo, KU Associate Dean, Academic Affairs**

Governor Laura Kelly today signed Executive Order No. 20-48 establishing the Governor's Commission on Racial Equity and Justice. The Commission was tasked with studying issues of racial equity and justice in Kansas.

The Commission was co-chaired by Dr. Tiffany Anderson, Superintendent of Topeka Public Schools USD 501, and Dr. Shannon Portillo, Associate Dean for Academic Affairs KU Edwards Campus & School of Professional Studies. They will present the Commission's findings related to the higher education system.

B. *Governance*	Regent Harrison-Lee
1. **Act on Proposed Board Policies to Protect State Universities Against Cyber Security and Foreign Influence Risks**	**Julene Miller, General Counsel**

Summary and Staff Recommendation

> *University and Board staff have developed a set of policies addressing best practices to secure the universities' research, data, and intellectual property. The Governance Committee recommends these policies favorably to the Board for consideration and approval.*

Background
Universities across the nation are facing myriad threats aimed at their networks, researchers, travelers, and intellectual property. The federal government continues to emphasize the need to address security related issues and multiple federal agencies have published guidance and policies designed to reduce risks to this country's national security. Some of these guidance documents and policies are focused on institutions of higher education and federal sponsored research, addressing areas such as cyber security, foreign influence, and the protection of intellectual property (IP).   While there are no silver bullets to prevent these threats, there are basic steps and best practices that will make our universities better prepared to reduce the risk.

With the advice and assistance of security and legal professionals at the University of Kansas, Kansas State University, and Wichita State University, staff has drafted policies addressing three of the top security-related vulnerabilities: International travel, visitor access, and restricted parties and "due diligence" screening related to export transactions. Work is also under way to address the areas of intellectual property, and information technology and cyber security. It is believed that these proposals establish minimum standards that each state university should consider and address where appropriate. Many, if not all, already have policies in place that meet these standards and the University of Kansas has offered to assist those who do not to develop such policies.

Again, these policies won't entirely guarantee success against future threats and risks, but we believe they are designed to reduce the risk to our students, faculty, staff, information, technology, and institutions. Each university's policies will be tailored to that university based on its unique risk and risk tolerance.

Recommendation
The Governance Committee reviewed these proposed policies at their April 20, 2022, meeting and recommend them favorably to the Board for consideration and approval. The Committee further recommends that the universities be given one calendar year to implement the policies and that they each provide a progress report to the Board in the Fall of 2022.

CHAPTER II

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D. FISCAL MANAGEMENT AND BUSINESS ADMINISTRATION

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23. TRAVEL

a. Out-of-State Travel Requests – Faculty and Staff

Approval of out of state travel requests for staff and faculty of each state university is vested in the chief executive officer, or his or her designee, of the respective state universities.

b. Out-of-State Travel Requests – Chief Executive Officers

. . .

c. International Travel Requests – Faculty, Staff and Chief Executive Officers

The purpose of this policy is to encourage responsible international engagement and to aid university employees, including student employees, in the planning of their international travel and activities when they are conducted on behalf of the university or as part of a university program.

i. The state universities recognize the need, benefits and opportunities presented for their employees, including student employees, to travel and conduct activities abroad on official university business. However, this travel, by its very nature, creates risk to state university information security and/or technology. Therefore, each state university shall develop policies, processes and procedures addressing and mitigating each of the following identified Risks (Individual, Informational, and Institutional) for all chief executive officers, staff, faculty, and student employees while on university affiliated and/or sponsored travel.

(1) Individual Risk includes, but is not limited to personal safety, the security of all carried property, hygiene, health, and other immediate concerns. Each state university shall:

(a) Implement a policy that requires each traveler, supervisor, or a dedicated staff unit to review any travel advisories posted on the U.S. Department of State and Centers for Disease Control website and factor such advisories into the risk decision-making process.

(b) Implement a policy limiting and/or prohibiting travel to certain countries as appropriate. Such policy shall specifically address travel to countries designated as Travel Advisory Levels 3 or 4. If travel is approved, the traveler must sign appropriate university waivers.

In addition, each state university shall consider the following as a best practice:

(c) Develop and implement training on personal safety tailored to the specific destination in the case of Advisory Levels 3 and 4. In some instances, a university-contracted travel assistance provider may offer this capability providing "duty of care" services.

(2) Informational Risk includes, but is not limited to, theft of research data and intellectual property through cyber, physical, and other methods. Each state university international travel policy shall include processes and procedures to notify all university travelers of the risks to their data while abroad.

In addition, each state university shall consider implementing the following as best practices:

(a) Advise travelers on how to mitigate Informational Risk through standard practices, cyber hygiene, and limiting the amount of data at risk.

(b) Implement a loaner laptop and cellphone program for official international travel, with the requirement that all research data, information, presentations, and other data be stored on the loaner equipment or in an approved cloud environment during travel. Upon return, the data on these devices will be removed by university IT.

(3) Institutional Risk includes, but is not limited to, harm to the state university's employees, students, and reputation. Each state university international travel policy shall include measures to address Institutional Risk (e.g., requiring international travel pre-registration, risk advisory groups, etc.).

24. RESTRICTED PARTY SCREENING

The purpose of this policy is to reduce risk and ensure compliance with applicable federal regulations that prohibit export and other transactions with listed entities with restrictions or prohibitions as determined by multiple U.S. federal agencies. Requiring restricted parties screening is an essential component of the Board's commitment to export compliance.

The United States government and its export regulations restrict or prohibit U.S. individuals and entities, including institutions of higher education, from exporting or providing services of any kind to any party identified in the U.S. government export denial, debarment, or blocked persons lists ("Restricted Parties"). The restrictions on interactions with Restricted Parties vary depending on the particular list and may include limits or prohibitions on export, regulatory, financial and commercial interactions.

The United States government recommends that all organizations, including state universities, review the lists of Restricted Parties prior to engaging in any transaction with a third party ("Restricted Party Screening").

Each state university shall develop policies, processes, and procedures outlining when and how third parties shall undergo Restricted Party Screening. In developing such policies, processes, and procedures, each state university shall consider including the following groups of individuals and entities as those third parties that should undergo Restricted Party Screening:

- o   Visitors, visiting professors, researchers, and scientists (foreign and domestic)
- o   New employees and affiliates
- o   Recipients of international shipments (sending or hand-carrying)
- o   International travel destination, host, sponsor, and/or collaborator

       o   Research collaborators (foreign and domestic)
       o   Participants in short-term educational programs
       o   Research sponsors
       o   Vendors/suppliers (foreign and domestic)
       o   Recipients of transfers of items including technology
       o   Donors
       o   Professional and Continuing Education registrants

       o   Consortia supporters and members.

25. VISITORS WITH ACCESS TO RESTRICTED MATERIAL

The purpose of this policy is to 1) enhance the safety of visitors to state university campuses and those campus communities; 2) protect and promote each university's mission, vision, and values; 3) safeguard intellectual property; 4) ensure compliance with applicable federal regulations and laws prohibiting transactions with restricted entities; 5) support IT security and services and other mission-critical infrastructure; and 6) reduce overall risk to the state universities' employees, students, research and information. This policy and its exclusions are not intended to replace existing security/compliance procedures already in place at state universities.

For purposes of this policy, a "Visitor" is an individual (international or domestic): 1) who is not otherwise employed by and/or does not have a current formal affiliate status with a state university; and 2) who is coming to a state university either in person or by way of telecommunication to conduct business; and 3) who has access to state university intellectual property, research data, research facilities, networks, or secure physical spaces (collectively, "Restricted Material"). Visitors may include, but are not limited to, vendors, contractors, external faculty, external researchers, and industry partners.

For purposes of this policy, a Visitor does not include prospective students who are visiting campuses or individuals attending events that are open to the public (e.g., sporting, musical, and theatrical events), who will be in public spaces and who will not have access to Restricted Material.

Each state university shall establish policies and procedures that demonstrate a commitment to maintaining an open and free academic environment that supports both domestic and international collaborations while maintaining compliance with federal and state laws and regulations applicable to visitors on state university campuses, including but not limited to export control regulations. Such policies shall include the following components:

- Due diligence screening using approved commercial software or U.S. government websites to determine if a Visitor or their employing organization/entity is restricted by export control laws, sanction programs, and/or debarment lists;

- Training that details employee and Visitor responsibilities, acceptable behavior by Visitors, and authorized accesses to networks and facilities;

- Control and recording of Visitors such as badging and where/what individuals had access to while at the institution;

- Providing for safety of Visitors while at state universities;

- Reporting procedures concerning Visitor misconduct or other issues that arise while at the university; and

- Identifying how the state university will review visits and assess risk.

2.   Act on Amendment to Board Policy on Composition   Natalie Yoza,
**   of the Retirement Plan Committee   Associate General Counsel**

Summary and Staff Recommendation

The Retirement Plan Committee (RPC) is a Board created co-fiduciary for the Mandatory and Voluntary Retirement Plans. RPC members are appointed by the Board, and Board Policy establishes the Committee's composition. Because the RPC's current efforts are more focused on oversight of Plan investments, and because future efforts may require other expertise yet to be determined, Board staff recommend that the Board Policy be amended to be more flexible regarding RPC membership. This would be accomplished by no longer staggering the Committee members' three-year terms, and by converting two of the three positions designated for university human resource directors into two at-large positions. The Governance Committee has reviewed these changes and recommends them favorably to the Board.

Background on the Kansas Board of Regents Retirement Plans
The Board's Policy Manual creates the Retirement Plan Committee (RPC), stating it is "responsible for issues related to the Board's retirement plan, including oversight of plan investments and administration."[5] The RPC members are co-fiduciaries, and the Committee reports directly to the Board.

The RPC has nine voting members. Eight voting members represent the universities, one Regent serves as the ninth voting member and chair. One Board staff person serves as a non-voting ex officio member.

Board Policy requires that the eight university members serve staggered three-year terms and include: one Council of Presidents (COPS) member, or designee; two Council of Business Officers (COBO) members; three state university human resource directors; and two individuals nominated from the state universities who are experts in the subject matter of investments and retirement planning.[6] The membership has also included at least one representative from each university plus the University of Kansas Medical Center.

Because the membership requirements are so complex, it has been difficult to make changes to the RPC membership. Historically, the institutions have held the same "role positions" since the RPC's inception in 2005, except for the COPS position. For example, COBO slots have been held by the FHSU and KU Lawrence COBO members since 2005. If an RPC member has left the institution, a new member has been appointed to fill the position from that university.

Recommended Change to Board Policy
The nature of the RPC's work has changed since this Policy was enacted in 2008. At that time, there was a heavy emphasis on complying with the IRS 403(b) regulations that resulted in the creation of new Plan documents and consolidation of the Board's Voluntary Retirement Plan vendors to those companies able to meet information sharing requirements. Today, the RPC is tasked with monitoring and implementing expanding regulatory requirements. It is also engaged in robust oversight of the Plan investments, including monitoring industry trends for low-cost investment alternatives, and reviewing the reasonableness of Plan fees assessed to the Plan's membership.

To better reflect the RPC's current responsibilities and to grant flexibility to address future demands with regard to administering the Retirement Plan, Board staff propose an amendment to Board Policy to create two at-large voting members and to remove the requirement of staggered three-year terms. To avoid enlarging the Committee membership, the at-large positions will be created by converting two of the three human resource positions.

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[5] Board Policy Manual, Chapter I, Section A.4.a.iii.
[6] *See* Board Policy Manual, Chapter I, Section A.4.a.iii.(3).

The RPC would continue to have two members from COBO and other campus administrative representation with human resource membership, ensuring that information is being communicated with the institutions and Plan members in a timely fashion. If the Policy is amended, Board staff would recommend adding at least one more subject matter expert when new appointments are made for terms beginning June 30, 2022.

The recommendation is to amend Chapter I, Section A.4.a.iii of the Board Policy Manual to state:

"iii   Retirement Plan Committee

"(1) The Retirement Plan Committee, established in 2005, is responsible for issues related to the Board's Mandatory and Voluntary Retirement Plans, including oversight of plan investments and administration. The Committee reports directly to the Board. The issues the Committee will consider may be directed by the Board, may arise from the Board's fiduciary duties, or may be initiated by the Retirement Plan Committee itself.

"(2) The Retirement Plan Committee members will be appointed by the Board and will include one member of the Board; one member of the Council of Presidents, or designee; two members of the Council of Business Officers; ~~three~~ one state university human resource ~~directors~~ director; two at-large members; and two individuals nominated from the state universities who are experts in the subject matter of investments and retirement planning. A staff person from the Board of Regents office who is appointed by the Board President and Chief Executive Officer will serve as a non-voting ex officio member. The chairperson of the Committee will be the appointed Board member. When appointing Retirement Plan Committee members, the Board shall strive for as broad of representation from the state universities as possible.

"(3) Members will have ~~staggered~~ three-year terms and may resign at any time, effective when tendered to the Board. A person who is appointed to replace a member who has resigned will serve out the remainder of the term of the resigning member."

Conclusion

The Board's Governance Committee and Board staff recommend that Board Policy be amended to create two at-large members on the RPC and to remove the requirement that the three-year terms be staggered.

The following chart reflects the proposed changes.

Current RPC Membership	What the Membership Would be
Regent	Regent
Council of Presidents	Council of Presidents
Council of Business Officers	Council of Business Officers
Council of Business Officers	Council of Business Officers
Human Resources Director	Human Resources Director
Human Resources Director	
Human Resources Director	
Subject Matter Expert	Subject Matter Expert
Subject Matter Expert	Subject Matter Expert
	At-Large Position (Subject Matter Expert)
	At-Large Position

    C.   *Other Matters*
         1.   Act on Amendment to Board Policy on Workforce   **Julene Miller,**
             Management   **General Counsel**

Summary and Staff Recommendation

> *While the Board was successful in obtaining record state funding increases during the current Session, the enrollment and financial challenges our institutions are facing at this time have not abated. To allow for continued use of the Board's temporary policy related to workforce management, which by its current terms does not expire until December 31, 2022, staff proposes amending the policy to eliminate the deadline for universities to propose a framework for its implementation.*

Background

Pursuant to the Kansas Constitution, the role of the Board of Regents is to control and supervise the state universities in accordance with state law. The Board has broad statutory authority to control and supervise the operation and management of the six state universities and has a fiduciary duty to those institutions to ensure their long-term financial health while maintaining quality and affordability to both current and future generations of Kansans. While the Board continues to advocate for adequate state funding, it must also strive to keep tuition and fees reasonable while not sacrificing the value of the education and research that our State has come to rely on and expect from the state universities.

At its January 2021 meeting, the Board adopted a new temporary, low enrollment and COVID-related workforce management policy giving state universities another tool for managing institutions that are in significant financial stress, which was exacerbated during the pandemic. In February of that year, the Board amended the policy to allow universities more time to develop the framework required for implementation of the policy, and to attempt to address their financial situation short of using the policy. Accordingly, the deadline for proposing a framework to the Board was moved to July 1, 2021.

At the request of the Council of Faculty Senate Presidents and in the interest of ensuring that all ideas were heard and considered, the Governance Committee created a workgroup chaired by Regent Rolph and made up of a cross-section of university employees throughout the system. The workgroup presented its recommendations to the Governance Committee and the Board at their April 14, 2021 meetings and the Board adopted the Workgroup's recommended amendments to the policy to specifically require that elected representatives of the university's faculty, staff and student governance groups be given an opportunity to provide input, comments, and recommendations on the draft framework prior to the university provost's endorsement and chief executive officer's adoption and submission of the framework to the Board for approval, and that the university ceo communicate to the campus community and the Board a rationale for why the framework must be implemented instead of existing suspension, dismissal or termination policies.

As expressed in the Board's policy, the COVID-19 pandemic combined with flat to lower enrollments and the long-term downward trend in State funding has placed extreme financial pressures on the state universities, making time and precision of the essence in addressing those financial pressures. It is in this context, and because salary is by far the greatest expense on every campus, the Board determined it necessary to provide the institutions with a short-term workforce management tool that will enable them to address current financial difficulties. The Board's policy provides a temporary, expedited, and uniform process for the state universities' use that requires both a Board approved framework for the university's decision-making and procedural due process for all university employees.

Staff Recommendation

While the Board was successful in obtaining record state funding during the current Session, the challenges our institutions are facing at this time have not abated. To allow for continued use of this policy, which does not

expire until December 31, 2022, staff proposes amending the policy to eliminate the deadline for universities to propose a framework for its implementation. Under this proposed amendment, universities would need to have a framework submitted to and approved by the Board, and provide the employee notice of a suspension, dismissal or termination in accordance with the framework, before the policy expires on December 31, 2022. However, any appeal submitted by an employee would not need to be completed before the policy's expiration.

The proposed amendment to implement this change appears in the second paragraph of Section II.C.6.b.ii, which is quoted below:

b. Other

. . .

ii.   In light of the extreme financial pressures placed on the state universities due to the COVID-19 pandemic, decreased program and university enrollment, and state fiscal issues, effective immediately through December 31, 2022 and notwithstanding any other Board or institutional policy, any state university employee, including a tenured faculty member, may be suspended, dismissed, or terminated from employment by their respective university. Such terminations, suspensions, or dismissals shall follow the procedure set forth below. Declaration of financial exigency and the processes associated with declaration of financial exigency shall not be a prerequisite to any suspension, dismissal, or termination authorized by this provision, and no existing university policy hearing procedures shall apply to such decisions.

The chief executive officer of any state university, before making any suspensions, dismissals, or terminations under this provision ~~and before July 1, 2021~~, shall present to the Board for approval a framework for the university's decision-making under this provision. Elected representatives of the university's faculty, staff and student governance groups shall be given an opportunity to provide input, comments, and recommendations on the draft framework prior to the university provost's endorsement and chief executive officer's adoption and submission of the framework to the Board for approval. Once approved, that framework shall be used for any suspension, dismissal, or termination under this provision. Frameworks for decision-making may be based on factors such as, but not limited to, performance evaluations, teaching and research productivity, low service productivity, low enrollment, cost of operations, or reduction in revenues for specific departments or schools. Prior to the framework being implemented on any campus, the university CEO shall communicate to both the campus community and the Board a rationale for why the framework must be implemented instead of existing suspension, dismissal or termination policies.

(1)   The university chief executive officer shall provide no less than 30 days' written notice of the suspension, dismissal, or termination to the affected employee, including the reasons for the action.

(2)   Any employee given notice of a suspension, dismissal, or termination that expressly invokes the authorization of this provision may submit an appeal of the action of the university chief executive officer, through the Board of Regents office as provided below, to the Office of Administrative Hearings. Suspension, dismissal, or termination not invoking this policy shall have solely those appeal rights provided by existing university policy or other applicable existing procedures.

(3)   The employee must submit the appeal to the Board office within 30 days of receiving notice of the employment action. The initial submission must include a copy of the notice of the action being appealed and a written statement, including any relevant supporting evidence or documentation, setting forth the reasons the employee believes the decision to suspend, dismiss, or terminate the employee (a) is substantially inconsistent with the university's decision-making framework approved by the Board, (b) was the result of unlawful bias or discrimination; or (c) was otherwise unreasonable, arbitrary or capricious. These shall be the only grounds for reversing the state university chief executive officer's decision. The employee shall provide a copy of the appeal and supporting evidence and documentation to the university's chief executive officer at the time the appeal is submitted.

(4)   The university chief executive officer shall have 30 days from receipt to respond in writing to the appeal, including any supporting evidence or documentation, and shall provide a copy of the response and any supporting evidence and documentation to the employee at the time the response is submitted. This 30-day period may be extended for good cause as determined by the Board President and Chief Executive Officer.

(5)   Within 10 days of receiving the university chief executive officer's response, the Board office shall refer the appeal to the Office of Administrative Hearings, which shall provide a hearing and decide the case based on the standards stated in this policy and in the university's Board-approved framework. The Board shall provide a copy of the submissions to the Office of Administrative Hearings, along with a copy of this policy and the decision-making framework approved by the Board. The state university shall be responsible for fees charged by the Office of Administrative Hearings.

(6)   The burden of proof in any appeal shall be on the employee. There shall be no right of discovery. The review shall be based on the written submissions, and the hearing shall allow oral presentation to the administrative hearing officer by the employee and the university, each of whom may be represented by counsel.

(7)   Decisions of the administrative hearing officer shall be final and are not subject to further administrative review by any officer or committee of the university or by the Board of Regents.

(8)   An appeal under this policy will not stay the effective date of the suspension, dismissal, or termination. Employees who prevail in their appeal under this policy shall be entitled to reinstatement, back pay and restoration of other lost benefits.

2. Initial Discussion of the Board's Unified FY 2024   Elaine Frisbie
     Budget Request Preparations   VP, Finance & Administration

The Kansas Higher Education Coordination Act directs the Board of Regents to present a unified budget request for postsecondary education. The statutory deadline for submission of the Board's request is October 1. Capital improvement requests, as embodied in the five-year plans, are submitted July 1 and are also included in the fall budget submission. Staff recommends that the Board begin to develop its budget proposals for FY 2024 with the typical schedule to allow for input and discussion. The Postsecondary Technical Education Authority is gathering its list of priorities which will be included with the institutions' requests. The official approval of the unified request will occur at the Board meeting in September.

To focus the requests, the Board will likely want to consider directing institutions to request funding that will build on the three pillars of *Building a Future:* Helping Kansas Families, Supporting Kansas Businesses, and Advancing Economic Prosperity.

Unified Appropriation Request Schedule

April 2022 Board Meeting	Board has first read of capital improvement requests
May 2022 Board Meeting	Board acts on capital improvement requests for July 1
June 2022 Board Meeting	Board receives institution and sector specific requests. (Proposals are to be submitted to the Board Office by **Friday, June 3**.)
Summer 2022 Board Retreat	Board conducts budget workshop to discuss requests from across the System and indicates preference for inclusion in the FY 2024 Budget Request.
September 2022 Board Meeting	Board officially approves FY 2024 unified budget request
October 1, 2022	Board's FY 2024 unified budget request submitted

   3.   Act on FY 2023 Board Meeting Calendar   Blake Flanders,
   Adjustment   President and CEO

Summary and Recommendation

> *In 2020, one of the joint goals of the Board of Regents and the State Board of Education was to align the spring break schedules for the entire Kansas education system to benefit Kansas students and their families. The Board approved aligning the university spring break schedules through 2025, which were also adopted by many of the school districts and the community and technical colleges. To honor the intent of aligning the spring break schedules, Board staff recommends moving the March 2023 Board meeting from March 15-16 to March 22-23, 2023.*

Background and Recommendation

The Board meeting calendar is set by Board By-Laws which state: "The Board shall meet regularly from September through June. The regular meeting date of the Board shall be the third Thursday of each month and the Wednesday preceding it. With adequate notice and with good cause, the Chair shall have the authority to change the date of or cancel any particular meeting." This directive in the By-Laws allows the Regents and other individuals who attend the Board meetings to set their individual calendars in advance because the dates are already set for the year. Board staff also include the tentative Board meeting dates for the following year in the Resource section of each Board agenda. Because the calendar fluctuates from year to year, occasionally the March Board meeting lands on the same week as spring break. In 2020, one of the joint goals of the Board of Regents and the State Board of Education was to align the spring break schedules for the entire Kansas education system to benefit Kansas students and their families. The Board approved aligning the university spring break schedules through 2025, which were also adopted by many of the school districts and the community and technical colleges.

To honor the intent of aligning the spring break schedules, Board staff recommends moving the March 2023 Board meeting from March 15-16 to March 22-23, 2023. Board staff is also working on proposed changes to the By-Laws to adjust for this conflict in the future and those changes will be presented to the Governance Committee.

Board meeting dates for FY 2023:

July 25-27, 2022 – Budget Workshop/Retreat
September 14-15, 2022
October 19-20, 2022
November 16-17, 2022
December 14-15, 2022
January 18-19, 2023
February 15-16, 2023
~~March 15-16, 2023~~ – Proposed change to March 22-23, 2023
April 19-20, 2023
May 17-18, 2023
June 14-15, 2023

   4.   Elect FY 2023 Board Chair and Vice Chair   Regent Harrison-Lee

XI.   Adjournment

AGENDA

Kansas Board of Regents
ACADEMIC AFFAIRS STANDING COMMITTEE
Wednesday, May 18, 2022
11:00 a.m. – 12:00 p.m.

The Board Academic Affairs Standing Committee (BAASC) will meet in the Kathy Rupp Conference Room, located in the Curtis State Office Building at 1000 SW Jackson, Suite 520, Topeka, Kansas, 66612. To the extent possible, a virtual option will be provided to accommodate those who prefer not to attend in person. Information will be sent to participants via email, or you may contact arobinson@ksbor.org.

I.	**Call to Order**	Regent Kiblinger, Chair
	A. Roll Call and Introductions	
	B. Approve minutes from May 3, 2022	
II.	**Consent Items**	
	Request for Approval to Seek Accreditation for DSW – KU	Barbara Bichelmeyer
III.	**Other Matters**	
	A. Newer Program 3-Year Progress Reports	Sam Christy-Dangermond
	B. Credit for Prior Learning (CPL) Report	Tara Lebar
	C. Advantage KS Coordinating Council (AKCC) Update	Regent Kiblinger
IV.	**Suggested Agenda Items for May 26th Meeting**	
	A. Performance Agreement Model	
	B. Concurrent and Dual Enrollment Policy Revisions	
	C. Concurrent Enrollment Partnership (CEP) Report	
	D. rpk GROUP Update	
	E. New Program Approvals	
V.	**Adjournment**	

MINUTES

Board Academic Affairs Standing Committee
MINUTES
Tuesday, May 3, 2022

The May 3, 2022, meeting of the Board Academic Affairs Standing Committee (BAASC) of the Kansas Board of Regents was called to order by Regent Kiblinger at 9:00 a.m. The meeting was held through Zoom, with an in-person option at the Board office.

In Attendance:

Members:	Regent Kiblinger	Regent Rolph	Regent Schmidt
	Regent Winter		

Staff:	Daniel Archer	Amy Robinson	Sam Christy-Dangermond
	Tara Lebar	April Henry	Judd McCormack
	Renee Burlingham	Lisa Beck	Marti Leisinger
	Hector Martinez		

Others:	Brian McCornack, K-State	Chuck Taber, K-State	Amber Knoettgen, Cloud County CC
	Cindy Hoss, Hutchinson CC	Elaine Simmons, Barton CC	Heather Morgan, KACCT
	Howard Smith, PSU	Jason Matejkowski, KU	Jane Holwerda, Dodge City CC
	Jason Sharp, Labette CC	Jean Redeker, KU	Jennifer Roberts, KU
	Jeremy Marshall, K-State	Katie Hagan, rpk GROUP	Rick Staisloff, rpk GROUP
	Kim Jackson, Butler CC	Kim Zant, Cloud County CC	Laura Stephenson, Washburn
	Laurel Littrell, KU	Linnea GlenMaye, WSU	Melanie Hilgers, K-State
	Michelle Carney, KU	Michelle Schoon, Cowley CC	Mike Pritchard, K-State
	Mindy Markham, K-State	Sharon Kibbe, Highland CC	Shawnee Hendershot, PSU
	Shelly Gehrke, ESU	Lisa Blair, NWKTC	

Roll call was taken for members and presenters.

Approval of Minutes
Regent Schmidt moved to approve April 20, 2022, meeting minutes, and Regent Rolph seconded the motion. With no corrections, the motion passed.

Academic Portfolio and Workload Review Update
Katie Hagan, with rpk GROUP, presented the update. All data share agreements have been signed, and they will be submitting all necessary nondisclosure agreements and affidavits shortly. The data team will start training on May 9th, and reoccurring meetings for data and steering teams will be scheduled by the end of the current week. The rpk GROUP and KBOR representatives are meeting weekly to work through the data and define critical terms and methodology. The Board attended the initial steering team meeting kick-off, but moving forward, Regents from BAASC will be attending and keep the Board updated on progress. Weekly updates will continue to be posted to the KBOR website at https://www.kansasregents.org/academic_affairs/academic-portfolio-reviews.

Consent Items
- Jean Redeker, Michelle Carney, and Jason Matejkowski presented a Doctorate in Advanced Social Work Practice at KU for approval. The DSW is a new degree program in the School of Social Welfare and compliments KU's existing Ph.D. in Social Welfare. It was created in response to market demand,

focuses on leadership and higher education, and is entirely online. The external review team expressed no areas of concern.

Regent Winter moved to place the Doctorate in Advanced Social Work Practice at KU as presented under the Board consent agenda for approval. Following the second of Regent Schmidt, the motion passed unanimously.

- Chuck Taber presented an MS in Communication Sciences & Disorders at K-State for approval. This program already exists as a specialization within the Family Studies and Human Services master's degree program. No new resources are being proposed to create the stand-alone degree.

- Chuck Taber and Mike Pritchard presented an MS in Integrated Systems Design & Dynamics at K-State for approval. This program will be offered at their Salina campus to replace the existing Professional Master's degree of Technology and will serve aerospace industry needs.

- Chuck Taber presented a BS in Entomology at K-State for approval. The Department of Entomology currently offers only graduate programs and a successful undergraduate minor program.

Regent Winter moved to place the three K-State programs as presented under the Board consent agenda for approval. Following the second of Regent Rolph, the motion passed unanimously.

Adjournment
The next BAASC meeting is scheduled for May 18, 2022, at 11:00 a.m.

Regent Schmidt moved to adjourn the meeting, and Regent Rolph seconded. With no further discussion, the meeting adjourned at 9:40 a.m.

AGENDA

Fiscal Affairs and Audit Standing Committee
Wednesday, May 18, 2022
10:00am – 12:00pm
Board of Regents' Board Room

I.   Old Business

A. Approve minutes of April 20, 2022 committee meeting

B. Follow up on issues raised during the May 3 teleconference call regarding FAA items on the Board's agenda and any other questions/clarifications

II.   New Business

A. Review Board Agenda Items under Fiscal Affairs
    Presentations by Chief Financial Officers and Student Government Representatives
    1. University of Kansas
    2. Emporia State University
    3. Wichita State University
    4. Pittsburg State University
    5. Kansas State University
    6. Fort Hays State University

B. **FAA 22-08** Review Progress on State University Deferred Maintenance Initiative (standing item)

C. **FAA 22-09** Review Progress with State University Student Health Center Task Force (standing item)

D. Audits for committee review and discussion (standing item)

III.   Other Committee Business

Next meeting dates:
        May 31, 11:00 am, Agenda Planning Conference Call
        June 15, 10:15 am, Committee Meeting, Kansas Board of Regents Board Room

AGENDA

Board Governance Committee
Wednesday, May 18, 2022
Kathy Rupp Conference Room
9:00-9:45

I.   **APPROVE MINUTES FROM April 20, 2022**

II.   **CONSIDER 2021-2022 GOVERNANCE COMMITTEE TOPICS**

     A.   **GOV 22-09,** Consider Requests for Board President/CEO to Execute Board Contracts

         1.   Contract for records management services with Parchment
         2.   Contract for legal services with Burstein

     B.   **GOV 22-10,** Review proposed revisions to Board policy not being worked by another Board Committee; Proposed Board By-Law amendments on meetings schedule and officer elections

     C.   **GOV 22-07,** Discuss new Regent orientation substance and process; update

     D.   **GOV 22-01,** Oversee unified communication and advocacy plan for all sectors of the higher education system; update

III.   **NEXT MEETING DATES**

     A.   June 15
     B.   Retreat?

MINUTES

GOVERNANCE COMMITTEE
April 20, 2022 Minutes

The Kansas Board of Regents Governance Committee met on Wednesday, April 20, 2022. Regent Harrison-Lee called the meeting to order at 8:45 a.m. Proper notice was given according to law.

Members Present: Cheryl Harrison-Lee, Chair
                          Bill Feuerborn
                          Jon Rolph

MINUTES
Regent Rolph moved to approve the minutes of March 16, 2022. Regent Feuerborn seconded, and the motion carried.

POLICIES TO PROTECT AGAINST THREATS TO UNIVERSITY DATA AND IP
President Flanders stated that universities across the nation are facing threats aimed at their networks, researchers, travelers, and intellectual property. The proposed policies, which were drafted by staff and experts at the research university campuses, are designed to put university processes in place to reduce risk, enhance safety, and ensure compliance with applicable federal regulations. President Flanders stated that there is flexibility built into the policies because there are different security risks for the different universities and noted that the research universities already have many policies and procedures in place because of their research mission. President Flanders noted that if the Board adopts these policies, it may take a year for the universities to fully implement all the provisions especially at the regional institutions. Carl Taylor, KU's Director of Global Operations and Security, stated that these policies can be tailored to each university's mission and risk tolerance levels. He noted that he, Misha Jacob-Warren, WSU's Deputy General Counsel, and Johnathan Snowden, KSU's Facility Security Officer, are all willing to work with other the other universities on implementing these policies. Johnathan Snowden added that the proposed policies contain the best practices used throughout the country. Joe Bain, FHSU's General Counsel, stated that he believes that Fort Hays will be able to implement the policies but will need time. President Flanders stated that if the Board adopts the policies, the Committee could check on the universities' implementation process in the fall. General Counsel Miller also noted that the draft policies were provided to the campus attorneys for review. Regent Rolph moved to approve and forward to the Board for consideration. Regent Feuerborn seconded, and the motion carried. The following policies will be forwarded.

CHAPTER II

. . .

D. FISCAL MANAGEMENT AND BUSINESS ADMINISTRATION

. . .

23. TRAVEL

a. Out-of-State Travel Requests – Faculty and Staff

Approval of out of state travel requests for staff and faculty of each state university is vested in the chief executive officer, or his or her designee, of the respective state universities.

b. Out-of-State Travel Requests – Chief Executive Officers

. . .

c. International Travel Requests – Faculty, Staff and Chief Executive Officers

The purpose of this policy is to encourage responsible international engagement and to aid university employees, including student employees, in the planning of their international travel and activities when they are conducted on behalf of the university or as part of a university program.

i. The state universities recognize the need, benefits and opportunities presented for their employees, including student employees, to travel and conduct activities abroad on official university business. However, this travel, by its very nature, creates risk to state university information security and/or technology. Therefore, each state university shall develop policies, processes and procedures addressing and mitigating each of the following identified Risks (Individual, Informational, and Institutional) for all chief executive officers, staff, faculty, and student employees while on university affiliated and/or sponsored travel.

(1) Individual Risk includes, but is not limited to personal safety, the security of all carried property, hygiene, health, and other immediate concerns. Each state university shall:

(d) Implement a policy that requires each traveler, supervisor, or a dedicated staff unit to review any travel advisories posted on the U.S. Department of State and Centers for Disease Control website and factor such advisories into the risk decision-making process.
(e) Implement a policy limiting and/or prohibiting travel to certain countries as appropriate. Such policy shall specifically address travel to countries designated as Travel Advisory Levels 3 or 4.   If travel is approved, the traveler must sign appropriate university waivers.

In addition, each state university shall consider the following as a best practice:

(f) Develop and implement training on personal safety tailored to the specific destination in the case of Advisory Levels 3 and 4. In some instances, a university-contracted travel assistance provider may offer this capability providing "duty of care" services.

(2) Informational Risk includes, but is not limited to, theft of research data and intellectual property through cyber, physical, and other methods. Each state university international travel policy shall include processes and procedures to notify all university travelers of the risks to their data while abroad.

In addition, each state university shall consider implementing the following as best practices:

(c) Advise travelers on how to mitigate Informational Risk through standard practices, cyber hygiene, and limiting the amount of data at risk.
(d) Implement a loaner laptop and cellphone program for official international travel, with the requirement that all research data, information, presentations, and other data be stored on the loaner equipment or in an approved cloud environment during travel. Upon return, the data on these devices will be removed by university IT.

(3) Institutional Risk includes, but is not limited to, harm to the state university's employees, students, and reputation. Each state university international travel policy shall include measures to address Institutional Risk (e.g., requiring international travel pre-registration, risk advisory groups, etc.).

24. RESTRICTED PARTY SCREENING

The purpose of this policy is to reduce risk and ensure compliance with applicable federal regulations that prohibit export and other transactions with listed entities with restrictions or prohibitions as determined by multiple U.S. federal agencies. Requiring restricted parties screening is an essential component of the Board's commitment to export compliance.

The United States government and its export regulations restrict or prohibit U.S. individuals and entities, including institutions of higher education, from exporting or providing services of any kind to any party identified in the U.S. government export denial, debarment, or blocked persons lists ("Restricted Parties"). The restrictions on interactions with Restricted Parties vary depending on the particular list and may include limits or prohibitions on export, regulatory, financial and commercial interactions.

The United States government recommends that all organizations, including state universities, review the lists of Restricted Parties prior to engaging in any transaction with a third party ("Restricted Party Screening").

Each state university shall develop policies, processes, and procedures outlining when and how third parties shall undergo Restricted Party Screening. In developing such policies, processes, and procedures, each state university shall consider including the following groups of individuals and entities as those third parties that should undergo Restricted Party Screening:

- o Visitors, visiting professors, researchers, and scientists (foreign and domestic)
- o New employees and affiliates
- o Recipients of international shipments (sending or hand-carrying)
- o International travel destination, host, sponsor, and/or collaborator
- o Research collaborators (foreign and domestic)
- o Participants in short-term educational programs
- o Research sponsors
- o Vendors/suppliers (foreign and domestic)
- o Recipients of transfers of items including technology
- o Donors
- o Professional and Continuing Education registrants
- o Consortia supporters and members

25. VISITORS WITH ACCESS TO RESTRICTED MATERIAL

The purpose of this policy is to 1) enhance the safety of visitors to state university campuses and those campus communities; 2) protect and promote each university's mission, vision, and values; 3) safeguard intellectual property; 4) ensure compliance with applicable federal regulations and laws prohibiting transactions with restricted entities; 5) support IT security and services and other mission-critical infrastructure; and 6) reduce overall risk to the state universities' employees, students, research and information. This policy and its exclusions are not intended to replace existing security/compliance procedures already in place at state universities.

For purposes of this policy, a "Visitor" is an individual (international or domestic): 1) who is not otherwise employed by and/or does not have a current formal affiliate status with a state university; and 2) who is coming to a state university either in person or by way of telecommunication to conduct business; and 3) who has access to state university intellectual property, research data, research facilities, networks, or secure physical spaces (collectively, "Restricted Material"). Visitors may include, but are not limited to, vendors, contractors, external faculty, external researchers, and industry partners.

For purposes of this policy, a Visitor does not include prospective students who are visiting campuses or individuals attending events that are open to the public (e.g., sporting, musical, and theatrical events), who will be in public spaces and who will not have access to Restricted Material.

Each state university shall establish policies and procedures that demonstrate a commitment to maintaining an open and free academic environment that supports both domestic and international collaborations while

maintaining compliance with federal and state laws and regulations applicable to visitors on state university campuses, including but not limited to export control regulations. Such policies shall include the following components:

- Due diligence screening using approved commercial software or U.S. government websites to determine if a Visitor or their employing organization/entity is restricted by export control laws, sanction programs, and/or debarment lists;

- Training that details employee and Visitor responsibilities, acceptable behavior by Visitors, and authorized accesses to networks and facilities;

- Control and recording of Visitors such as badging and where/what individuals had access to while at the institution;
- Providing for safety of Visitors while at state universities;
- Reporting procedures concerning Visitor misconduct or other issues that arise while at the university; and
- Identifying how the state university will review visits and assess risk.

BOARD POLICY AMENDMENT TO ALTER THE COMPOSITION OF THE RETIREMENT PLAN COMMITTEE

Natalie Yoza, Associate General Counsel, presented the proposed policy amendments that would alter the composition of the Retirement Plan Committee (RPC). The RPC has nine voting members. Eight voting members represent the universities, and the ninth voting member is a Regent who is also the Chair of the Committee. Associate General Counsel Yoza noted that Regent Harrison-Lee is the current Chair of the RPC and stated that one Board staff person also serves as a non-voting ex officio member.

Associate General Counsel Yoza highlighted that currently the Board policy requires that the eight university members serve staggered three-year terms and include: one Council of Presidents (COPS) member, or designee; two Council of Business Officers (COBO) members; three state university human resource directors; and two individuals nominated from the state universities who are experts in the subject matter of investments and retirement planning. The membership has also included at least one representative from each university plus the University of Kansas Medical Center. She noted that because the membership requirements are so complex, it has been difficult to make changes to the RPC membership. Therefore, staff recommends removing the requirement of staggered three-year terms and converting two of the three human resource positions into at-large positions. Regent Harrison-Lee stated that these adjustments will strengthen the RPC's membership and moved to approve. Regent Feuerborn seconded, and the motion carried. The following amendments will be forwarded to the Board for consideration:

Chapter I, Section A.4.a.iii

"iii   Retirement Plan Committee

"(1) The Retirement Plan Committee, established in 2005, is responsible for issues related to the Board's Mandatory and Voluntary Retirement Plans, including oversight of plan investments and administration. The Committee reports directly to the Board. The issues the Committee will consider may be directed by the Board, may arise from the Board's fiduciary duties, or may be initiated by the Retirement Plan Committee itself.

"(2) The Retirement Plan Committee members will be appointed by the Board and will include one member of the Board; one member of the Council of Presidents, or designee; two members of the Council of Business Officers; ~~three~~ one state university human resource ~~directors~~ director; two at-large members; and two individuals nominated from the state universities who are experts in the subject matter of investments and retirement planning. A staff person from the Board of Regents office who is appointed by the Board President and Chief Executive Officer will serve as a non-voting ex officio member. The chairperson of the Committee will be the appointed Board member. When appointing Retirement Plan Committee members, the Board shall strive for as broad of representation from the state universities as possible.

"(3) Members will have ~~staggered~~ three-year terms and may resign at any time, effective when tendered to the Board. A person who is appointed to replace a member who has resigned will serve out the remainder of the term of the resigning member."

UPDATE ON COMMUNICATION AND ADVOCACY PLAN
Matt Keith, Director of Communication, reported that Board staff is working to launch two surveys to collect feedback from parents and high school counselors. The parent survey will collect information on perceptions of the higher education system, intentions for encouraging their children to enroll, and their children's prospects for enrollment. The counselor survey will focus on what counselors are hearing from students. Director Keith stated the results of the survey will be used to determine the next steps in recruitment and marketing. Additionally, Director Keith reported that the communication directors will be coordinating to issue statements about the end of the legislative session and the Board's action on any tuition proposals. He noted that the Board Chair will first issue her statements and the universities will follow with their own statements. President Flanders stated the system is being more purposeful with cascading messaging, which has had a positive impact.

EXECUTIVE SESSION
At 9:05 a.m., Regent Rolph moved, followed by the second of Regent Harrison-Lee, to recess into executive session for 15 minutes to discuss personnel matters of non-elected personnel. The subject of this executive session was a personnel matter, and the purpose was to protect the privacy of the individual Board employees involved. Participating in the executive session were members of the Board, President Flanders (for a portion), and General Counsel Julene Miller. The motion carried. At 9:20 a.m., the meeting returned to open session. Regent Rolph moved to extend ten minutes, and Regent Feuerborn seconded. The motion carried. At 9:30 a.m., the meeting returned to open session.

ADJOURNMENT
Regent Rolph adjourned the meeting at 9:30 a.m.

AGENDA

System Council of Presidents
Kansas Board of Regents
May 18, 2022
10:30 a.m.
Suite 530 and Zoom

1. Approve minutes of April 20, 2022 meetings

2. Report from System Council of Chief Academic Officers: Dr. Mickey McCloud

3. Receive follow up information on math pathways and discuss moving initiative forward: Dr. Daniel Archer

4. Receive overview of General Education Package: Dr. Daniel Archer

5. Review Performance Agreement Framework: Dr. Daniel Archer

6. Review amendments to the Dual Credit Enrollment policy: Karla Wiscombe

7. Other matters

MINUTES

System Council of Presidents Kansas Board of Regents
April 20, 2022
10:36 a.m.

Members Present:
President Tisa Mason, Fort Hays State University – Co-Chair; President Alysia Johnston, Fort Scott Community College – Co-Chair; Chancellor Douglas Girod, University of Kansas; President Jerry Farley, Washburn University; President Richard Linton, Kansas State University; President Rick Muma, Wichita State University; President Steve Scott, Pittsburg State University; Interim President Ken Hush, Emporia State University; President Jim Genandt, Manhattan Technical College.

1. President Linton moved that the minutes from the March 16, 2022 meeting be approved. Following the second of President Muma, motion carried.

2. Report from System Council of Chief Academic Officers: Dr. Mickey McCloud
   - Transfer Council Update
   - Credit or Prior Learning Report
   - The Accuplacer Contract is up for renewal on June 30
   - Discussed the concurrent and dual enrollment policy revision

3. System Council of Presidents Role in Developing Policy Recommendations
   - Dr. Daniel Archer provided an update on the National Institute for Student Success (NISS).
     - In the fall of 2021, the six state universities and Cowley County Community College began working with the Institute.
     - The project has involved an in-depth, team-based diagnostic process including surveys, data inquiries, and interviews between NISS specialists and institutional representatives.
     - The Institute has provided each institution with a playbook.
     - In May, the NISS will present its findings and a summary of the playbook recommendations to the Board.
     - Five additional institutions have expressed interest in participating in a second NISS cohort (Washburn University, Hutchinson Community College, Coffeyville Community College, Colby Community College, and Wichita State University Campus of Applied Sciences and Technology).
   - Math Pathways
     - College algebra is designed to prepare students for calculus but not all educational pathways require calculus.
     - Math pathways are one or more courses that meet the requirements of students' respective programs.
     - Dr. Archer noted that state's that have implemented math pathways have seen positive impacts in student learning.
     - He noted that this is not a new concept and that all the neighboring states have implemented math pathways.

- President Flanders stated that the Board is interested in moving forward with a math pathways policy, and Dr. Archer noted that the system could collaborate with the University of Texas at Austin Charles A. Dana Center.
- The Dana Center has created a math pathway model.
- The Council discussed the following next steps:
  - ✓ Board Staff will contact Dana Center to gather preliminary information on their model – what are the lessons learned when implementing the model, were there any unintended consequences, and what were the challenges.
  - ✓ The universities and colleges will need to begin to review how many programs have college algebra as a prerequisite.
- President Johnston asked whether the Board office was able to gather the data on how many credit hours transfer students lose or are not applied to their bachelor's degree.
  - President Flanders will check on this request, but it was noted that once the Board adopts a General Education Package, this issue may solve itself.
- President Johnston asked if there was any follow up to last month's need-based aid conversation.
  - President Flanders noted that the Legislature appropriated additional funds to the comprehensive grant, which will have a matching component.

4. The Council congratulated President Farley on his upcoming retirement.

5. Being no further business meeting adjourned at 10:57 a.m.

AGENDA

Council of Presidents
Kansas Board of Regents
May 18, 2022
11:00 a.m. or adjournment of SCOPs
Suite 530 and Zoom

1. Approve minutes of April 20, 2022 meetings

2. Report from Council of Chief Business Officers: Wesley Wintch

3. Report from Council of Chief Academic Officers: Dr. Jill Arensdorf

4. Report from Council of Student Affairs Officers: Dr. Joey Linn

5. Report from Council of Government Relations Officers: Joe Bain

6. Report from Council of Diversity Officers: Dr. Teresa Clounch

7. Appoint a member to the Board Retirement Plan Committee: Natalie Yoza (Attachment)

8. Other matters

Summary and Staff Recommendation

The Board's Retirement Plan Committee (RPC) was established to help fulfill the Board's fiduciary responsibility for oversight of its Mandatory and Voluntary Retirement Plans. Board Policy and the RPC's Charter establish the RPC's composition, and one member from the Council of Presidents (COPS) is required. Board staff recommend that COPS nominate President Muma from Wichita State University to a three-year term beginning July 1, 2022.

Background on the Kansas Board of Regents Retirement Plan Committee
Formed in 2005, the Retirement Plan Committee members are co-fiduciaries to the Mandatory and Voluntary Retirement Plans. The assigned duties include oversight of the Plans, including their administration and investments, as well as having the responsibility for creating and reviewing plan documents and investment provider agreements, implementing an investment policy with performance standards, and reviewing the investment performance on a semi-annual basis.

Current Board policy requires that the Committee include: one Regent; one member of the Council of Presidents (COPS), or designee; two members of the Council of Business Officers; three state university human resource directors; and two individuals nominated from the state universities who are experts in the subject matter of investments and retirement planning.[7] Members are appointed by the Board to serve staggered three-year terms.

In May, the Board will consider a change to these membership requirements. The Governance Committee voted at its April meeting to favorably recommend that the Board eliminate the staggered terms and convert two of the human resource director positions to at-large positions. That recommendation is on the Board's May agenda for consideration. If adopted, the RPC will still have one member from COPS, and that position will be open beginning July 1.

Recommendation
President Scott of Pittsburg State University has been serving on the RPC, and his term ends on June 30th. Board staff recommend that COPS nominate President Muma from Wichita State University to the RPC for a three-year term beginning July 1, 2022. That nomination would be presented to the Board in June.

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[7] *See* Board Policy Manual Section A.4.a.(3).

MINUTES

Council of Presidents Kansas Board of Regents
April 20, 2022
10:58 a.m.

Members Present:
President Tisa Mason, Fort Hays State University – Chair; Chancellor Douglas Girod, University of Kansas; President Richard Linton, Kansas State University; President Rick Muma, Wichita State University; President Steve Scott, Pittsburg State University; Interim President Ken Hush, Emporia State University

1. President Scott moved that the minutes from the March 16, 2022 meeting be approved. Following the second of Chancellor Girod, the motion carried.

2. Report from Council of Chief Business Officers – Wesley Wintch
   - Student Fees
     - Student leaders will present at the May Fiscal Affairs & Audit meeting.
   - Cyber Insurance
     - Insurance premiums were discussed at length. Premium allocation will use the industry standards of operating revenue, Student/EE headcount, and Unique Record Counts.
   - Property Insurance Update
     - Continue to use Gallagher for one more year.
     - MHEC's contract will be ending soon – looking at other options. Early returns show FM Global is better.
   - Facilities Update
     - Guidelines were sent out to facilities directors for review and feedback.
     - Discussed demolition of buildings and accessing legislative funds for these projects. A prioritized list is being compiled.
3. Report from Council Chief Academic Officers – Dr. Jill Arensdorf
   - Faculty Senate Presidents - Request Approval to Change Advanced Placement (AP) Cut Scores - No motion was made; thus, AP scores remain unchanged
   - First Readings:
     - BS in Entomology – K-State
     - MS in Communication Sciences & Disorders – K-State
     - MS in Integrated Systems Design & Dynamics – K-State
   - Second Readings:
     - BA & BS in Advertising and Public Relations – K-State
     - BS in Cybersecurity – K-State
     - BBA in Business Studies – PSU
       Approved unanimously by COCAO
       Action: Moved by President Linton followed by second from Chancellor Girod, motion carried.
   - Other Requests:
     - Approval to change name of Ph.D. in Human Ecology to Ph.D. in Health and Human Sciences – K-State
     - Approval to Merge the Department of Communication Studies and the A.Q. Miller School of Journalism and Mass Communication – K-State

- ▪ Approval to merge the BA/BS in American Ethnic Studies and the BA/BS in Gender, Women, & Sexuality Studies – K-State
- ▪ Approval to merge Departments of Anatomy & Cell Biology and Molecular & Integrative Physiology - KUMC
  Approved unanimously by COCAO

4. Report from Council of Student Affairs Officers: Dr. Joey Linn
   - SAC focused on working with current legislation to increase funding for mental health and student retention.
   - Higher Education Day was held in March.
   - Thomas shared the presentation ECK Management Consultants presented at the Health Center Task Force meeting held in Topeka, April 19.
   - Discussed residency requirements at each regent institution and what type of pushback institutions have received.

5. Report from Government Relations Officers: Joe Bain
   - SCOGRO has continued to meet regularly, and is gearing up for omnibus budget discussions later this week and the veto session next week.
   - Budget issues continue to take high priority. Note and appreciate the overall increase in SGF and other funding in the mega budget bill, but continue to advocate for the full $45 million in order to keep tuition affordable for students in this tough, inflationary environment.
   - Exploring legislative interest in changing the $75 million economic development grant program back to at most a 1:1 match (from the recent change to 3:1 match) in order to make this more workable for our institutions.
   - General status regarding some key non-budgetary legislative items:
     Board items:
     - ▪ Amendments to motorcycle and truck driver training fund SB 215 – passed
     - ▪ Promise Act Trailer Bill SB 340 – will hopefully be considered at veto session
     - ▪ Amending the performance-based incentive language to include the terminology of high school equivalency SB 452 – did not pass Senate
     - ▪ Amending the tuition waiver for spouses and dependents of injured or disabled or deceased public safety officers and military personnel HB 2716 – may be considered during veto session
     Institution items:
     - ▪ KSU, KU, ESU, and PSU land sale/exchange bills were included in the budget bill that passed, which is awaiting Governor's signature.
     - ▪ SB 450, allowing the proceeds from the sale of university real properties that were gifted or purchased with research funds to be retained by the university and such properties sold with only Board approval, passed and has been signed by the Governor.

6. Report from Council of Diversity Officers: Dr. Teresa Clounch
   - 2022 Michael Tilford Conference on Diversity & Multiculturalism – scheduled for Thursday, afternoon, October 6 and all day on Friday, October 7. The call for presentations, workshops and panels has been distributed. Deadline for submissions is July 1, 2022, with an August 1, 2022 notification of the submission.
   - The Community College and Technical College Roundtable discussion took place earlier this month.

7. Report from University Staff Senate – Jennifer Whitmer

- Provided a recap of items discussed over the past year from Unclassified Professional Senate (UPS) and University Support Staff (USS).

8. Being no further business meeting adjourned at 11:30 a.m.

AGENDA

Kansas board of regents
SYSTEM COUNCIL OF CHIEF ACADEMIC OFFICERS
Wednesday, May 18, 2022
8:30 – 9:00 a.m.

The System Council of Chief Academic Officers (SCOCAO) will meet virtually via Zoom. Meeting information will be sent to participants via email, or you may contact arobinson@ksbor.org.

I.	**Call to Order**	Mickey McCloud, Co-Chair
	A. Roll Call and Introductions	
	B. Approve Minutes from April 20, 2022	
II.	**Transfer and Articulation Council (TAAC) Update**	Tiffany Bohm
III.	**Other Matters**	
	A. Concurrent Enrollment Partnership (CEP) Report	Karla Wiscombe
	B. Concurrent and Dual Enrollment Policy Revision	Karla Wiscombe
	C. Performance Agreement Model	Daniel Archer
	D. General Education Framework	Daniel Archer
	E. Accuplacer Contract Update	Sam Christy-Dangermond
	F. KCIA Update	Mickey McCloud, Chair
IV.	**Next SCOCAO Meeting – June 15, 2022**	
	A. Advanced Placement (AP) Report	
V.	**Adjournment**	

MINUTES

**System Council of Chief Academic Officers
MINUTES**

Wednesday, April 20, 2022

The April 20, 2022, System Council of Chief Academic Officers (SCOCAO) meeting was called to order by Co-Chair Mickey McCloud at 8:30 a.m. The meeting was held through Zoom.

In Attendance:

Members:	Mickey McCloud, JCCC	Jill Arensdorf, FHSU	Aron Potter, Coffeyville CC
	Chuck Taber, K-State	Corey Isbell, NCK Tech	Barbara Bichelmeyer, KU
	Gary Wyatt, ESU	Tiffany Bohm, KCKCC	Howard Smith, PSU
	Shirley Lefever, WSU	Michelle Schoon, Cowley CC	JuliAnn Mazachek, Washburn
	Daniel Archer, KBOR		

Staff:	Karla Wiscombe	Amy Robinson	Tara Lebar
	Sam Christy-Dangermond	Hector Martinez	Cindy Farrier
	Judd McCormack	Lisa Beck	Marti Leisinger
	Steve Funk	Scott Smathers	

Others:	Adam Borth, Fort Scott CC	Brian McCornack, K-State	Christie Launius, K-State
	Christy Craft, K-State	Chwen Sheu, K-State	Cindy Hoss, Hutchinson CC
	Elaine Simmons, Barton CC	Greg Paul, K-State	Huston Gibson, K-State
	Janet Stramel, FHSU	Jason Sharp, Labette CC	Jean Redeker, KU
	Alysia Johnston, FHSU	Jennifer Roberts, KU	Jeremy Marshall, K-State
	JoLanna Kord, ESU	Kim Krull, Butler CC	Kim Morse, Washburn
	Kim Zant, Cloud County CC	Laurel Littrell, K-State	Linnea GlenMaye, WSU
	Luke Dowell, SCCC	Melanie Hilgers, K-State	Mike Pritchard, K-State
	Mindy Markham, K-State	Monette DePew, Pratt CC	Remy Lequesne, KU
	Robert Klein, KUMC	Shelly Gehrke, ESU	Stuart Day, KU
	Tanya Gonzalez, K-State	Timothy de Noble, K-State	Taylor Crawshaw, Independence CC
	Tom Nevill, Butler CC	Heather Morgan, KACCT	

Roll call was taken for members and presenters.

Approval of Minutes

Barbara Bichelmeyer moved to approve March 16, 2022, meeting minutes, and JuliAnn Mazachek seconded the motion. With no corrections, the motion passed.

Transfer and Articulation Council (TAAC) Update

Tiffany Bohm reported that TAAC met on April 13, 2022, and voted on the KU clarification for its Educating Exceptional Students. The six new courses approved at the 2021 KCOG have been added to the Transfer KS portal, and TAAC is asking that each institution check to ensure the accuracy of course information. They also encourage institutions to include a symbol in catalogs to indicate Systemwide Transfer (SWT) courses. The TAAC Communication Plan located on the transfer website includes symbols and graphics for websites and catalogs. TAAC finalized two new courses for the 2022 KCOG; Art in the Elementary Classroom and Music in the Elementary Classroom. A request to submit preliminary course information will be sent soon for those two courses.

Other Matters

- Tara Lebar presented a summary of the annual CLEP reports. The 2020-21 CLEP College Board summary reports for 4-year and 2-year institutions can be found at https://www.kansasregents.org/students/credit-for-prior-learning/ap-clep-ib. As a reminder, individual institution scores are no longer obtained by KBOR but are sent directly from College Board to your institution.

- Tara Lebar presented the Credit for Prior Learning (CPL) report, which can be found at https://www.kansasregents.org/resources/CPL_Report_AY_2021.pdf. The AY 2020-21 report includes 15 types of credit for prior learning which KBOR collects data on and measures annually. The top five sources of CPL represent almost 87% of the total CPL credits awarded. The top source for public universities is Advanced Placement exams; for community colleges, it is military credit, and for technical colleges, it is institutional exams. Trends compared since 2018 have shown consistency, but we see a slight overall decline that should be monitored.

- Sam Christy-Dangermond provided a reminder and update on the Accuplacer Contract. The Board encourages two-year institutions to use Accuplacer exams as their primary placement exams. The current contract gives institutions a discounted price and expires on June 30, 2022. Terms are currently being negotiated. Sam will provide further updates as the contract details are finalized.

- Karla Wiscombe presented policy revisions to the Concurrent Enrollment Partnership policy. HB2134 amended K.S.A. 72-3220-3224 to include dual credit, reporting requirements, and amendments to the Kansas Challenge to Secondary Act which will require the KBOR policy to be updated. Additional changes were discussed as provided by institutions through Chair McCloud. Additional feedback can be sent directly to Karla Wiscombe, kwisombe@ksbor.org, and Mickey McCloud, mccloud@jccc.edu. The deadline for feedback is April 28, 2022. A Concurrent and Dual Credit Steering Committee will be created to help address changes, share best practices, and disseminate information.

Next Meeting

The next SCOCAO meeting is scheduled virtually for May 18, 2022, at 8:30 a.m.

Adjournment

Michelle Schoon moved to adjourn the meeting, and JuliAnn Mazachek seconded the motion. With no further discussion, the motion passed. The meeting adjourned at 9:19 a.m.

AGENDA

KANSAS BOARD OF REGENTS
COUNCIL OF CHIEF ACADEMIC OFFICERS
VIRTUAL MEETING AGENDA
Wednesday, May 18, 2022
9:00 a.m. – 10:00 a.m.
or upon adjournment of SCOCAO

The Council of Chief Academic Officers (COCAO) will meet virtually via Zoom. Meeting information will be sent to participants via email, or you may contact arobinson@ksbor.org.

I.	**Call to Order**	Jill Arensdorf, Chair
	A. Roll Call	
	B. Approve Minutes from April 20, 2022	
II.	**Second Readings**	
	A. Bachelor of Professional Studies – KU	Barbara Bichelmeyer
	B. Ed.S. in School Counseling – K-State	Chuck Taber
	C. BS in Real Estate & Community Development – K-State	Chuck Taber
	D. BS in Operations & Supply Chain Management – K-State	Chuck Taber
	E. BS in Digital Innovation – K-State	Chuck Taber
III.	**Other Requests**	
	A. Request for Approval to Change Name of BA/BS in Journalism & Mass Communication to BA/BS in News & Sports Media – K-State	Chuck Taber
	B. Request for Approval to Change Name of MS in Health, Physical Education, and Recreation to MS in Health, Physical Education, & Coaching – ESU	Gary Wyatt
	C. Request for Approval to Change Name of BA in Women's Studies to BA in Women's, Ethnicity, and Intersectional Studies (WEIS) – WSU	Shirley Lefever
	D. Request for Approval to Merge BA in Political Science with BS in Geography, Resulting in BS in Geographical and Political Sciences – PSU	Howard Smith
	E. Request for Approval for Substantial Reorganization – PSU	Howard Smith
IV.	**Council of Faculty Senate Presidents Update**	Janet Stramel, FHSU
V.	**Other Matters**	
	A. Discuss Opportunities (new degree programs, partnerships, strategic initiatives, etc.) that Universities are Considering or Planning to Pursue in the Future	COCAO Members
VI.	**Next COCAO Meeting – June 15, 2022**	
	A. New Program Approvals	
VII.	**Adjournment**	

MINUTES

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**Council of Chief Academic Officers
MINUTES**

Wednesday, April 20, 2022

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The April 20, 2022, Council of Chief Academic Officers (COCAO) meeting was called to order by Chair Jill Arensdorf at 9:18 a.m. The meeting was held through Zoom.

In Attendance:

Members:	Jill Arensdorf, FHSU	Barbara Bichelmeyer, KU	Robert Klein, KUMC
	Chuck Taber, K-State	Howard Smith, PSU	JuliAnn Mazachek, Washburn
	Gary Wyatt, ESU	Shirley Lefever, WSU	Daniel Archer, KBOR

Staff:	Karla Wiscombe	Amy Robinson	Tara Lebar
	Sam Christy-Dangermond	Hector Martinez	Cindy Farrier
	Judd McCormack	Lisa Beck	Marti Leisinger
	Steve Funk	Scott Smathers	

Others:	Adam Borth, Fort Scott CC	Brian McCornack, K-State	Christie Launius, K-State
	Christy Craft, K-State	Chwen Sheu, K-State	Cindy Hoss, Hutchinson CC
	Elaine Simmons, Barton CC	Greg Paul, K-State	Huston Gibson, K-State
	Janet Stramel, FHSU	Jason Sharp, Labette CC	Jean Redeker, KU
	Alysia Johnston, FHSU	Jennifer Roberts, KU	Jeremy Marshall, K-State
	JoLanna Kord, ESU	Kim Krull, Butler CC	Kim Morse, Washburn
	Kim Zant, Cloud County CC	Laurel Littrell, K-State	Linnea GlenMaye, WSU
	Luke Dowell, SCCC	Melanie Hilgers, K-State	Mike Pritchard, K-State
	Mindy Markham, K-State	Monette DePew, Pratt CC	Remy Lequesne, KU
	Robert Klein, KUMC	Shelly Gehrke, ESU	Stuart Day, KU
	Heather Morgan, KACCT	Tiffany Bohm, KCKCC	Michelle Schoon, Cowley CC
	Corey Isbell, NCK Tech	Aron Potter, Coffeyville CC	Mickey McCloud, JCCC
		Suzanne McGurk, College Board	Maureen Ewing, College Board

Roll call was taken for members and presenters.

Approval of Minutes
Chuck Taber moved to approve March 16, 2022, meeting minutes, and Gary Wyatt seconded the motion. With no corrections, the motion passed.

Council of Faculty Senate Presidents (CoFSP) Request
Janet Stramel, Chair and FHSU Faculty Senate President, presented a request for approval to change Advanced Placement (AP) cut scores. Per the Board's policy on Credit by Examination, Dr. Stramel facilitated a meeting of the English department chairs of the state universities, who voted to change the AP cut score from a 3 to a 4 in both English Literature & Composition and English Language & Composition tests. Final approval from COCAO is needed to make this change. Suzanne McGurk and Maureen Ewing with College Board presented national data on AP students as compared to students who did not take an AP course. No motion was presented from COCAO members, and as such, the AP cut score for both English Literature & Composition, and English Language & Composition will remain a 3.

1ˢᵗ Readings
- Chuck Taber presented the first reading for a BS in Digital Innovation at K-State. This program is interdisciplinary and crosses three colleges; the College of Arts and Sciences, the College of Engineering, and the College of Business Administration.

- Chuck Taber presented the first reading for an Ed.S. in School Counseling at K-State. The program will be housed in the College of Education. The program currently exists within a sub-plan of the MS of Counseling and Student Development, requiring 48 hours. The request is for a new "stand-alone" program in School Counseling, as the accrediting body has recently changed requirements to 60 credit hours.

- Chuck Taber presented the first reading for a BS in Real Estate & Community Development at K-State. This program is embedded within a department that studies regional and community planning. The new program will provide expertise and knowledge that leads to community development professional opportunities within the real estate environment. WSU provided feedback, and K-State adjusted the proposal based on their comments.

- Chuck Taber presented the first reading for a BS in Operations & Supply Chain Management. This program builds off the existing supply chain management track within the management major, which has shown growth. By creating a separate bachelor's degree, they believe they can create greater visibility and more growth.

- Barbara Bichelmeyer and Stuart Day presented the first reading for a Bachelor in Professional Studies at the KU Edwards Campus. This will be a hybrid undergraduate degree largely intended for workforce-focused students seeking a degree completion option.

  These programs will be up for a second reading and vote at the next COCAO meeting.

2ⁿᵈ Readings

Chuck Taber moved to approve the Doctor in Advanced Social Work Practice at KU, and Howard Smith seconded the motion. The motion passed unanimously through a roll call vote with no further discussion.

Barbara Bichelmeyer moved to approve the MS in Communication Sciences & Disorders at K-State, and Shirley Lefever seconded the motion. With no comments or questions, the motion passed unanimously through a roll call vote.

Barbara Bichelmeyer moved to approve the MS in Integrated Systems Design & Dynamics at K-State, and Howard Smith seconded the motion. With no comments or questions, the motion passed unanimously through a roll call vote.

Shirley Lefever moved to approve the BS in Entomology at K-State, and Barbara Bichelmeyer seconded the motion. With no comments or questions, the motion passed unanimously through a roll call vote.

These programs will move forward to COPS later in the day for approval.

Other Requests
- Chuck Taber presented a request for approval to change the name of the Ph.D. in Human Ecology to Ph.D. in Health and Human Sciences at K-State. This change reflects the name of the College of Health & Human Sciences in which it is housed.

Howard Smith moved to approve the name change of the Ph.D. in Human Ecology to Ph.D. in Health and Human Sciences at K-State, and Barbara Bichelmeyer seconded. The motion passed unanimously through a roll call vote.

- Chuck Taber presented a request for approval to merge the Department of Communication Studies and the A.Q. Miller School of Journalism and Mass Communication at K-State. This merge will result in the A.Q. Miller School of Media and Communication, housed within the College of Arts & Sciences.

  Barbara Bichelmeyer moved to approve merging the Department of Communication Studies and the A.Q. Miller School of Journalism and Mass Communication at K-State, and Gary Wyatt seconded. The motion passed unanimously through a roll call vote.

- Chuck Taber presented a request for approval to merge and rename the BA/BS in American Ethnic Studies and the BA/BS in Gender, Women, & Sexuality Studies at K-State. The change is pursuant to K-State strategic program alignment a few years back in which they were seeking to revitalize and energize several low enrolled programs. The new program will be a BA/BS in Social Transformation Studies.

  Shirley Lefever moved to approve the merging and renaming of the BA/BS in American Ethnic Studies and the BA/BS in Gender, Women, & Sexuality Studies at K-State as presented, and Howard Smith seconded. The motion passed unanimously through a roll call vote.

- Robert Klein presented a request for approval to merge the Departments of Anatomy & Cell Biology and Molecular & Integrative Physiology at KUMC, resulting in the Department of Cell Biology and Physiology. This change follows a common practice across medical schools. The degrees will remain separate, and the faculty and Dean support this change.

  Chuck Taber moved to approve merging the Departments of Anatomy & Cell Biology and Molecular & Integrative Physiology at KUMC, and Gary Wyatt seconded. The motion passed unanimously through a roll call vote.

Discuss Opportunities
Members acknowledged and congratulated Shirley Lefever on her appointment from Interim Provost to Provost at WSU.

Barbara Bichelmeyer stated KU is preparing for HLC reaffirmation, which happens in early spring 2025. They have also convened a search committee for an Executive Dean for the College of Liberal Arts & Sciences. K-State just completed its site visit for HLC reaccreditation, and FHSU is preparing for the site visit in 2023. PSU's site visit will be in October. Jill Arensdorf mentioned it might be helpful for Regent Accreditation Liaison Officers (ALOs) to connect and discuss experiences as they prepare and reflect. Jean Redeker offered to reach out to this group over the summer.

Adjournment
The next COCAO meeting is scheduled virtually for May 18, 2022.

Barbara Bichelmeyer moved to adjourn the meeting, and Howard Smith seconded the motion. With no further discussion, the meeting adjourned at 10:17 a.m.

CURRENT FISCAL YEAR MEETING DATES

Fiscal Year 2022

Board of Regents Meeting Dates	**Agenda Material Due to Board Office**
July 27-29, 2021	
September 15-16, 2021	August 25, 2021 at noon
November 17, 2021	October 27, 2021 at noon
December 15-16, 2021	November 23, 2021 at noon
January 19-20, 2022	December 29, 2021 at noon
February 16-17, 2022	January 26, 2022 at noon
March 16-17, 2022	February 23, 2022 at noon
April 20, 2022 (FHSU)	March 30, 2022 at noon
May 18-19, 2022	April 27, 2022 at noon
June 15-16, 2022	May 25, 2022 at noon

MEETING DATES FOR FY 2023

Fiscal Year 2023

Meeting Dates

July 25-27, 2022 – Budget Workshop/Retreat

September 14-15, 2022

October 19-20, 2022

November 16-17, 2022

December 14-15, 2022

January 18-19, 2023

February 15-16, 2023

March 15-16, 2023

April 19-20, 2023

May 17-18, 2023

June 14-15, 2023

COMMITTEES (2021-2022)

Cheryl Harrison-Lee, Chair
Jon Rolph, Vice Chair

Standing Committees

Academic Affairs	Fiscal Affairs and Audit	Governance
Shelly Kiblinger – Chair	Mark Hutton – Chair	Cheryl Harrison-Lee – Chair
Jon Rolph	Bill Feuerborn	Bill Feuerborn
Allen Schmidt	Carl Ice	Jon Rolph
Wint Winter	Cynthia Lane	

Regents Retirement Plan
Cheryl Harrison-Lee – Chair

Board Representatives and Liaisons

Education Commission of the States	Cheryl Harrison-Lee
Postsecondary Technical Education Authority	Mark Hess Keith Humphrey Mike Johnson Rita Johnson
Midwest Higher Education Compact (MHEC)	Allen Schmidt Blake Flanders
Washburn University Board of Regents	Allen Schmidt
Transfer and Articulation Advisory Council	Shelly Kiblinger
Governor's Education Council	Allen Schmidt
Advantage Kansas Coordinating Council	Cynthia Lane Shelly Kiblinger

Regent Three Person Committee Meetings

Kansas State University	University of Kansas	Wichita State University
Emporia State University	Fort Hays State University	Pittsburg State University
Mark Hutton – KSU Chair	Jon Rolph – KU Chair	Shelly Kiblinger – PSU Chair
Cynthia Lane – ESU Chair	Allen Schmidt – FHSU Chair	Bill Feuerborn – WSU Chair
Wint Winter	Carl Ice	Cheryl Harrison-Lee