

APRIL 20-21, 2022

Kansas Board of Regents
Fort Hays State University
Memorial Union
700 College Drive
Hays, KS 67601

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

KANSAS BOARD OF REGENT MEMBERS:

Bill Feuerborn
Carl Ice
Jon Rolph

Cheryl Harrison-Lee
Shelly Kiblinger
Allen Schmidt

Mark Hutton
Cynthia Lane
Wint Winter

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.

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MEETING INFORMATION AND SCHEDULE

Unless noted, all meetings take place in the Memorial Union on the Fort Hays State University campus (700 College Drive, Hays, Kansas 67601) in the meeting room indicated.

Wednesday, April 20, 2022

Time	Committee/Activity	Location
8:30 am - 9:00 am	System Council of Chief Academic Officers	Kanza Room
9:00 am or Adjournment	Council of Chief Academic Officers	Kanza Room
8:45 am - 10:00 am	Governance Committee	Smoky Hill Room Livestream Link
10:15 am - Noon	Fiscal Affairs & Audit Standing Committee	Prairie Room Livestream Link
10:30 am - 11:00 am	System Council of Presidents	Stouffer Lounge
11:00 am or Adjournment	Council of Presidents	Stouffer Lounge
11:00 am - Noon	Academic Affairs Standing Committee	Kanza Room Livestream Link
Noon - 1:15 pm	Council of Faculty Senate Presidents	Chestnut Room
Noon - 1:00 pm	Students' Advisory Committee	Trails Room
Noon - 12:30 pm	Lunch <i>Board of Regents & President Flanders</i>	Applied Tech Building Conference Room 121
12:30 pm - 1:30 pm	Board of Regents Meeting <i>Executive Session</i>	Applied Tech Building Conference Room 121
1:40 pm	Board of Regents Meeting	Ballroom
5:30 pm	Dinner <i>Board of Regents and President Flanders</i>	Black and Gold Room

Thursday, April 21, 2022

FORT HAYS STATE UNIVERSITY CAMPUS VISIT

MEETING AGENDA

The Kansas Board of Regents will meet in the Ballroom located in the Fort Hays State University Memorial Union at 700 College Drive, Hays, Kansas, 67601.

Wednesday, April 20, 2022

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

- II. Executive Session**
Board of Regents – Personnel Matters Relating to Non-Elected Personnel – Applied Tech Building, Conference Room 121

- III. Approval of Minutes**
 - A. [March 16-17, 2022 Regular Meeting](#) p. 7
 - B. [March 30, 2022 Special Meeting](#) p. 16

- 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 Request to Offer a Bachelor of Arts and Bachelor of Science in Advertising and Public Relations – KSU](#) Daniel Archer, VP, Academic Affairs p. 17
 - 2. [Act on Request to Offer a Bachelor of Science in Cybersecurity – KSU](#) p. 26
 - 3. [Act on Request to Offer a Bachelor of Business Administration in Business Studies – PSU](#) p. 34
 - 4. [Act on Request to Seek Accreditation for Graduate Certificate in Health Informatics – KUMC](#) p. 43

B. Fiscal Affairs & Audit

- | | | |
|--------------------------------------------------------------------------------------------------------------|-------------------------------------------------|-------|
| 1. Act on Request to Authorize Property Transfer to PSU Foundation – PSU | Chad Bristow,
Director of Facilities | p. 44 |
| 2. Act on Request to Authorize Sale of Real Property – PSU | | p. 45 |
| 3. Act on Amendment to the Fiscal Year 2023 Capital Improvements Request and Approve Program Statement – KSU | | p. 45 |
| 4. Act on Appointments to the Kansas Comprehensive Grant Advisory Committee | Elaine Frisbie,
VP, Finance & Administration | p. 46 |

C. Technical Education Authority

- | | | |
|-----------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|-------|
| 1. Act on Requests for Degree and Certificate Programs Submitted by Barton County Community College and Cowley County Community College | Scott Smathers,
VP, Workforce Development | p. 47 |
| 2. Act on Excel in CTE Fees for Programs Submitted by Barton County Community College and Cowley County Community College | | p. 52 |
| 3. Act on Promise Act Programs Submitted by Barton County Community College | | p. 54 |

VII. Consideration of Discussion Agenda

A. Academic Affairs

- | | | |
|--------------------------------------------------------------------------------|------------------------------------------------------------|-------|
| 1. Receive Program Review Report | Regent Kiblinger
Daniel Archer,
VP, Academic Affairs | p. 55 |
| 2. Act on Additional Recommendations for the Graduation Requirement Task Force | | p. 68 |

B. Fiscal Affairs & Audit

- | | | |
|----------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|-------|
| 1. Receive and Discuss Capital Improvement Requests for FY 2024 and Five-Year Plans – University System (First Read) | Regent Hutton
Chad Bristow,
Director of Facilities | p. 74 |
| 2. Receive Facility Guidelines – University System (First Read) | | p. 77 |

C. Governance

- | | | |
|--------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|-------|
| 1. Receive CEO Presentations on the Kansas Board of Regents Freedom of Expression Initiative | Regent Harrison-Lee
President Mason
President Muma | p. 88 |
| <ul style="list-style-type: none"> • Fort Hays State University • Wichita State University | | |

D. Other Matters

- | | | |
|------------------------------------------------------------------------------------------|--------------------------------------------------|--------------|
| 1. Receive Legislative and Budget Update | Matt Casey,
Director, Government
Relations | <i>p. 90</i> |
| 2. Receive Update on the National Institute for Student
Success Work | Daniel Archer,
VP, Academic Affairs | <i>p. 90</i> |
| 3. Discuss Next Steps on How to Use the Enrollment Data | Elaine Frisbie,
VP, Finance & Administration | <i>p. 91</i> |
| 4. Act on Request to Name a Building – KSU | President Linton | <i>p. 91</i> |

VIII. Adjournment

MINUTES OF PREVIOUS MEETING(S)

I. Call To Order

Regent Harrison-Lee, Chair

II. Approval of Minutes

A. *Approve Minutes*

**KANSAS BOARD OF REGENTS
MINUTES
March 16-17, 2022**

The March 16, 2022, meeting of the Kansas Board of Regents was called to order by Chair Cheryl Harrison-Lee at 1:45 p.m. The meeting was held in the Board Office located in the Curtis State Office Building, 1000 S.W. Jackson, Suite 520, Topeka. 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

APPROVAL OF MINUTES

Regent Rolph moved that the minutes of the February 16, 2022 meeting be approved. Following the second of Regent Schmidt, the motion carried.

INTRODUCTIONS

President Mason introduced Ryan Stanley who was the 2021 NCAA Division II National Champion in the outdoor pole vault and 2022 NCAA Division II National Champion in the indoor pole vault. He also set new records in the pole vault and is the Student Body Vice President. The Board congratulated Mr. Stanley on his accomplishments.

GENERAL REPORTS

REPORT FROM CHAIR

Chair Harrison-Lee stated that at the December Board meeting, Ed O’Malley, President of the Kansas Leadership Center, held a work session with the Board to discuss communication and messaging strategies. Since that meeting, Mr. O’Malley has provided feedback for the Board and the system leaders to consider in the following areas: 1) strengthening and building relationships both internally and externally, 2) increasing dialogue during the Board meeting on complex issues, and 3) adding clarity to the process for setting the Board’s goals. Chair Harrison-Lee reported that Regent Rolph will take the lead on this project to determine the best way for the system to move forward with feedback received from the Kansas Leadership Center. She then congratulated Chancellor Girod and President Flanders who were recognized last month in *Ingram’s* magazine as Icons of Education in the region. Chair Harrison-Lee also noted that last month she spoke with *Governing* magazine about the proposed state funding increases for higher education and what those funds can do for the system.

REPORT FROM PRESIDENT AND CEO

President Flanders announced that former Regent Dick Hedges passed away last week. He was a teacher, coach, principal, and Fort Scott Community College president three different times. Dick Hedges was appointed as a Regent by Governor Kathleen Sebelius in July 2007. During his time on the Board, the new systemwide strategic plan for higher education, *Foresight 2020*, was developed and adopted. The Board also appointed three university CEOs during that time and one of those hires was President Scott. President Flanders stated that Dick Hedges was a true public servant who impacted many in a positive way and will be missed.

REPORT FROM COUNCIL OF FACULTY SENATE PRESIDENTS

Janet Stramel reported that the faculty are currently enjoying spring break week. She noted that at future meetings the Council looks forward to receiving additional information on the program review work that rpk Group will be conducting and the Board's general education package. She also congratulated Regent Lane, Regent Winter, and Regent Ice on their Senate confirmation.

REPORT FROM STUDENTS' ADVISORY COMMITTEE

Mark Faber reported that members of the Students' Advisory Committee are scheduled to meet with a member of Governor Kelly's staff to review the Governor's higher education budget recommendations. This meeting will help the students as they prepare for their higher education day at the Statehouse. Mr. Faber noted that moving forward the Committee would like to schedule an annual meeting with the Governor to discuss topics that impact college students.

STANDING COMMITTEE AND OTHER REPORTS

ACADEMIC AFFAIRS

Regent Kiblinger reported that the Board Academic Affairs Standing Committee approved the University of Kansas's request to require more than 120 credit hours for its updated Bachelor of Arts in Architectural Studies. The Committee reviewed the University of Kansas Medical Center's request to seek accreditation for its Graduate Certificate in Health Informatics and Board staff provided information on the Visible Music College's request for a new certificate of approval for degree granting authority. Both these items are on the Board's consent agenda for consideration. The Committee also received an update on the Advantage Kansas Coordinating Council.

FISCAL AFFAIRS AND AUDIT

Regent Hutton presented the Fiscal Affairs and Audit Standing Committee report. Jim MacMurray presented information on the state universities' rates of indebtedness and the new rating methodology of Moody's Rating Service. The new framework has six factors, some of which are of a qualitative nature, affecting ratings to a greater extent. The Committee received information on KU's, WSU's, and FHSU's financial outlook and reviewed their expenditure trends, Composite Financial Index data, revenues tied to student enrollment and their federal COVID-related funding. The Committee was pleased to hear that the campuses are seeing increases in their fall applications. The Committee then discussed student fees and the revenues generated and populations of students paying the fees, compared to the student populations accessing the services. Staff then provided updates on the Capital Renewal Initiative and the Student Health Center Task Force. Regent Hutton reported that he has a conflict of interest with the Kansas State University West Memorial Stadium project, which is on today's Board discussion agenda, and that he will leave the room when that item is discussed and acted on.

GOVERNANCE

Regent Harrison-Lee reported that the Governance Committee reviewed the state university policies and initiatives related to free expression. These materials were submitted to the Board Office in accordance with the Board's direction last April that each university review its various policies with a focus on free expression, and that they share appropriate free expression materials across their campuses. The state university CEOs are scheduled to present to the Board their campus information on free expression over the next three months. Board

staff then provided an update on the system's communication and advocacy plan, and the Committee discussed the new Regent orientation process.

RETIREMENT PLAN

Regent Harrison-Lee reported that the Retirement Plan Committee held its semi-annual meeting on March 15. Blake Earl was introduced as the Board's new Relationship Manager with TIAA. He will be working closely with the Committee and is the Board's primary contact at TIAA. The Committee received the semi-annual investment review from the Board's financial consultant, Advanced Capital Group (ACG). Based on ACG's recommendation, one fund—the TIAA-CREF Large-Cap Value Institutional—was removed from the watch list for the Mandatory and Voluntary Plan, and one fund—the Voya American Beacon Small Cap Value R5—was added to the watch list. ACG also evaluated the amount of Russian exposure within the Plan lineups. Most of the funds in both retirement plans have little if any exposure. One emerging market fund had a nine percent Russian equity exposure at the end of the year. By the end of February that was reduced to around two percent of assets. ACG indicated this was a good decision by the Portfolio Management team to unwind most of their positions. Additionally, the Committee formed a procurement negotiation committee to work with Board staff and the State Procurement Office to issue a Request for Proposals for multiple vendor coordinator services. The Board requires these services to assist with distributions, loans, and hardship withdrawals because those activities require information sharing across vendors and across the state universities and Board Office.

APPROVAL OF CONSENT AGENDA

Regent Winter moved, with the second of Regent Lane, that the Consent Agenda be approved. The motion carried.

Academic Affairs

DOCTORATE IN CLINICAL LABORATORY SCIENCE (DCLS) ACCREDITATION – KUMC

The University of Kansas Medical Center received authorization to pursue programmatic accreditation for its Doctorate in Clinical Laboratory Science from the National Accrediting Agency for Clinical Laboratory Sciences. The estimated cost of accreditation is \$4,850, with an anticipated annual fee of \$2,692.

MASTER'S IN HEALTH DATA SCIENCE – KUMC

The University of Kansas Medical Center received approval to offer a Master's in Health Data Science (30.7001). This program will total 36 semester credit hours. The estimated cost of the program for the first three years is as follows: year one - \$48,393, year two - \$50,494, and year three - \$50,494. Student tuition and fees will finance the program.

STATE AUTHORIZATION RECIPROCITY AGREEMENT (SARA) REPORT

The 2021 Annual State Authorization Reciprocity Agreement report was received.

(Report filed with Official Minutes)

NEW CERTIFICATE OF APPROVAL FOR DEGREE GRANTING AUTHORITY FOR VISIBLE MUSIC COLLEGE

Visible Music College received a Certificate of Approval for degree granting authority to operate in Kansas. The College intends to open a campus in Olathe, Kansas at a location operated by The Culture House and Störling Conservatory of Dance. It will offer certificate, bachelor, and master-level programs in online and blended learning formats in the areas of Dance, Music Business, Music Production, Worship, Modern Music and Leadership.

Fiscal Affairs and Audit

RAZED BUILDING – KSU

Kansas State University informed the Board that its commodities storage shed (building number 464C, located at the Beef Cattle Research Center in Manhattan, KS) has been razed for safety reasons. In December 2021, high winds shifted the building from its foundation causing extensive damage to the exterior walls, siding, and roof. Because of the rapidly deteriorating condition, the building was razed on February 15, 2022 and notice was given to Board staff. The cost to demolish the structure was approximately \$5,000, which was financed with departmental funds. The site will be utilized as a parking area until funding can be identified for a new facility.

Retirement Plan

APPOINTMENT TO THE RETIREMENT PLAN COMMITTEE

Doug Ball, Pittsburg State University’s Chief Financial Officer, was appointed to the Board’s Retirement Plan Committee to replace Mike Barnett, who retired at the end of last year. He will serve the remainder of the term ending on June 30, 2023 as a representative for the Council of Business Officers.

Technical Education Authority

DEGREE AND CERTIFICATE PROGRAMS SUBMITTED BY NEOSHO COUNTY COMMUNITY COLLEGE

Neosho County Community College received approval to offer an Associate of Applied Science degree (68 credit hours) in Diagnostic Medical Sonography (51.0910). The College plans to begin offering the program in the fall of 2022. The estimated cost of the program is \$492,966. All startup costs associated with the program will be funded through a US Department of Education Title III Strengthening Institutions Grant. Program costs beyond year one will be funded through the Title III grant, institution general funds, and student tuition and fees.

EXCEL IN CTE FEES FOR PROGRAMS SUBMITTED BY NEOSHO COUNTY COMMUNITY COLLEGE

The requested Excel in Career Technical Education fees for the below new program were approved:

- Neosho County Community College: Diagnostic Medical Sonography for a total of \$420. Fees are for textbooks and access to TestOut Desktop Pro.

PROMISE ACT PROGRAMS SUBMITTED BY NORTHWEST KANSAS TECHNICAL COLLEGE AND NEOSHO COUNTY COMMUNITY COLLEGE

The below programs were approved to become Promise Eligible programs:

- Northwest Kansas Technical College: EMT, which falls under the Mental and Physical Healthcare category, which is specified in legislation.
- Neosho County Community College: Diagnostic Medical Sonography, which falls under the Mental and Physical Healthcare category, which is specified in legislation.

CONSIDERATION OF DISCUSSION AGENDA

Presentation

UPDATE FROM THE KANSAS INDEPENDENT COLLEGE ASSOCIATION

Matt Lindsey, President of the Kansas Independent College Association, presented an update on the Kansas independent colleges. The independent colleges are private institutions that are exempted from the Kansas Private and Out-of-State Postsecondary Educational Institution Act, which the Board administers. All the independent colleges offer undergraduate degrees, have open admissions, and are domiciled in Kansas. The institutions receive no operating support from the state, but students are eligible for some student aid programs administered by the Board of Regents. Mr. Lindsey reviewed enrollments, student demographics, the number of degrees and certificates awarded, and student debt rates for these institutions. Regent Lane asked about student need-based aid options at the colleges. Mr. Lindsey stated that most of the student financial aid is raised privately, but noted the colleges also receive a portion of the Kansas Comprehensive Grant, which is available to eligible Kansas residents.

(PowerPoint filed with Official Minutes)

Fiscal Affairs and Audit

EXPAND RESIDENT TUITION RATE PROGRAMS TO ADDITIONAL LOCATIONS – WSU

President Muma presented Wichita State University’s request to expand its tuition discount offerings in specific geographical locations and cities as part of its Shocker Select and Shocker Cities programs. Since 2015 WSU has experienced extensive enrollment growth by focusing on the recruitment of students from out-of-state markets along the I-35 and I-70 corridors. Specifically, WSU has expanded enrollment of students from Oklahoma, Missouri and Texas by 260 percent. President Muma stated that WSU wants to continue this growth by adding additional states in the Midwest through targeted outreach and tuition discount programs. WSU’s request includes the following enhancements:

Colorado

- Expansion of Shocker Select (150% of resident tuition rate) to all students in the state for those not eligible for other discounts
- Expansion of Shocker City Partnership (resident tuition rate) to all students in the Colorado Springs and Pueblo MSAs which includes El Paso, Pueblo and Teller Counties

Nebraska

- Expansion of Shocker Select (150% of resident tuition rate) to all students in the state for those not eligible for other discounts
- Access to Shocker City Partnership (resident tuition rate) for all students in Omaha, Grand Island and Lincoln MSAs which includes Cass, Douglas, Hall, Howard, Lancaster, Merrick, Sarpy, Saunders, Seward, and Washington Counties
- Currently Nebraska has membership in the Midwest Student Exchange Program (MSEP); Shocker City and Select programs would provide greater student discounts than the MSEP rates.

Iowa

- Expansion of Shocker Select (150% of resident tuition rate) to all students in the state for those not eligible for other discounts
- Access to Shocker City Partnership (resident tuition rate) for all students in Ames, Des Moines, and Omaha (IA) MSAs including Boone, Dallas, Guthrie, Harrison, Jasper, Madison, Mills, Polk, Pottawattamie, Story, and Warren Counties.

Arkansas

- Expansion of Shocker Select (150% of resident tuition rate) to all students in the state for those not eligible for other discounts
- Access to Shocker City Partnership (resident tuition rate) for all students in Fayetteville, Fort Smith, and Little Rock MSAs including Benton, Crawford, Faulkner, Franklin, Grant, Lonoke, Madison, Perry, Pulaski, Saline, Sebastian, and Washington Counties.

Illinois

- Expansion to Shocker City Partnership (resident tuition rate) to all students in Chicago MSA within Illinois including Cook, DeKalb, DuPage, Grundy, Kane, Lake, McHenry, Kendall, and Will Counties.

President Muma stated the proposed expansion is designed to be net neutral to a net gain in tuition revenue, which is based on the success of the discount strategies that have already been implemented. In order to break even on an annual basis, the University will need to grow the current enrollment from these new regions from 192 students to 268 students. The Board discussed the tuition discount programs. Regent Hutton wanted to know how many of the students from these regions are staying in Kansas after graduation. President Muma stated that over the last three years, the labor data that the Board office collects show that between 72 to 75 percent of WSU's undergraduate students are employed in Kansas after graduation. WSU also distributes an exit survey to all of its graduates and 81 percent indicated they were going to stay in Kansas. Specifically looking at the data for the students who came from Oklahoma, Missouri and Texas, President Muma stated that approximately 50 percent are staying in Kansas after graduation. It was noted that the other state universities have similar tuition discount programs, which were developed based on their institutional needs. President Flanders stated that a lot of analysis is done by the universities before bringing these types of proposals to the Board because the mix of tuition revenue is impacted. Regent Hutton stated that it will be important to communicate how these tuition discount programs have positively impacted the state by recruiting new students to Kansas and retaining them here after graduation. Following discussion, Regent Hutton moved to approve WSU's request to expand its tuition discount offerings as listed. Regent Rolph seconded, and the motion carried.

AMENDMENT TO THE FY 2023 CAPITAL IMPROVEMENT PLAN AND REVISED PROGRAM PLAN FOR WEST MEMORIAL STADIUM – KSU

Chad Bristow, Director of Facilities, presented Kansas State University's request to amend its FY 2023 Capital Improvement Plan and revise its program statement for the West Memorial Stadium project. Director Bristow stated that the project's costs have increased from \$4,500,000 to \$4,915,500 due to the current market conditions. President Flanders stated that because of the current economic environment he anticipates more capital projects to come back to the Board for approval because the Board's policy requires reapproval if a project's scope changes or budget increases. The Board members expressed an interest in reviewing the policy to see if a policy waiver should be implemented in the short term for projects that have already been approved by the Board but are now needing to increase their budgets by a certain percentage because of market conditions. Regent Ice noted that the project budgets should have contingencies built in but those may not be enough to cover the rising costs. President Flanders stated that Board staff will review the policy. Following discussion, Regent Rolph moved to approve. Regent Ice seconded, and the motion carried. It was noted that Regent Hutton was not in the room during this discussion or vote because he has a conflict with this project.

BREAK

Chair Harrison-Lee called for a break at 2:46 p.m. and resumed the meeting at 3:00 p.m.

Other Matters

ENROLLMENT REPORT

Elaine Frisbie, Vice President of Finance and Administration, presented the report on system enrollments for Academic Year (AY) 2021. In 2021, the enrollment headcount for the public higher education sector was 224,462 and the full-time equivalency (FTE) student count was 126,915. Vice President Frisbie noted the headcount enrollment for the public higher education system is down 5.7 percent from AY 2020 and is down 13.3 percent from its peak enrollment in AY 2012. FTE is also down 4.8 percent from last year. Vice President Frisbie stated that the system enrollment decline has been amplified by the pandemic. For state universities, headcount had been steady in recent years but is down 2.3 percent from last year and down 2.9 percent from 2011. FTE has continued to decline every year since 2015. It is down 2.7 percent from last year and 3.9 percent from 2011. The universities'

international student enrollments have decreased 1.1 percent from the 2011 count and have experienced losses from the peak enrollment year in 2015 (-10.7 percent). Vice President Frisbie noted that Fort Hays State University and Wichita State University did increase their international student enrollments from last year. Washburn University's headcount is down 21.5 percent from 2011 and decreased 6.4 percent from last year. Its FTE has also decreased 22 percent from 2011 and 7.4 percent from last year. The community colleges are experiencing similar enrollment trends with headcount down 26.9 percent and FTE down 26.1 percent since 2011. Vice President Frisbie noted the community colleges have experienced the most significant enrollment losses. This, in part, is influenced by a high number of part-time adult learners and a low unemployment rate. Technical colleges have experienced the highest gains in headcount over the last decade; however, headcount and FTE are down from last year (-9.7%, -12.9% respectively). Vice President Frisbie also reviewed the system's overall enrollments by race/ethnicity, age, and residency. She noted that the demographics of the Kansas population are changing, and the system can expect more persons declaring Hispanic as their ethnicity and fewer declaring White as their race. Regarding age groups, the system has seen decreased enrollments over the past decade in all age groups except for those under the age of 20, which has increase 28.1 percent in a decade. Vice President Frisbie stated that this growth is connected to the Excel in CTE initiative, which allows Kansas high school students to take state-funded technical courses.

Vice President Frisbie also reviewed data regarding Kansas high school graduates entering college. She noted the demographics of high school students has changed over the last ten years. There are fewer students who self-identify as White, and more students who self-identify as Hispanic or as multi-racial. Vice President Frisbie reported that college readiness for Kansas high school graduates, based on ACT benchmarks, has worsened since 2013. Beginning in 2019, Kansas high school juniors and seniors can take the ACT for free, and the data trends show as more students test, the percentages in the benchmarks have decreased. This is the same trend that is occurring in other states that have implemented similar policies. Vice President Frisbie reviewed the ACT benchmark data. In 2021, 29,284 Kansas graduating seniors took the ACT and of those, 21 percent met all four ACT benchmarks with an average composite score 19.9. Vice President Frisbie stated that the data shows that students who meet an ACT Benchmark have at least a 50 percent chance of earning a B or higher grade and approximately a 75-80 percent chance of earning a C or higher grade in the corresponding college course or courses.

The Board discussed the decline in the ACT benchmarks. It was noted that many colleges have implemented co-requisite remediation, which allows college students who have been assessed as not yet ready for college work to receive extra help while they take a college-level course. President Flanders stated that this standard is the best practice, but it does make it hard to capture data on these students because they are no longer enrolled in developmental education courses. Vice President Frisbie also noted that the state universities are prohibited by Kansas law from using state appropriated funds to pay for remedial education. Instead, universities must use other funding sources like tuition to finance these wraparound student services. The Regents expressed their concerns with the dramatic decline in the college readiness metrics and believe this would be a good topic to discuss with the Kansas State Board of Education so the systems can address the problems together.

Vice President Frisbie reviewed the College-Going Rate, which is the percentage of high school students entering postsecondary. In the last year, about 45 percent of Kansas high school graduates entered Kansas public postsecondary institutions within one year of high school graduation and about 49 percent the two years previous. This is a significant downward trend since 2014, a decrease of 9.3 percentage points over the last five years and 10.8 percentage points over the last decade. The most alarming gaps are in the Hispanic and Black groups. The Hispanic college-going rate for 2015 was seven percentage points lower than their White peers and the current gap is 15 percentage points. For Black students, the gap is nearly 16 percentage points compared to 10 percentage points in 2015. Vice President Frisbie noted that the Board's strategic plan, *Building a Future*, has metrics that focus on equitable access to higher education. President Flanders highlighted that the system is currently working with the Georgia State University's National Institute for Student Success to analyze how the institutions can address the enrollment gaps and increase opportunities for underrepresented populations.

Vice President Frisbie stated that affordability is a key focus in the Board's strategic plan and additional time to degree is costly for families and students. For typical academic load and financial aid purposes, undergraduate students are considered full-time at 12 hours per fall and spring semester (24 hours). However, to earn a bachelor's degree within four years, students must earn a minimum 120 hours or 30 hours per academic year. For the state universities, only 56 percent of the full-time undergraduate students who enroll in at least 24 hours take a load of 30 hours, or what it takes to graduate on time. It was noted that Emporia State and Pittsburg State offer a flat-rate tuition program that allows full-time undergraduate students (enrolled in at least 12 credit hours) to pay a single tuition rate regardless of the number of total credits taken, which may be why their academic load enrollments are higher than the other universities. Regent Lane asked to see the student academic load data broken down by race and ethnicity. The Board discussed the academic load metric, and the CEOs noted that there are many factors that influence student enrollments. President Mason stated that many students work a full time job, which prevents them from taking a full load. Vice President Frisbie then reviewed the data regarding Pell-Eligible students, developmental education, dual enrollment, and distance education.

Chair Harrison-Lee stated that at the April meeting the Board can discuss the next steps on how to use this data and she would like staff to provide an update on the work being done by the Georgia State University's National Institute for Student Success.

(PowerPoint filed with Official Minutes)

GRANTING OF HONORARY DEGREE – KSU

President Linton presented a request to bestow an honorary degree on Ms. Cheryl L. Mellenthin, who is the President and Director of the Mark A. Chapman Foundation in Sealy, Texas, which is dedicated to offering collegiate scholarships and funding for the arts, animals and wildlife, children and youth services. Regent Rolph moved to approve, and Regent Kiblinger seconded. The motion carried. The honorary degree will be conferred at the Kansas State University Graduate School Commencement on May 13, 2022.

EMPORIA STATE UNIVERSITY PRESIDENTIAL PROFILE

Regent Lane presented the Emporia State University Presidential Profile, which will be used to advertise the position. She thanked the Search Committee Chair, Greg Kossover, and the Committee members for their work on the profile. She also highlighted that the document contains the presidential attributes that the Board identified in its charge to the Committee. Regent Lane moved to approve the ESU Presidential Profile. Regent Schmidt seconded, and the motion carried.

(ESU Presidential Profile filed with Official Minutes)

LEGISLATIVE UPDATE

Vice President Frisbie presented the Legislative update. The Senate passed its budget earlier in the week and the House Committee on Appropriations began working on its budget this morning. It is anticipated that the House will finalize its budget next week and then the two chambers can conference on their differences before first adjournment on April 1. Vice President Frisbie reported that the majority of the Governor's higher education budget recommendations have remained unchanged during the legislative process. However, the Senate deferred \$25 million of the \$45.7 million for the state universities to the omnibus session. The \$25 million for the Kansas Access Partnership Need-Based Aid program was moved to the Kansas Comprehensive Grant, and she noted the Legislature is discussing whether to add a match component to the Comprehensive Grant. The funds proposed for economic development activities in the Kansas Department of Commerce's budget was also deferred to omnibus. Vice President Frisbie stated the legislative committees working non-exempt bills will wrap up their work within the next week.

RECESS

Chair Harrison-Lee recessed the meeting at 4:10 p.m.

RECONVENE

Chair Harrison-Lee reconvened the meeting at 9:45 a.m. on Thursday, March 17, 2022.

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
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EXECUTIVE SESSION

At 9:46 a.m., Regent Rolph moved, followed by the second of Regent Hutton, to recess into executive session in the Kathy Rupp Conference Room for 30 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, and General Counsel Julene Miller. The motion carried. At 10:16 a.m., the meeting returned to open session. Regent Rolph moved to extend five minutes. Regent Hutton seconded, and the motion carried. At 10:21 a.m. the meeting returned to open session.

ADJOURNMENT

Chair Harrison-Lee adjourned the meeting 10:22 a.m.

Blake Flanders, President and CEO

Cheryl Harrison-Lee, Chair

**KANSAS BOARD OF REGENTS
MINUTES OF SPECIAL MEETING
March 30, 2022**

The March 30, 2022, meeting of the Kansas Board of Regents was called to order by Chair Cheryl Harrison-Lee at 8:30 a.m. The meeting was held in the Board Office located in the Curtis State Office Building, 1000 S.W. Jackson, Suite 520, Topeka. 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 8:30 a.m., Regent Rolph moved, followed by the second of Regent Kiblinger, to recess into executive session in the Kathy Rupp Conference Room for 7 hours to discuss personnel matters of non-elected personnel. The subject of this executive session was to interview and discuss candidates for employment with the Board and the purpose was to protect the privacy interests of the individual candidates involved. Participating in the executive session were members of the Board, President Flanders, Search Consultants - James McCormick, Janice Fitzgerald, and Melissa Trotta (for a portion), Search Committee Chair Rick Webb (for a portion), and candidates for the position of President of Pittsburg State University (each for a portion). The motion carried. At 3:30 p.m., the meeting returned to open session. Regent Rolph moved to extend the executive session for 90 minutes, and Regent Ice seconded. The motion carried. At 5:00 p.m., the meeting returned to open session. Regent Rolph moved to extend 10 minutes. Regent Schmidt seconded, and the motion carried. At 5:10 p.m., the meeting returned to open session. Regent Rolph moved to extend 10 minutes, and Regent Hutton seconded. The motion carried. At 5:20 p.m., the meeting returned to open session.

ADJOURNMENT

Chair Harrison-Lee adjourned the meeting at 5:20 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 Request to Offer a Bachelor of Arts and Bachelor of Science in Advertising and Public Relations – KSU** **Daniel Archer,
VP, Academic Affairs**

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 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's
 - Program Title: Advertising and Public Relations
 - Degree to be Offered: Bachelor of Arts and Bachelor of Science
 - Responsible Department or Unit: College of Arts & Sciences, A.Q. Miller School of Journalism and Mass Communications
 - CIP Code: 09.0900
 - Modality: Face-to-Face
 - Proposed Implementation Date: Summer 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

The proposed undergraduate major in advertising and public relations represents a degree program that responds to (1) strong industry demand for skilled media professionals and communications strategists, (2) student desire

for highly focused curriculum that provides opportunities to sharpen professional and personal skills necessary for a competitive job market, and (3) changing media consumption patterns and societal communications trends.

Increased reliance on social and digital media platforms to communicate with consumers and technical advances in advertising tools, tracking, and targeting capabilities continue to drive career growth in advertising and public relations. An advertising and public relations (Ad & PR) degree prepares students to influence and inform key audiences and publics through results-driven approaches to communications and content strategies. It provides students with industry-focused knowledge and skills in strategic writing, content creation and distribution, relationship management, data-driven decision-making, account management, media planning, media relations, and reputation management. Students are immersed in a culturally rich, highly interactive environment to prepare for a range of careers in agency, nonprofit, corporate, government, community, advocacy, and start-up environments.

Ad & PR graduates accept positions as advertising account executives, public relations and communications specialists, brand managers, fundraising and development officers, publicists, social media managers, copywriters, and more. Some will even start their own businesses and consulting agencies.

Currently, education in advertising and public relations at Kansas State University is deeply embedded within the BA/BS degrees in mass communications offered by the A.Q. Miller School of Journalism and Mass Communications. This proposal highlights the need for an Ad & PR degree that stands on its own utilizing student and industry-recognized terminology and employer-demanded curriculum and training.

Recent studies spotlight the importance of course relevance and job readiness to students contemplating postsecondary education (Greeley, 2019; Marcus, 2021; Tran & Royal, 2021). To attract students to this highly specialized and technical career field, the need exists for a career-focused Ad & PR degree prioritizing knowledge and skills in promotional and public image communications strategies. The new degree would prioritize practical training through internship experience and credentialing from industry-recognized certifications in high career growth areas. Additionally, a career-focused degree would ultimately pave the way for industry professionals to come back for training and re-tooling that enhances their knowledge and skills at any age.

The Ad & PR degree program outlined in this document represents a good investment for Kansas State University, for students, and for the demands of a future workforce.

IV. Program Demand: Market Analysis

Interest Among High School Students is High

Nearly 22,000 9th - 12th graders in Kansas, Missouri, Oklahoma, Nebraska, and Colorado have expressed an interest in studying advertising, public relations, and digital media (Exact Data, 2021).

A Competitive Advantage for Students

With the approval of this degree proposal, Kansas State University will be the only major university in Kansas to offer an advertising and public relations degree. While a few universities, including The University of Kansas, Washburn University, and Emporia State University, offer concentrations or emphasis areas in advertising, public relations, or strategic communications, they are part of a journalism, mass communications, or mass media degree. Students with an advertising and public relations degree will signal their precise knowledge and skills to potential employers in areas of strategic planning, creativity and campaign ideation, branding, consumer behavior and insight research, and digital and social media management.

Workforce Demand is High

The employment section below details a strong workforce demand for students with career-focused advertising and public relations training both nationally and within Kansas.

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

The table below shows the estimated number of cohorts for each year. The numbers are on the higher side because a version of this program already exists as a concentration within the BA/BS in Mass Communications. Given university enrollment patterns, we estimate total enrollment by AY23 to be 130.

Year	Total Headcount Per Year		Total Sem Credit Hrs Per Year	
	Full- Time	Part- Time	Full- Time	Part- Time
Implementation (2022-2023)	130		3,900	
Year 2	134		4,020	
Year 3	138		4,140	

The estimates for years two and three are based on 3% growth beginning in AY24. Student and industry demand reveals that if the program is marketed and promoted strategically and appropriately, such growth can be achieved.

VI. Employment

Today more than ever, communities, organizations, and businesses need professionals who can effectively communicate with diverse audiences across a variety of mediums. There is a strong workforce demand for students with advertising and public relations education both nationally and within Kansas and Missouri.

- Advertising, public relations, and related services are experiencing record month-over-month increases in employment opportunities. Robust job growth areas include media coordination, brand strategy, social media management, digital advertising, digital content creation, media buying, and outdoor advertising (Johnson, 2021).
- Public relations specialists rank #3 in ‘Best Creative and Media Jobs’ (U.S. News & World Report, 2021).
- Data available from the U.S. Department of Labor, Bureau of Labor Statistics (BLS) demonstrate strong job prospects for advertising and public relations professionals:
 - Growth in advertising and public relations-related jobs are projected to be high nationally and within Kansas/Missouri. BLS reported over 678,000 in 2020 with projected workforce growth for 2020 – 2030 ranging between 10% - 13% (faster than average). (US Bureau of Labor Statistics Occupational Outlook Handbook, 2020) In Kansas/Missouri, state workforce projections for 2020-2030 report 40,210 advertising and public relations-related jobs with growth ranging between 4% - 25% (U.S. Bureau of Labor Statistics Occupational Employment and Wage Statistics, 2020). **Missouri is included due to the prevalence of advertising & public relations agencies in the Kansas City, MO metro.*
- Recent job reports and industry outlooks highlight (1) must-have workplace skills prioritized in advertising and public relations education, including corporate communications, content creation, content management, brand awareness, digital advertising, branding, social media management, customer experience management, graphic design, press release writing, and data analytics (Institute for Public Relations, 2020; Southern, 2021; Sy, 2021; Tesserias, 2021; World Economic Forum, 2021, and (2) emerging demand for durable power skills inherent to advertising and public relations education such as critical thinking, communications, collaboration, creativity, adaptability, innovation, and problem solving (America Succeeds, 2021; Morby, 2021; Orrell, 2021).

VII. Admission and Curriculum

A. Admission Criteria

Admission criteria will be consistent with those of the College of Arts & Sciences at Kansas State University. Admission to K-State is test optional and requires achieving either:

- A high school GPA (weighted or unweighted) of 3.25 or higher OR
- ACT composite score of 21 OR an SAT ERW+M of 1060 or higher

AND, if applicable, achieve a 2.0 GPA or higher on all college credit taken in high school.

B. Curriculum - Bachelor of Science

The table below demonstrates how a student can progress through the 120-credit hour degree in four years. Briefly, students will complete a core set of courses in advertising and public relations foundations, writing, strategic planning, brand strategy, content development and campaign building, with knowledge enhanced through courses in diverse communication, media innovations, media law and ethics, consumer behavior, marketing, and economics. Students will also be able to tailor their degree through a combination of six credit hours of electives in various topics such as social media management, persuasion, and strategic communications in tourism, entertainment, health, and sports industries. Finally, students will put into practice their conceptual knowledge and experiential learning through internship experience and a campaigns capstone in which students work with a real-world client to solve a brand or organization challenge with advertising and public relations strategies and tactics.

The advertising and public relations curriculum plan was developed from the following:

- Competitive research looking at top advertising and public relations programs across the country, as well as neighboring universities in Kansas and Missouri, thus identifying gaps, similarities, and competitive advantages for the program at Kansas State University.
- 60 years combined faculty industry experience and expertise and understanding industry's desire for graduates who have multi-dimensional knowledge and skill in advertising, public relations, marketing, and brand communications.
- Recognition of the proposed degree program's competitive advantages over other advertising and public relations programs such as (1) career and industry-focused curriculum and programming built by industry professionals, (2) well-rounded curriculum in advertising, public relations, marketing, and brand and media-focused communications strategies, and (3) a digital content creator studio – courses in video, photo, audio, design, podcasting, content management, and social media - that will generate buzz and excitement among students, alumni, and industry professionals.

It is the mission of the advertising and public relations degree program to train students to support and deliver value (in revenue and reputation) for brands, businesses, and professional organizations. Graduates will be steeped in industry-focused courses and programming to be highly employable in a competitive field.

Year 1: Fall

SCH = Semester Credit Hours

Course #	Course Name	12 SCH
MC 100	Orientation	0
MC 130-132	Writing Academy	3
MC 194	Social Media Essentials in the Content Creator Studio	1
MC 195	Creative Design in the Content Creator Studio	1
MC 196	Content Management & Distribution in the Content Creator Studio	1
ENGL 100	English Composition 1	3
MC 120	Principles of Advertising	3

Year 1: Spring

Course #	Course Name	15 SCH
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ENGL 200	English Composition 2	3
COMM 106	Public Speaking	3
MC 180	Principles of Public Relations	3
MATH 100	College Algebra (Quantitative #1)	3
MKTG 400	Introduction to Marketing (Elective)	3

Year 2: Fall

Course #	Course Name	16 SCH
MC 280	Writing for Ad & PR	3
MC 370	Social Media Management & Strategy (Ad & PR Elective 1)	3
ENG 455	Exploring Creativity (Literary/Rhetorical Arts)	3
GEOL 100 & 103	Earth in Action w/ Lab (Physical Science w/ Lab)	4
ART 200	3-Dimensional Design (Fine Arts Humanities)	3

Year 2: Spring

Course #	Course Name	15 SCH
COMM 311	Business & Professional Speaking (Elective)	3
CIS 111	Intro to Computer Programming (Quantitative #2)	3
AMETH 160	Intro to American Ethnic Studies (Western Heritage Humanities)	3
MC 265	Innovations in Media & Communication	3
PSYCH 110	General Psychology (Social Science 1)	3

Year 3: Fall

Course #	Course Name	16 SCH
MC 396	Research for Ad & PR	3
MC 445	Digital Brand Strategy	3
BIO 101	Concepts of Biology (Life Science w/ Lab)	4
PHILO 135	Intro to Social & Political Philosophy (Philosophy Humanities)	3
PSYCH 350	Experimental Methods in Psychology (Social Science 2)	3

Year 3: Spring

Course #	Course Name	15 SCH
MC 380	Ideation, Strategy & Planning for Ad & PR	3
MC 446	Media Planning (Ad & PR Elective 2)	3
COMM 470	Building Cultural & Social Connections (Multicultural Overlay)	3
PSYCH 470	Psychobiology (Life or Physical Science 1)	3
PSYCH 545	Consumer Psychology (Elective)	3

Year 3: Summer

Course #	Course Name	2 SCH
MC 491	Internship	2

Year 4: Fall

Course #	Course Name	16 SCH
MC 612	Diversity in Media	3
MC 581	Campaigns in Advertising & Public Relations	3
STAT 100	Statistical Literacy in the Age of Information (Quantitative 3)	3
KIN 220	Biobehavioral Bases of Physical Activity (Life or Physical Science 2)	4

MC 466	Media Law & Ethics	3
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Year 4: Spring

Course #	Course Name	13 SCH
MC 491	Internship	1
MC 374	Social Media Content Development (Elective)	3
MC 623	Communicating in Global Markets (International Overlay)	3
MC 331	Commercial Image Storytelling (Social Science 3)	3
COMM 526	Persuasion (Social Science 4)	3

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 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 - Include DL Salary	\$504,126	\$504,126	\$504,126
Administrators <i>(other than instruction time)</i>	\$0	\$0	\$0
Graduate Assistants	\$0	\$0	\$0
Support Staff for Administration <i>(e.g., secretarial)</i>	\$21,478	\$21,478	\$21,478
Fringe Benefits <i>(total for all groups)</i>	\$137,972	\$137,972	\$137,972
Other Personnel Costs			
Total Existing Personnel Costs – Reassigned or Existing	\$663,576	\$663,576	\$663,576
Personnel – New Positions			
Faculty -- Add PoP	\$30,000	\$30,000	\$30,000
Administrators <i>(other than instruction time)</i>	\$0	\$0	\$0
Graduate Assistants	\$0	\$0	\$0
Support Staff for Administration <i>(e.g., secretarial)</i>	\$0	\$0	\$0
Fringe Benefits <i>(total for all groups)</i>	\$5,760	\$5,760	\$5,760
Other Personnel Costs	\$0	\$0	\$0
Total Existing Personnel Costs – New Positions	\$35,760	\$35,760	\$35,760
Start-up Costs - One-Time Expenses			
Library/learning resources	\$0	\$0	\$0
Equipment/Technology	\$30,000	\$0	\$0
Physical Facilities: Construction or Renovation	\$30,000	\$0	\$0
Other	\$0	\$0	\$0
Total Start-up Costs	\$60,000	\$0	\$0

Operating Costs – Recurring Expenses			
Supplies/Expenses	\$	\$	\$
Library/learning resources	\$16,000	\$16,000	\$16,000
Equipment/Technology	\$	\$	\$
Travel	\$	\$	\$
Other	\$30,000	\$30,000	\$30,000
Total Operating Costs	\$46,000	\$46,000	\$46,000
GRAND TOTAL COSTS	\$805,336	\$745,336	\$745,336

B. FUNDING SOURCES <i>(projected as appropriate)</i>	Current	First FY (New)	Second FY (New)	Third FY (New)
Tuition / State Funds	\$1,423,350	\$1,233,570	\$1,271,526	\$1,309,482
Student Fees	\$78,300	\$67,860	\$69,948	\$72,036
Other Sources				
GRAND TOTAL FUNDING	\$1,501,650	\$1,301,430	\$1,341,474	\$1,381,518
C. Projected Surplus/Deficit (+/-) (Grand Total Funding <i>minus</i> Grand Total Costs)		\$496,094	\$596,138	\$636,183

X. Expenditures and Funding Sources Explanations

A. Expenditures

Personnel – Reassigned or Existing Positions

All personnel are currently part of the A.Q. Miller School of Journalism and Mass Communications (JMC) or the Department of Communication Studies. JMC faculty already teach to advertising and public relations in the strategic communications sequence of the Mass Communications degree.

Personnel – New Positions

This proposal includes a half-FTE of a strategic hire of one professor of practice beginning in the first fiscal year.

Start-up Costs – One-Time Expenses

Start-up costs are for student-learning oriented technology and software and for the creation of student learning spaces and facilities upgrades to enhance recruitment, program marketing, and retention.

Operating Costs – Recurring Expenses

Recurring costs are for software licenses to be purchased to support student learning (\$6,000), a subscription to the social media and data analytics software Meltwater (\$10,000) and recruiting and marketing activities to draw students to the degree (\$30,000).

B. Revenue: Funding Sources

We include only those dollars that are state-fund or fee-related sources. This revenue is based on enrollment estimates reflected in the table in Section V, which in turn are based on historical enrollments in the Mass Communications – Strategic Communication BA/BS for the past 5 academic years. We anticipate flat enrollment going into year 1 and then increase for years 2 and 3 on the basis of recruitment and marketing investments. For each year, we assume a steady tuition of \$316.30 per credit hour and a fee of \$17.40 per credit hour.

C. Projected Surplus/Deficit

As is evident, the program is anticipated to generate a profit for the university. This profit is contingent on successful recruiting and marketing activities, as well as local, regional, and national attendance and matriculation trends.

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2. Act on Request to Offer a Bachelor of Science in Cybersecurity – 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 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’s
Program Title	Cybersecurity
Degree to be Offered:	Bachelor of Science in Cybersecurity
Responsible Unit:	Department of Computer Science
CIP Code:	11.1003
Modality:	Hybrid
Proposed Implementation:	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

The demand for cybersecurity specialists is at an all-time high and growing rapidly. In December 2021, a report from Enterprise KC named “Establishing the State of Kansas as a Cybersecurity Center of Excellence” was prepared for the Kansas Department of Commerce (Kansas Department of Commerce). The report argues that the state of Kansas should establish itself as a leader in cybersecurity due to its unique position and growing tech and cybersecurity sectors. Some of the report's key findings were that the workforce supply has not kept pace and that increasing the educational pathways in cybersecurity across the state is critical.

According to data from cyberseek.org, the US employs 956,341 cybersecurity professionals, with 464,420 openings as of September 2021 (Cyber Seek). In Kansas, there are 6,543 employed cybersecurity professionals with 2,535 open jobs. The KC metro area (including Missouri) has 7,350 employed with 3,149 openings, and the Wichita area has 1,148 employed with 476 openings. When we compare these numbers to 2019 Cyber Seek data that showed there were 4,789 cybersecurity professionals employed in Kansas with 1,785 open positions, we see that the number of cybersecurity professionals employed and the number of open positions have increased by 27.8% and 40.9%, respectively.

Cyber Seek data also shows very high demand. Across all occupations, there are currently 3.9 employed workers for every job opening, but within cybersecurity, there are only 2.1 workers for each job opening. This translates into difficulty in hiring.

In their 2019 *State of Cybersecurity* report, ISACA found that most organizations’ open cybersecurity positions are for technical professionals as opposed to nontechnical or managerial (ISACA). However, only 24% of those organizations reported that they believed that recent university graduates in cybersecurity are well prepared for the challenges in their organizations, and only 20% of organizations felt that 50% or more of their applicants were actually qualified for those positions. These facts indicate a need for higher quality technically trained graduates such as will be provided by an accredited degree.

Cybersecurity degrees have been poorly accepted by hiring managers due mostly to insufficient general Computer Science background. Great strides were made as ABET, the international accrediting body for engineering and computer science, has recently begun accrediting Cybersecurity degree programs through their Computing Accreditation Commission (ABET, 2018). Upon approval of this program, we will seek accreditation from this ABET commission. The accreditation process occurs every six years. It includes the preparation of a self-study by each program, review of randomly selected transcripts of recent graduates to ensure that degree requirements are being enforced, and a site visit by evaluators, who review materials collected from courses, and interview students, faculty, and administrators. We plan to synchronize this process with the review of the B.S. in Computer Science and the Engineering degree programs accredited through the Engineering Accreditation Commission. Hence, we would submit the self-study in the summer of 2023, and the site visit would occur that fall. We would then expect to receive accreditation in the summer of 2024.

Fortunately, the accreditation requirements for a Cybersecurity degree are very close to our existing Cybersecurity Option for our BS in Computer Science. In the Fall of 2019 (when it was first offered), the Cybersecurity Option enrolled 2 students, while in Fall 2021 there were 11 students enrolled.

The proposed B.S in Cybersecurity has the following educational objectives for our graduates to have accomplished within a few years of their graduation:

- Graduates will have progressed in the cybersecurity field by either obtaining an advanced technical or management position, exhibiting entrepreneurial activities or obtaining a graduate degree.
- Graduates will have contributed to societal needs by working with others to develop resilient and secure software systems.
- Graduates will be committed to lifelong learning and contributing back to the profession.
- Graduates will be committed to professional and ethical standards established by related professional societies.

IV. Program Demand: Market Analysis

The primary markets for this major are students who wish to work in the cybersecurity field long-term, thus requiring a baseline knowledge of computer science with a specialization/focus in cybersecurity, information security, information assurance, etc.

Currently, there are only 13 accredited cybersecurity programs in the US (ABET, 2021). Of these, only three are in the central plains region: the University of Central Missouri, Fontbonne University, and Southeast Missouri State University. Within the state of Kansas, there are no other cybersecurity degree programs – accredited or not – at the undergraduate level. The University of Kansas has MS and PhD programs in cybersecurity, but none at the undergraduate level. Wichita State University has a BS in Engineering Technology with a Cybersecurity option, but no computer science-based cybersecurity undergraduate programs. Fort Hays State University has a BA/BS in Information Networking and Telecommunications with a concentration in Computer Networking and Telecommunications with an Information Assurance Emphasis. Emporia State University and Pittsburg State University do not have any type of cybersecurity degrees. Thus, not only would a computer science-based BS in Cybersecurity at Kansas State University be unique in Kansas, but K-State would only be one of two Research 1 universities offering a BS in Cybersecurity in the plains region and the only Research 1 university with a computer science-based BS in Cybersecurity in the plains region.

The demand among students for Cybersecurity courses has been strong for several years. Since 2018, the K-State computer science introductory undergraduate cybersecurity course has averaged over 27 students each year, while the overall enrollment in all cybersecurity courses has averaged 84 students a year.

We expect this program to be popular with incoming freshmen interested in security-specific jobs in the tech industry. We also expect this to be a popular double-major with Computer Science. Few institutions currently have accredited Cybersecurity degrees, and we expect a formally accredited program to be well-perceived by

industry. Furthermore, we are in a unique position, having already established the Cybersecurity Option, to be one of the first major universities to offer an accredited Cybersecurity degree.

V. Projected Enrollment:

The numbers above suggest that we could have 25-50 students enrolled in the program within four years. For this reason, we have prepared a scalable set of courses for all of our requirements that can accommodate a large influx of students as needed.

We have also performed several budget simulations based on low enrollment numbers to minimize our risk and analyze program viability. We believe the numbers presented below are conservative estimates for the students, given that there were 13 computer science students enrolled in the Cybersecurity option of our Computer Science degree program in Spring 2021. Our estimates of enrollment are as follows:

Year	Total Headcount Per Year		Total Sem Credit Hours Per Year	
	Full-Time	Part-Time	Full-Time	Part-Time
Implementation	15	2	450	24
Year 2	25	4	750	48
Year 3	35	5	1,050	60

VI. Employment

As shown below in Table 1, the Bureau of Labor Statistics predicts that the job market for information security analysts (cybersecurity specialist requiring a bachelor's degree) is expected to grow 31% from 2019 to 2029 (Bureau of Labor Statistics). This demonstrates the phenomenal growth of cybersecurity at the national level. When coupled with the median pay of \$103,590 per year, the field will be very enticing to students.

Table 1. Bureau of Labor Statistics for Information Security Analysts (Bureau of Labor Statistics, 2019)

2020 Median Pay	\$103,590 per year
Typical Entry-Level Education	Bachelor's degree
Work Experience in a Related Occupation	Less than 5 years
On-the-job Training	None
Number of Jobs, 2019	131,000
Job Outlook, 2019-2029	31% (Much faster than average)
Employment Change, 2019-29	40,900

As discussed above, Kansas currently employs over 6,500 cybersecurity professionals while there are over 2,500 open jobs, and these number have increased by 27.8% and 40.9% respectively in one year. Those numbers, coupled with the limited accredited Cybersecurity degree options available will make our graduates highly sought after.

VII. Admission and Curriculum

A. Admission Criteria

Students must first be admitted to the Carl R. Ice College of Engineering, which has admission requirements of 3.25 high school GPA for first-year students and 2.75 cumulative GPA on transfer courses for transfer students. All new students will be initially admitted to the Computer Science pre-professional program and must subsequently be admitted to the professional program before completing the Cybersecurity degree. *(This pathway mirrors the B.S. in Computer Science degree program.)*

In order to be considered for admission to the professional program, a student must have:

1. Passed all pre-professional program courses with a C or better;
2. Achieved at least a 2.3 GPA on all pre-professional courses (including transfer courses); and
3. Received credit in CIS 015 Undergraduate Seminar.

Additionally, an application to the professional program must be submitted to the Department of Computer Science by the end of the eighth week of either the Spring or Fall semester. This submission will be immediately prior to the student’s pre-enrollment into any of the professional program courses.

All courses in the pre-professional program must be completed and all grade criteria must be met by the end of the semester that the application is submitted. An exception to this rule is the student who expects to complete these criteria during the summer term. Those students should also make application in the Spring semester prior to pre-enrollment. All eligible applicants will be allowed to pre-enroll into professional program courses with the understanding that they will be dropped if they are not accepted for admission to the professional program prior to the beginning of the subsequent semester.

Applications will be reviewed by the Curriculum Committee of the Department and accepted or rejected as soon as possible after semester grades are issued. The number of students admitted in any given semester will be limited by the number of seats available. If the number of applicants who meet the grade requirements listed above exceeds the number of seats available, then in addition to the minimum grade requirements listed above, the admission will be determined a holistic evaluation of the following factors:

- Grades in college-level courses, particularly computing courses;
- Communication skills;
- Activities and service;
- Socioeconomic disadvantage;
- Status as first-generation college student; and
- History of overcoming personal hardship.

Students who have completed the pre-professional program with the required grades but are denied admission may re-apply in a later semester. Students who have been dismissed from the Computer Science professional program must be readmitted to that program prior to being admitted to the Cybersecurity professional program.

B. Curriculum

The semester-by-semester curriculum is as follows:

Year 1: Fall Semester Credit Hours

Course #	Course Name	SCH=15-16
ARCH 301	Appreciation of Architecture	3
CIS 015	Undergraduate Seminar	0
CIS 115	Introduction to Computing Science	3
COMM 105/106	Public Speaking I	2-3
ENGL 100	Expository Writing	3
MATH 220	Analytic Geometry and Calculus I	4

Year 1: Spring

Course #	Course	SCH = 15
CHM 210	CHM 210 Chemistry I	4
CIS 200	Programming Fundamentals	4
ECE 241	Introduction to Computer Engineering	3
MATH 221	Analytic Geometry and Calculus II	4

Year 2: Fall

Course #	Course	SCH = 15
COMM 322	Interpersonal Communication	3
CIS 300	Data and Program Structures	3
CIS 301	Logical Foundations of Programming	3
ECON 110	Principles of Macroeconomics	3
ENGL 200	Expository Writing II	3

Year 2: Spring

Course #	Course	SCH = 16
SOCIO 211	Introduction to Sociology	3
MATH 506	Introduction to Number Theory	3
THTRE 261	Fundamentals of Acting	3
CIS 400	Object-Oriented Design, Implementation and Testing	3
MATH 510	Discrete Mathematics	3
CIS 308	C Language Laboratory	1

Year 3: Fall

Course #	Course	SCH = 16
SOCIO/CRIM 550	Technocrime, Security, and Society	3
CHM 230	Chemistry II	4
CIS 501	Software Architecture and Design	3
CIS 415	Ethics and Conduct for Computing Professionals	3
CIS 560	Database Systems	3

Year 3: Spring

Course #	Course	SCH = 15
PHILO 120	Introduction to Philosophy of Art	3
CIS 450	Computer Architecture and Operations	3
CIS 575	Introduction to Algorithmic Analysis	3
ENGL 415/516	Written Communications for Engineers/Written Communications for the Sciences	3
STAT 510	Introduction to Probability and Statistics	3

Year 4: Fall

Course #	Course	SCH = 15
CIS 551	Fundamentals of Computer and Information Security	3
CIS 525	Introduction to Computer Networks	3
CIS 505	Introduction to Programming Languages	3
CIS 655/755	Security and Reliability of Computing Systems / Systems Security	3
MATH 551	Applied Matrix Theory	3

Year 4: Spring

Course #	Course	SCH=12
CIS 553	Fundamentals of Cryptography	3
CIS 599	Cybersecurity Project	3
STAT 511	Introductory Probability and Statistics II	3
CIS 580	Fundamentals of Game Programming	3

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. Cybersecurity classes are also offered as part of the Computer Science B.S. and therefore no *additional* graduate assistant hours are needed.

IX. Expenditure and Funding Sources

A. EXPENDITURES	First FY	Second FY	Third FY
Personnel – Reassigned or Existing Positions			
Faculty	\$40,750	\$41,565	\$42,397
Administrators (<i>other than instruction time</i>)	\$0	\$0	\$0
Graduate Assistants	\$8,000	\$16,320	\$16,646
Support Staff for Administration (<i>e.g., secretarial</i>)	\$0	\$0	\$0
Fringe Benefits (<i>total for all groups</i>)	\$14,320	\$15,912	\$16,230
Other Personnel Costs	\$0	\$0	\$0
Total Existing Personnel Costs – Reassigned or Existing	\$63,070	\$73,797	\$75,273
Personnel – New Positions			
Faculty	\$0	\$0	\$0
Administrators (<i>other than instruction time</i>)	\$0	\$0	\$0
Graduate Assistants	\$0	\$0	\$0
Fringe Benefits (<i>total for all groups</i>)	\$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
Program Accreditation and Upkeep	\$0	\$3,285	\$0
Total Start-up Costs	\$0	\$0	\$0
Operating Costs – Recurring Expenses			
Supplies/Expenses	\$0	\$0	\$0
Library/learning resources	\$0	\$0	\$0
Equipment/Technology	\$0	\$0	\$0
Program Accreditation and Upkeep	\$0	\$0	\$700
Total Operating Costs	\$0	\$0	\$700
GRAND TOTAL COSTS	\$63,070	\$77,082	\$75,973

B. FUNDING SOURCES (projected as appropriate)	Current	First FY (New)	Second FY (New)	Third FY (New)
Tuition / State Funds		\$149,926	\$252,407	\$351,093

Student Fees		\$24,565	\$41,315	\$57,505
Other Sources		\$0	\$0	\$0
GRAND TOTAL FUNDING		\$174,491	\$293,722	\$408,598
C. Projected Surplus/Deficit (+/-) (Grand Total Funding minus Grand Total Costs)		\$111,421	\$216,640	\$332,625

X. Expenditures and Funding Sources Explanations

A. Expenditures

Personnel – Reassigned or Existing Positions

All core faculty are currently employed by Kansas State University in the College of Engineering. These faculty members already teach the cybersecurity courses required for the Cybersecurity degree as part of their normal load.

No new faculty or instructor hires are required to initiate or maintain the new program. The percent time dedicated to the program varies by faculty member and the courses taught each year by applying a general rule of 0.125 FTE per in-person course or 0.0625 FTE per online course. As Program Coordinator, Dr. Eugene Vasserman will assist the Department of Computer Science Head (Dr. Scott DeLoach) and Undergraduate Program Director (Dr. Rod Howell) in administering the program within the Department of Computer Science. For budgeting purposes, all salary (faculty, graduate teaching assistants, and administrative support) include a modest 2% pay increase after the first fiscal year.

B. Personnel – New Positions

No new positions are required to initiate the proposed program.

C. Start-Up Costs – One-Time Expenses

There are no additional one-time startup expenses associated with the program. When we seek ABET accreditation there will be a one-time fee of \$3,285 (ABET, 2022).

D. Operating Costs – Recurring Expenses

There are no additional recurring costs. Laboratories used for teaching cybersecurity courses are used in conjunction with other computer science courses and will be kept up to date by the Department of Computer Science. The department will use the current revenue sources used for supporting all computer science laboratories, namely part of the College of Engineering fee amount, which is approximately \$19 per student credit hour. As the number of cybersecurity students grows, they will be contributing to the computer science fund for each computer science course they take. ABET charges a \$700 yearly program upkeep fee to maintain accreditation between site visits (ABET, 2022).

E. Revenue: Funding Sources

The following revenue table uses an in-state, on-campus tuition figure of \$316.30 per credit hour and assumes that approximately 61% of all semester credit hours (SCH) are generated by the College of Arts and Sciences (COAS) and 39% are generated by the Carl R. Ice College of Engineering (COE) respectively.

This analysis is limited in scope to on-campus students so the overall revenue is expected to be higher when this degree is offered, i.e., any students taking the course online will generate even more revenue than projected here as additional online fees are collected for both COAS and COE courses.

COAS has a general fee of \$17.40 per credit hour for on-campus courses, while the COE has a general fee of \$105.60 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	474	\$149,926	798	\$252,407	1110	\$351,093
COE Fees	\$105.60	185	\$19,536	311	\$32,842	433	\$45,725
COAS Fees	\$17.40	289	\$5,029	487	\$8,474	677	\$11,780
Total Revenue			\$174,491		\$293,723		\$408,598

F. Projected Surplus/Deficit

Our estimate suggests that this program will be highly profitable from the first year due to the use of existing courses and the program similarity to the existing Computer Science major with Cybersecurity Option. Projected surpluses are also sufficient to maintain appropriate IT support infrastructure throughout the lifetime of the program at no additional cost to the university.

XI. References

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3. Act on Request to Offer a Bachelor of Business Administration in Business Studies – PSU

Summary

Universities may apply for approval of new academic programs following the guidelines in the Kansas Board of Regents Policy Manual. Pittsburg 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 Academic Affairs Standing Committee, the Council of Presidents, and the Council of Chief Academic Officers in recommending approval.

I. General Information

A. Institution Pittsburg State University

B. Program Identification

Degree Level: Bachelor’s
 Program Title: Business Studies
 Degree to be Offered: Bachelor of Business Administration
 Responsible Department or Unit: Kelce Undergraduate School of Business
 CIP Code: 52.0101 (Business/Commerce, General)
 Modality: Face-to-Face
 Proposed Implementation Date: Fall Semester 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

Many institutions successfully offer undergraduate generalist business degrees, including those accredited by AACSB. Some smaller schools do not designate disciplinary majors but rather grant degrees in “business” or “business administration.” Larger business schools that do offer disciplinary majors often also offer a generalist major under a variety of titles. Such programs are structured whereby students choose from a menu of upper-division business courses selected across traditional disciplinary boundaries after completing a business college core and the university’s general education requirements. These programs are attractive to students for a variety of reasons, including:

- Generalist business programs allow students to customize their education to fit their career plans. For example, students who plan to start their own firm or enter a family business will need to “wear multiple hats” on the job. A generalist business major may be more appropriate than highly specialized disciplinary training for such students.
- Today’s work environment requires greater flexibility and adaptability than in the past. Most employees will face multiple changes in job responsibilities over their career, and breadth of knowledge is as essential as depth of knowledge to navigate an upward career path.
- Many students may be uncertain of their future career path and seek the ability to explore alternative possibilities. A generalist major does not lock them into a specific niche of the job market and provides the ability to explore divergent opportunities.

Pittsburg State University has not offered a generalist business degree since the formation of the Kelce College of Business (KCOB) in the mid-1970s. We propose offering an innovative B.B.A. in “Business Studies” to satisfy

the needs of students outlined above by "repackaging" existing courses and curricula by "stacking" them to create the new major.

The proposed BBA in Business Studies will consist of four components: (1) Pitt State Pathways Requirements (General Education), (2) Kelce College Core and Prerequisites, (3) Business Studies Major Requirements, and (4) Open Electives.

To satisfy the Business Studies Major Requirements, students will select a combination of at least two disciplinary minors and/or certificate course sequences offered by the Kelce College of Business. The minors or certificates chosen must comprise at least 21 *unique* upper-division credit hours. (Unique credit hours are those earned for courses that are not included elsewhere within a student’s plan of study. Note that some minors and certificates include courses which are also part of the Kelce Core and Prerequisites sequence and that some minors and certificates share common courses – such courses are thus not unique.) Therefore, the proposed Business Studies program will allow students to "stack" existing minors and certificates and thereby build a customized interdisciplinary major to suit their career goals. The KCOB currently offers seven disciplinary minors and three certificate programs:

- Current Disciplinary Minors: Accounting, Business Economics, Computing, Fraud Examination, Internal Auditing, Marketing, International Business
- Current Certificate Programs: Internal Auditing, Professional Sales & Sales Management, Kansas Insurance Certificate

See the Pitt State *University Course Catalog* for specific required courses and details on each of these previously established credentials: <https://www.pittstate.edu/registrar/catalog/>

As new minors and certificates are added to our curriculum portfolio, additional options will naturally become available for students choosing the Business Studies major.

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

A. Survey of Student Interest

Number of surveys administered:	<u>98</u>
Number of completed surveys returned:	<u>40</u>
Percentage of students interested in program: ...	<u>95%</u>

First-year students enrolled in sections of Pitt State’s Gorilla Gateway course (our common freshman and transfer experience class) reserved for students declaring a business major were surveyed via email during the second week of the Fall 2021 semester. The survey provided a brief overview of the proposed Business Studies major and described how stacking existing minors and certificates would provide students with the option to tailor a multidisciplinary degree to meet their own individual career goals. Students were asked the following question: “How appealing do you find this idea of combining minors and certificates together to create your own interdisciplinary major?” Using a four-point Likert scale, 50 percent responded “very appealing” and another 45 percent responded “somewhat appealing.” Only five percent of those responding found the idea “very unappealing” or “somewhat unappealing.” Thus, 95 percent of those completing the survey expressed a positive personal interest in the Business Studies major. The results were similar when the respondents were asked how they thought other students would view the program – 92.5 percent believed other students would find the proposed Business Studies major appealing.

The survey results clearly indicate that new students with a desire to major in business find the proposed Business Studies major an option worthy of their consideration. The ability to individualize a program of study is an attractive idea for many students at the beginning of their college experience. We believe these findings indicate that the program will be successful and provide a new avenue for student recruitment.

B. Market Analysis

The proposed B.B.A. in Business Studies major is primarily designed for those students who will work in small businesses or for themselves. The program is not tied to or dependent upon the prospects for any one specialized business occupation or industry. It is intended to support the overall Kansas business economy, and that economy is dominated by small businesses. At the end of last year, only 627 businesses in the state employed more than 250 workers. That was less than one percent of the 88,501 Kansas businesses (Kansas Department of Labor, 2021). (The federal government uses a variety of definitions to classify small businesses based on revenues and employment. However, in practice it is common to define small businesses as those that employ less than 250 workers (U.S. Bureau of the Census, 2021).) Approximately 70 percent of all business employees across our state are employed by small businesses with less than 250 workers (Kansas Department of Labor, 2021). The same employment structure is apparent within Pittsburg State’s primary service region. For example, 98.7 percent of the businesses in Crawford county, home to Pittsburg State, are small businesses with less than 250 workers, and 97 percent of local firms employ less than 100 workers (Kansas Department of Labor, 2021). These firms require employees who are educated and skilled across multiple business disciplines. Small firms do not have the capacity to employ specialists to oversee each important business function. It is common for a small business employee to routinely handle multiple tasks, such as keeping the financial books as well as managing marketing and customer relations. By providing an opportunity for students to build a strong multi-disciplinary business major, the proposed Business Studies program is uniquely designed for Kansans and Kansas businesses.

Graduates of the program will be able to demonstrate a multi-disciplinary business education that will support multiple-proficiencies that are expected by small business employers. Given the relative size of the small business economy in Kansas, as well as the importance of small business in the neighboring states within Pitt State’s primary service region, the employment prospects for graduates of the program are very strong.

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	15		450	
Year 2	30		900	
Year 3	40		1200	

*Assuming students enroll in 15 hours per semester.

VI. Employment

As noted above, the potential market for graduates of the proposed Business Studies program encompasses approximately 70 percent of the private business firms within the state of Kansas. The unique structure of the proposed Business Studies major will ensure that it remains current and responsive to market dynamics. Students entering the program will be able to choose from a portfolio of disciplinary minors and certificates to tailor the degree not only to their personal career aspirations, but also to what the job market is currently demanding. We expect that as the Kansas economy and job market continue to evolve, the popular minors and certificates chosen by students in the major will also change accordingly. For example, as salaries continue to rise in areas such as financial services, it is likely that more students will pursue the Accounting minor and Kansas Insurance Certificate options for their Business Studies major. The ability to mix and match minors and certificates will allow students greater flexibility in preparing for post-graduation employment opportunities.

The proposed Business Studies degree will also support the ability of graduates to build successful lifetime careers. In today’s economy, the average American worker will change jobs 12 times before retirement (U.S. Bureau of Labor Statistics, 2019). Often these job changes include not only a new employer, but a new industry, and/or a new occupation. Those who have a multi-disciplinary business education will be more prepared for the natural progression of careers in today’s dynamic economy.

Given the diversity of industries and occupations that graduates of the proposed program will pursue it is difficult to forecast salary prospects. However, one recent national study found that employees of small businesses averaged \$45,000 in annual salary (JP Morgan Chase & Co., 2017). These data are four years old and not broken down by educational background and experience. However, it does indicate that financially rewarding careers are available for small business employees.

The unique design and nature of the proposed Business Studies program will not only provide ample employment prospects for graduates but will also prepare them for job changes and opportunities for advancement and professional growth over their careers. Graduates of the program will contribute and support the growth of the Kansas small business economy.

VII. Admission and Curriculum

D. Admission Criteria

Students pursuing the proposed Business Studies major will be admitted to the university according to prevailing Pittsburg State campus-wide policies. Student majoring in Business Studies will also be required to satisfy admission to the Kelce College of Business before enrollment in upper-division major courses.

Formal admission to the Kelce College of Business occurs upon completion of the following requirements:

- Completion of at least 30 credit hours applicable to the degree.
- Achievement of a 2.25 cumulative grade point average (note, a 2.5 cumulative grade point average is required for Accounting and Computer Information Systems majors).
- Completion of these courses with a C or better:
 - English Composition (ENGL 101 or ENGL 190)
 - Introduction to Research Writing (ENGL 299 or ENGL 190)
 - Speech Communication (COMM 207)
 - College Algebra or Calculus (MATH 110, MATH 113, MATH 126, or MATH 150)
 - Elementary Statistics (MATH 143)
 - Computer Information Systems (CIS 130)
 - Financial Accounting (ACCTG 201)

E. Curriculum

The following plan of study is representative of a Kelce College of Business student who chooses two minors or concentrations that sum to 21 unique upper division credit hours. In this case, Minor or Concentration #1 includes 12 unique credit hours (e.g. Accounting), and Minor or Concentration #2 includes 9 unique credit hours (e.g. Business Economics). Different combinations of minors and concentrations may result in more than 21 unique credit hours to satisfy the Business Studies major. As the number of credit hours rises above 21, the number of open elective credit hours falls. Also, note that the Pitt State Pathway general education course choices include some business courses which provide additional options and flexibility for students.

Year 1: Fall

SCH = Semester Credit Hours

Course #	Course Name	SCH....
ENGL 101	ENGLISH COMPOSITION	3
MATH113	COLLEGE ALGEBRA	3

MGT 101 or MGT 105	INTRODUCTION TO BUSINESS or INTRODUCTION TO ENTREPRENEURSHIP	3
PSYCH 155	GENERAL PSYCHOLOGY	3
HHP 150	LIFETIME FITNESS	1
UGS150	GORILLA GATEWAY	2
	SEMESTER TOTAL	15

Year 1: Spring

Course #	Course Name	SCH....
ACCTG 201	FINANCIAL ACCOUNTING	3
CIS 130	COMPUTER INFORMATION SYSTEMS	3
ENGL 299	INTRODUCTION TO RESEARCH WRITING	3
	ESSENTIAL STUDIES/PITT STATE PATHWAY	4
	OPEN ELECTIVE	2
	SEMESTER TOTAL	15

Year 2: Fall

Course #	Course Name	SCH....
ACCTG 202	MANAGERIAL ACCOUNTING	3
COMM 207	SPEECH COMMUNICATION	3
ECON 200	PRINCIPLES OF MICROECONOMICS	3
MATH 143	ELEMENTARY STATISTICS	3
	ESSENTIAL STUDIES/PITT STATE PATHWAY	3
	SEMESTER TOTAL	15

Year 2: Spring

Course #	Course Name	SCH....
ECON 201	PRINCIPLES OF MACROECONOMICS	3
MGT 330	MANAGEMENT & ORGANIZATIONAL BEHAVIOR	3
MGT 310	BUSINESS STATISTICS	3
	ESSENTIAL STUDIES/PITT STATE PATHWAY	3
	ESSENTIAL STUDIES/PITT STATE PATHWAY	3
	SEMESTER TOTAL	15

Year 3: Fall

Course #	Course Name	SCH....
FIN 326	BUSINESS FINANCE	3
MGT 320	BASIC QUANTITATIVE METHODS	3
MKTG 330	PRINCIPLES OF MARKETING	3
MGT 210	BUSINESS PROFESSIONALISM	3
	ESSENTIAL STUDIES/PITT STATE PATHWAY	3
	SEMESTER TOTAL	15

Year 3: Spring

Course #	Course Name	SCH....
MGT 420	QUANTITATIVE DECISION MAKING	3
	ESSENTIAL STUDIES/PITT STATE PATHWAY	3
	ESSENTIAL STUDIES/PITT STATE PATHWAY	3
	MINOR or CONCENTRATION #1 / COURSE #1	3

	MINOR or CONCENTRATION #2 / COURSE #1	3
	SEMESTER TOTAL	15

Year 4: Fall

Course #	Course Name	SCH....
MGT 430	LEGAL & SOCIAL ENVIRONMENT OF BUSINESS	3
ECON 300+	UPPER DIVISION ECONOMICS ELECTIVE	3
CIS 420	MANAGEMENT INFORMATION SYSTEMS	3
	MINOR or CONCENTRATION #1 / COURSE #2	3
	MINOR or CONCENTRATION #2 / COURSE #2	3
	SEMESTER TOTAL	15

Year 4: Spring

Course #	Course Name	SCH....
MGT 690	BUSINESS STRATEGY	3
	MINOR or CONCENTRATION #1 / COURSE #3	3
	MINOR or CONCENTRATION #2 / COURSE #3	3
	MINOR or CONCENTRATION #1 / COURSE #4	3
	OPEN ELECTIVE	3
	SEMESTER TOTAL	15

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 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 – Approximately 1 FTE added each year	\$85,000	\$170,000	\$255,000
Administrators (other than instruction time) - Advisor	\$3,500	\$3,500	\$3,500
Graduate Assistants			
Support Staff for Administration (e.g., secretarial)			
Fringe Benefits (total for all groups)	\$17,000	\$34,000	\$51,000
Other Personnel Costs			
Total Existing Personnel Costs – Reassigned or Existing	\$105,500	\$207,500	\$309,500
Personnel – New Positions			
Faculty			
Administrators (other than instruction time)			
Graduate Assistants			
Support Staff for Administration (e.g., secretarial)			
Fringe Benefits (total for all groups)			
Other Personnel Costs			

Total Personnel Costs – New Positions			
Start-up Costs - One-Time Expenses			
Library/learning resources			
Equipment/Technology			
Physical Facilities: Construction or Renovation			
Other			
Total Start-up Costs			
Operating Costs – Recurring Expenses			
Supplies/Expenses	\$500	\$1,000	\$1,500
Library/learning resources			
Equipment/Technology			
Travel	\$500	\$1,000	\$1,500
Other			
Total Operating Costs	\$1,000	\$2,000	\$3,000
GRAND TOTAL COSTS	\$106,500	\$209,500	\$312,500

B. FUNDING SOURCES <i>(projected as appropriate)</i>	Current	First FY (New)	Second FY (New)	Third FY (New)
Tuition / State Funds	Existing	\$106,500	\$209,500	\$312,500
Student Fees				
Other Sources				
GRAND TOTAL FUNDING*		\$106,500 (Existing)	\$209,500 (Existing)	\$312,500 (Existing)
F. Projected Surplus/Deficit (+/-) (Grand Total Funding <i>minus</i> Grand Total Costs)		\$0	\$0	\$0

*The Grand Total Funding shown here reflects the required pro-rated funding that is already budgeted and allocated to teach the minors and certificates that make up the proposed Business Studies program. **No additional funding beyond current allocations is required to start the program.** See X. B. below for projected tuition revenue based on anticipated enrollments.

X. Expenditures and Funding Sources Explanations

A. Expenditures

Personnel – Reassigned or Existing Positions

The proposed Business Studies program is a “repackaging” of existing courses and curricula. All of the courses, minors, and concentrations are already available and being taught by existing faculty members on staff. Currently, due to the recent decline in campus enrollment, there is capacity within the current and planned schedule of course

offerings to accommodate the new students projected to enroll in the proposed program. This program will allow the college to more efficiently utilize its existing resources by filling currently empty seats.

Given the proposed curriculum, we anticipate that approximately 1 FTE faculty member’s worth of credit hours will be needed to teach the courses in support of the projected enrollment in the first year. If enrollment grows as anticipated, an approximate additional 1 FTE worth of courses would be reallocated in year two and again in year 3.

As the courses for the proposed program are spread throughout the college, the expenditure figures reported here are based on the mean salary for the Core Faculty. The program will be coordinated by the Director of the Kelce Academic Advising Center. It is anticipated that five percent of this position’s time will be devoted to the program. The cost of this administration is therefore a reallocation of five percent of this already-budgeted 12-month position. The fringe benefits costs for all personnel are calculated at 20 percent. All numbers are rounded.

Personnel – New Positions

No new positions are required to operate the proposed Business Studies program. All courses and curricula are already in place and being taught by current KCOB faculty members. Due to the recent declines in enrollment at Pitt State, classroom capacity exists to accommodate the number of new students projected to enroll in the proposed program. New positions will only be required in the long-run if enrollment in the program grows overall total enrollment in the college beyond previously experienced levels.

Start-up Costs – One-Time Expenses

Again, no additional one-time start-up costs are anticipated. Needed resources and facilities are already in place to support the existing courses and curricula that are being repackaged to create the Business Studies program. By spreading the costs of these existing fixed resources over more students, financial and operational efficiencies will be realized.

Operating Costs – Recurring Expenses

It is estimated that each FTE faculty member on average consumes \$500 in supplies/commodities and utilizes \$1,000 in travel per academic year. These costs are reported for one FTE in year one, two FTE in year two, and three FTE in year three. Again, these expenditures are already budgeted and represent a reallocation of use into the proposed program. No new funds will be necessary to support these direct outlays.

B. Revenue: Funding Sources

All Core Faculty positions in the Kelce College of Business are fully funded by Pittsburg State University through annual state appropriations and self-generated student tuition and fees revenue. Because the proposed Business Studies program is built by repurposing existing courses and curricula, and because we currently have excess capacity due to recent enrollment declines, **no new revenues will be required to operate the program.** The revenue to operate the program is already in our annual budget.

To provide a sense for the tuition revenues that will be generated from the proposed Business Studies program based on the projected enrollments noted earlier, the following is provided:

- Year 1: 450 credit hours x \$274 per credit = \$123,300
- Year 2: 900 credit hours x \$274 per credit = \$246,600
- Year 3: 1200 credit hours x \$274 per credit = \$328,800

If enrollments are within approximately 90% of our targets, the program will more than cover the already budgeted expenditures required to teach the program.

C. Projected Surplus/Deficit

The proposed Business Studies program is expected to approximately break even for the first three years as reflected in the figures above. If we are able to grow the program beyond our projections, in the long-run the program should produce a net surplus for the university. Our recent campus-wide return on investment analysis reveals that Pitt State business programs on the margin generate more revenue than costs. Thus, the university and college both have an incentive to support and grow this program over time.

XI. References

J.P. Morgan Chase & Co. 2017. "The Ups and Downs of Small Business Employment."

<https://www.jpmorganchase.com/institute/research/small-business/report-small-business-payroll>

Kansas Department of Labor. 2021. Custom report prepared for Pittsburg State University's Center for Business and Economic Research. Original Data from Labor Market Information Services and the Bureau of Labor Statistics, Quarterly Census of Employment and Wages.

U.S. Bureau of the Census. 2019. "Number of Jobs, Labor Market Experience, and Earnings Growth: Results From a National Longitudinal Survey." <https://www.bls.gov/news.release/nlsoy.htm>

U.S. Bureau of the Census. 2021. "The Majority of U.S. Businesses Have Fewer Than Five Employees." <https://www.census.gov/library/stories/2021/01/what-is-a-small-business.html>

4. Act on Request to Seek Accreditation for Graduate Certificate in Health Informatics – KUMC

Summary and Recommendation

The University of Kansas Medical Center seeks approval to pursue programmatic accreditation for its Graduate Certificate in Health Informatics from the Commission on Accreditation for Health Informatics and Health Information Management Education (CAHIIM). This accreditation for graduate certificates in the field of Health Informatics is new and did not exist at the time of this program’s inception. Further, because CAHIIM is just beginning to pilot accreditation for graduate certificates, the commission has agreed to waive the up-front costs associated with accreditation. The annual fee to continue accreditation is anticipated to be \$500. Board staff concurs with the Board Academic Affairs Standing Committee in recommending approval.

Background

Board policy (II.7.1.i.) on accreditation requires state universities to seek approval prior to pursuing initial accreditation for an academic program.

Request: Accreditation for Graduate Certificate in Health Informatics

The University of Kansas Medical Center requests approval to seek accreditation for its Graduate Certificate in Health Informatics (HI) from Commission on Accreditation for Health Informatics and Health Information Management Education (CAHIIM). CAHIIM accredits the KUMC Master of Science in Health Informatics, and is the only accreditor for master’s programs in Health Informatics in the U.S. Further, it is recognized by the Council for Higher Education Accreditation (CHEA), a national advocate and institutional voice for self-regulation of academic quality through accreditation. Accreditation provides public recognition of educational programs and sets competency standards, providing graduates and employers affirmation of high quality programs. Further, it provides institutions with the ability to continue to increase quality through monitoring and re-evaluation.

CAHIIM is just beginning to pilot accreditation for HI certificate programs, so this is the first opportunity the institution has had to request accreditation. If this request to seek accreditation is approved, the Graduate Certificate in HI at KUMC will likely be the first that is accredited through the pilot program; as such, it will likely be the first CAHIIM-accredited certificate in the United States. Consequently, CAHIIM has agreed to waive the up-front costs associated with the accreditation process. Future costs will include yearly reporting fees and possible re-certification in seven to ten years.

The following costs are associated with this accreditation:

Costs for Accreditation	
Fee	Amount
Pre-Application Fee	\$0
Candidacy Status Fee	\$0
Site Visit Processing Fee	\$0
Total for Initial Accreditation	\$0
Continuing Accreditation Annual Fee	\$500

Recommendation: Total cost of initial accreditation will cost nothing, with an anticipated annual renewal fee of \$500 thereafter. Board staff recommends approval of this request.

B. Fiscal Affairs & Audit

1. Act on Request to Authorize Property Transfer to PSU Foundation – PSU

**Chad Bristow,
Director of Facilities**

The Sperry Home is a 1954 house and just over one acre property within the city of Pittsburg, Kansas. It was donated to Pittsburg State University through the PSU Foundation by Dr. Theodore M. Sperry in 1998. Dr. Sperry was a PSU Biology faculty member and donated the property for the benefit of the Biology Department. The Foundation transferred the property to the University in 2002 with Board approval. The property has been maintained as a natural area, and for a number of years was routinely used by the Biology Department as a site for instruction and research. Over time, changes in faculty members and their research focus has resulted in the property no longer being used by the department. Maintenance costs for the property and the home have grown. Funds available in the Foundation for maintenance and care have shrunk over time and have reached the point where they can no longer fully fund care for the property. The Foundation and University have explored a wide range of uses for the site but have been unsuccessful in finding a financially viable option.

The Foundation and University have determined the best course of action is to explore selling the property and believe there are potential buyers for the property. Selling the property will allow proceeds to be used in support of Biology, consistent with the requirements of the gift from Dr. Sperry. Selling will also eliminate future maintenance demands on the University and Foundation.

In accordance with Board Policy, Chapter II: Governance, E.11.e.i(7) and K.S.A. 74-3254, the University requests Board approval to transfer the property back to the PSU Foundation for the purpose of selling the property and investing the proceeds consistent with conditions imposed by the testator (support of Biology Department). The transfer is only to occur once the Foundation successfully contracts with a buyer for the property.

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

2. Act on Request to Authorize Sale of Real Property – PSU

Pittsburg State University requests approval to finalize the sale of a lot south of campus on the corner of Ford and Joplin streets. In December 2021, the Board approved PSU's request to seek legislative authority to sell the property. The Legislature included language permitting the sale in Section 174 of 2022 House Substitute for Senate Bill 267.

As required by state statute, the property was evaluated by appraisers appointed by the Director of Property Valuation and established the value of the parcel at \$188,250. The University has advertised its intent to sell the property in the *Kansas Register* for 30 days as required by law. The University recommends selling the property to the Chi Chapter of Sigma Sigma Sigma Housing Corporation for the negotiated price of \$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.

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.

3. Act on Amendment to the Fiscal Year 2023 Capital Improvements Request and Approve Program Statement – KSU

Kansas State University requests approval to amend the Fiscal Year 2023 capital improvement project plan and to accept the program statement for the West Seaton Hall second floor renovation. The project will include renovation of 24,596 square feet in West Seaton Hall to modernize spaces utilized by the GE Johnson Department of Architectural Engineering and Construction Science. Renovations will focus on five major areas including: replacement of outdated heating and cooling systems; installation of energy efficient windows; creation of a state of the art 72-seat classroom; updated finishes and hardware; and installation of a wet fire sprinkler system. The estimated project cost is \$4.5 million and will be funded from private gifts.

4. Act on Appointments to the Kansas Comprehensive Grant Advisory Committee **Elaine Frisbie,**
VP, Finance & Administration

Summary and Staff Recommendation

The Board of Regents administers the Kansas Comprehensive Grant Program with an annual appropriation from the State General Fund. K.S.A. 74-32,124 directs the Board of Regents to appoint a five-member advisory committee to recommend annually to the Board of Regents the formula to be used in apportioning a portion of the state funds. As the appropriation was held at a similar amount for so many years, the committee had not formally met for a number of years. With the prospect of additional funds for this financial aid program from the 2022 Legislature, Board staff recommends appointment of the committee.

Background

The Kansas Board of Regents administers the Kansas Comprehensive Grant Program. The Kansas Comprehensive Grant Program is a decentralized program that is premised on administrative partnerships between the Board of Regents office and participating institutions. Participating institutions are limited to public and private schools with four-year programs. Funds are allocated to the institutions, based on an award formula, and the institutions’ financial aid staff award the funding based on student need. An advisory committee of institutional representatives assists the Board in administering the program, including recommendations on the formula for funding allocation. Choice and access are the key components of the program.

Possible eligible students are Kansas residents, enrolled full-time at an eligible institution, are pursuing their first baccalaureate degree, demonstrate financial need using federal methodology, and are meeting satisfactory academic progress using institutional standards. Students can be eligible for up to eight semesters (ten, if enrolled in a designated five-year program) of grant funding. Priority consideration is given to eligible applicants who file the FAFSA by April 1.

Advisory Committee and Appointments

The statute that identifies the Board’s duties in administration of the Grant Program directs appointment of a five-member advisory committee. The committee must include two representatives from state educational institutions, two representatives from not-for-profit independent institutions, and one representative from a municipal university. The following representatives have agreed to serve:

- 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

Board staff recommends that the Board appoint the five members so that recommendations can be developed for the Board’s consideration.

C. *Technical Education Authority*

- 1. **Act on Requests for Degree and Certificate Programs Submitted by Barton County Community College and Cowley County Community College** **Scott Smathers, VP, Workforce Development**

➤ *Pillar II: Talent Pipeline – Graduates in High Demand, Sustaining Wage Fields*

Summary and Staff 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 Barton Community College to offer a Technical Certificate A, Technical Certificate B, and Associate of Applied Science degree in Welding Technology; and from Cowley Community College to offer a Technical Certificate A, Technical Certificate B, and Technical Certificate C in Precision Agriculture.

The programs addressed all criteria requested and was subject to the 10-day comment period required by Board policy. The programs were 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:

Barton Community College (BCC) requests approval of the following program:

- Welding Technology (48.0508) – Technical Certificate A increase from 16 to 17 credit hours, Technical Certificate B/38 credit hours and an Associate of Applied Science degree/64 credit hours

According to the U.S. Department of Education, CIP Code 48.0508 Welding Technology/Welder is defined as a program that prepares individuals to apply technical knowledge and skills to join or cut metal surfaces. A program should include instruction in arc welding, resistance welding, brazing, soldering, cutting, high-energy beam welding and cutting, solid state welding, ferrous and non-ferrous materials, oxidation-reduction reactions, welding metallurgy, welding processes and heat treating, structural design, safety, and applicable codes and standards.

Cross-walking the proposed CIP Code (48.0508 Welding Technology/Welder) to occupations resulted in two standard occupation classification codes (SOC): 51-4121 Welders, Cutters, Solderers, and Brazers which is defined as an occupation in which one uses hand-welding, flame-cutting, hand-soldering, or brazing equipment to weld or join metal components or to fill holes, indentations, or seams of fabricated metal products, and 51-4122 Welding Soldering, and Brazing Machine Setters, Operators, and Tenders which is an occupation in which one sets up, operates machines or robots that weld, braze, solder, or heat metal products, components, or assemblies.

BCC currently operates a Technical Certificate A (16 credit hours) in Welding Technology. The proposed program would increase the Technical Certificate A to 17 credit hours, add a Technical Certificate B, and add an Associate of Applied Science degree. These changes were at the request of local business and industry, student interest, and the program receiving two grants. No formal accreditation is needed for the program, and BCC plans to continue to utilize the American Welding Society Sense Certifications for the additional exit points.

The Kansas Department of Labor Long-term Occupational Projections for 2018-2028 indicate a statewide change of employment for Welders, Cutters, Solderers, and Brazers (51-4121) of 4.4% with an annual median wage of \$41,220, with high school diploma with moderate on-the-job training as the typical education needed for entry. Annual openings equate to 788 jobs per year. A change of statewide employment for Welding Soldering, and Brazing Machine Setters, Operators, and Tenders (51-4122) of -6.6%, with an annual median wage of \$34,720, with the same typical education needed for entry is indicated for the same timeframe, with annual openings equating to 35 jobs per year.

According to the 2022 Perkins Comprehensive Needs Assessment, the Kansas Workforce One Classroom Resource Library (<https://ksworkforceone.org/resource-library/>) current classroom demand list indicates a need for Welders, Cutters, Solders and Brazers. O*Net Online (Onetonline.org) indicates a 5-10% increase in employment demand in the next ten years. The needs assessment labor data indicates Barton's two-year concentrator count was 102 and regional annual openings were 32. Due to BCC currently offering Welding at two correctional facilities, where justice-involved individuals release to larger communities outside of the region and over an extended period of time, there is a perceived gap between concentrator and labor demand numbers.

Emsi-Burning Glass job posting analytics show that from February 2021 to February 2022, roughly 5,331 total postings (822 unique postings) were advertised statewide with a median advertised salary of \$20.12 per hour.

Six letters of support for the proposed program were received from Airgas USA LLC, Hess Services Inc., Matheson Gas, MaiCo Industries, Cashco Inc., and Primus Sterilizer. Supports and commitments for the program include serving on the local advisory committee, donations of supplies, internships, and committing to give highest consideration for employment to program graduates.

Currently, twenty-one institutions offer a similar program. Below is the information from the 2020 K-TIP report indicating 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.

Kansas Training Information Program				
2020 K-TIP Data for Welding (48.0508)				
Institution	Total # Concentrators	Total # Graduates	Total # Graduates Exited & Employed	Average Wage: Graduates Exited & Employed
Barton Community College	105	94	75	\$19,879
Butler Community College	23	10	10	\$32,830
Coffeyville Community College	56	15	12	\$32,507
Cowley Community College	57	24	22	\$31,778
Dodge City Community College	20	*	*	*
Flint Hills Technical College	56	24	19	\$28,782
Fort Scott Community College	77	30	12	\$23,064
Garden City Community College	26	20	15	\$35,992
Highland Community College	56	33	29	\$29,446
Hutchinson Community College	65	24	17	\$31,998
Johnson County Community College	80	17	16	\$41,875
Kansas City Kansas Community College	65	23	11	\$30,849
Labette Community College	19	5	*	*
Manhattan Area Technical College	34	32	25	\$28,335
Neosho County Community College	95	60	27	\$26,937

North Central Kansas Technical College	29	22	16	\$42,238
Northwest Kansas Technical College	36	34	18	\$27,086
Salina Area Technical College	36	28	20	\$33,131
Seward County Community College	9	*	*	*
Washburn Institute of Technology	161	114	56	\$27,492
Wichita State University Campus of Applied Sciences and Technology	109	27	21	\$29,390

BCC indicated that they did not reach out to other colleges to seek input and advice regarding the program, stating that the college feels collaborations will be easier to establish once the expanded program has been implemented. However, BCC participated in and supported the Welding alignment activities in 2020, so students who attend Barton’s Welding program should have no issues in transferring credits to other aligned programs.

The college plans to begin the proposed Welding program in the fall of 2022. The college estimates the initial cost of the proposed program at approximately \$312,068 (\$116,130 salaries, \$90,938 equipment, \$100,000 physical facilities, \$4,000 instructional supplies, and \$1,000 tools). All startup costs associated with the program will be funded through a JIIST Grant (and matching funds) received by BCC, student fees, and the general fund for the college. Program costs beyond year one will be funded through institution general funds, and student tuition/fees. Mary Foley, the Executive Director of Workforce Training and Economic Development will assume responsibility for the proposed program.

The proposed program was subject to the 10-day comment period from February 28, 2022, to March 11, 2022, during which no formal comments were received.

Cowley Community College (CCC) requests approval of the following program:

- Precision Agriculture (01.0301) – 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

According to the U.S. Department of Education, CIP Code 01.0301 Agricultural Production Operations, General is defined as a program that focuses on the general planning, economics, and use of facilities, natural resources, equipment, labor, and capital to produce plant and animal products, and that may prepare individuals for work in farming, ranching, and agribusiness.

Cross walking the proposed CIP Code (01.0301 Agricultural Production Operations, General) to occupations resulted in one standard occupation classification code (SOC), 11-9013 Farmers, Ranchers, and Other Agricultural Managers. This occupation is defined as one who plans, directs, or coordinates the management or operation of farms, ranches, greenhouses, aquacultural operations, nurseries, timber tracts, or other agricultural establishments. May hire, train, and supervise farm workers or contract for services to carry out the day-to-day activities of the managed operation. CCC indicated on the program application a SOC of 19-4012 however; the CIP code of 01.0301 matches the SOC code of 11-9013. For this reason, only the occupation that crosswalks to the proposed CIP code is referenced here.

The Precision Agriculture AAS Degree idea was brought to the Agriculture Advisory Board in the Spring of 2019. The Advisory board visited with area farmers and area Cooperatives about the need for such a program in the area of Southcentral Kansas. The concept was well received as the area is experiencing a shortage of individuals that have the capability running precision machinery and making any adjustment or aid in the installation of such equipment. Survey results of high school students in the service area indicated agriculture as the second highest need for the area of interest. No formal accreditation is needed for the program.

The Kansas Department of Labor Long-term Occupation Projections 2018-2028 indicate a statewide change of employment for Farmers, Ranchers, and other Agricultural Managers (11-9013) of 8.5%, with high school diploma and five years or more work experience in a related occupation as the typical education needed for entry. Annual openings equate to 944 jobs per year. The annual median wage is not available.

According to the most recent Perkins Comprehensive Local Needs Assessment, Precision Agriculture had 944 annual openings with an average wage of \$61.061, (mean annual wage from 2021 Kansas Wage Survey) indicating that the demand is strong for this program.

Emsi-Burning Glass job posting analytics show that from February 2021 to February 2022, roughly 934 total postings (77 unique postings) were advertised statewide with a median advertised salary of \$20.00 per hour.

Seven letters of support for the proposed program were received from the Sumner County Farm Bureau, South Central Precision Ag LLC, KSU Research and Extension, Southern Kansas Cotton Growers Cooperative, Inc., Schmidt & Sons, Slack Farms, and Two Rivers Co-op. Supports and commitments for the program include general support for the program, providing tours, workshops, guest lectures, internships, and committing to give highest consideration for employment to program graduates.

Currently, five institutions offer a similar program based on CIP and program title designated by the institution. Below is the information from the 2020 K-TIP report indicating 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.

Kansas Training Information Program						
2020 K-TIP Data for Precision Agriculture (01.0301 and 01.0308)						
CIP Code	Program Name	Institution	Total # Concentrators	Total # Graduates	Total # Graduates Exited & Employed	Average Wage: Graduates Exited & Employed
01.0301	Agricultural Production Operations, General	Cloud County Community College	16	14	*	*
	Agricultural Production Operations, General	Garden City Community College	7	5	*	*
01.0308	Agroecology and Sustainable Agriculture ("Precision Agriculture")	Highland Community College	19	8	*	*
	Agroecology and Sustainable Agriculture	Johnson County Community College	9	5	*	*
	Agroecology and Sustainable Agriculture ("Precision Agriculture Technology")	Northwest Kansas Technical College	32	27	11	\$27,769

CCC indicated that they did not reach out to the other colleges to seek input and advice regarding the program. A few minor questions were asked, but the mainstay of the program was designed to directly affect the service area of Southcentral Kansas. The service areas of the above schools have slightly different farming situations that play into their decision-making. The Ag department spent more time working with the farmers and precision ag providers in the area to design the program to fit to the needs of Southcentral Kansas.

The college plans to begin the proposed Precision Agriculture program in the fall of 2022. The college estimates the initial cost of the proposed program at approximately \$76,500 (\$72,000 salaries, \$1,500 equipment, \$1,500

instructional supplies, and \$1,500 tools). Additionally, \$20,000 in technology/software is being donated through the Cowley Foundation (not included in total initial cost). 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. Buddy Curry, the Department Chair CTE/Director of Agriculture, will assume responsibility for the proposed program.

The proposed program was subject to the 10-day comment period from February 28, 2022, to March 11, 2022, during which no formal comments were received.

Staff Recommendation

The new program request submitted by Barton Community College to increase the existing Technical Certificate A to 17 credit hours and adding a Technical Certificate B at 38 credit hours and an Associate of Applied Science degree at 64 credit hours in Welding has been reviewed by the Technical Education Authority and is recommended for approval.

The new program request submitted by Cowley Community College for a Technical Certificate A at 18 credit hours, Technical Certificate B at 34 credit hours, Technical Certificate C at 50 credit hours, and an Associate of Applied Science degree at 65 credit hours has been reviewed by the Technical Education Authority and is recommended for approval.

2. Act on Excel in CTE Fees for Programs Submitted by Barton County Community College and Cowley County Community College

➤ *Pillar II: Talent Pipeline – Special Initiatives*

Summary and Staff 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)

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 new program Excel in CTE fees below have been reviewed by the Kansas Postsecondary Technical Education Authority and are recommended for approval:

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

3. Act on Promise Act Programs Submitted by Barton County Community College

➤ *Pillar I: Affordability – On Time Graduation*

Summary and Staff Recommendation

To improve time-to-completion, initiatives such as the Promise Act push students to complete on time with the benefit of free college.

The Kansas Legislature enacted the Kansas Promise Scholarship Act (Promise Scholarship) which would provide scholarships for students to attend an eligible postsecondary education institution. Eligible programs would be any two-year associate degree program, career and technical education certificate, or stand-alone program that fall into the four fields of study prescribed. It also allows each eligible institution to designate one additional program outside the specified fields that corresponds to a high wage, high demand, or critical need occupation.

Background

On April 23, 2021, Governor Kelly signed House Bill 2064, the Kansas Promise Scholarship Act. The Act provides \$10 million in scholarships for students to enroll in eligible programs at eligible institutions beginning academic year 2022, or July 1, 2021.

The Act also states that the Board of Regents will administer the program. Administration is broken into three categories: Rules and Regulations, Eligible Programs, and Other Responsibilities. The Kansas Postsecondary Technical Education Authority is delegated the approval of eligible programs. The Act (section 2) identifies eligible programs as any of the following fields of study:

- Advanced Manufacturing and Building Trades
- Early Childhood Education and Development
- Mental and Physical Healthcare
- Information Technology and Security

The Act (section 3) also states that “an eligible postsecondary institution may designate one additional promise eligible program if the additional program is a two-year associate degree program or a career and technical education certificate or stand-alone program that corresponds to a high wage, high demand, or critical need occupation.”

Recommendation

The following new program is seeking approval to become a Promise Eligible program. The program has been reviewed by the Kansas Postsecondary Technical Education Authority and recommended for approval:

- Barton Community College: Welding Technology – included in the Advanced Manufacturing and Building Trades category specified in legislation.

DISCUSSION AGENDA

VII. Consideration of Discussion Agenda

A. Academic Affairs

1. Receive Program Review Report

Regent Kiblinger
Daniel Archer,
VP, Academic Affairs

Summary and Recommendations

Board policy requires that “in cooperation with the universities, the Board will maintain a program review cycle and a review process that will allow the universities to demonstrate that they are delivering quality programs consistent with their mission.” These reviews are “institutionally based and follow the departmental or unit structure of the institution.” (Policy and Procedures Manual, Chapter II., A.5). This item is the report on programs reviewed in academic year 2020-2021. Copies of individual campus reports are available at http://www.kansasregents.org/academic_affairs/618-program-review-reports. Board staff concurs with the Board Academic Affairs Standing Committee in recommending acceptance of this report.

Background

Program review is inextricably bound to academic quality and the allocation of resources within the public universities governed by the Kansas Board of Regents. The primary goal of program review is to ensure program quality by: (1) enabling individual universities to align academic programs with their institutional missions and priorities; (2) fostering improvement in curriculum and instruction; and (3) effectively coordinating the use of faculty time and talent.

Each university’s Program Review report is comprised of four major components: (1) a description of the academic program review process; (2) analysis of the programs reviewed; (3) analysis of data compiled in Kansas Higher Education Database (KHEDS) regarding minimum requirements for majors and graduates; and (4) follow-up summary on concerns raised in previous years.

The Academic Program Review Process

State universities are required to review programs at least once every eight years. It is important to note universities are not required to review programs every year of the eight-year cycle, but the institutions must review all programs within that timeframe. As appropriate, universities establish their review schedules, and those generally align with accreditation reporting requirements and site visits.

A. Criteria

The following criteria are used in reviewing academic programs:

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.

Institutional reviews may include student learning assessment data, evaluations, recommendations from accrediting bodies, and various institutional data (e.g., data on student post-collegiate experiences, data gathered from the core and institution-specific performance indicators, and/or information in national or disciplinary rankings of program quality). The institution may also provide additional information that relates to these criteria and add additional criteria that are meaningful and appropriate.

B. Data and Minima Tables

The Board has established minimum criteria appropriate to each degree level. Data collected on each academic program are critical to the program review process. Academic programs which fail to meet minimum criteria are identified as part of the review process. The nature of system-wide guidelines means that some disciplines may fail to meet a stated criterion, while, at the same time, maintaining exceptional quality and/or serving crucial roles within the university. Below are data minima for programs, which are based on five-year averages. Though number of faculty and average ACT score are included, the focus of this report is on the number of majors and number of graduates in each program.

	Number of Majors	Number of Graduates	Number of Faculty FTE	Average ACT score
Bachelor's	25	10	3	>=20
Master's	20	5	6	-
Doctorate	10	2	8	-

C. Programs Requiring Additional Review

Based on review of both qualitative reports and program review data institutions identify areas of possible concern and determine what, if any, steps should be taken to resolve problem areas. Institutions may find that some programs require additional review beyond that done during the regular review cycle. In addition, some programs may require temporary monitoring to assess progress in rectifying problems as identified in the regular program review.

The minimum data criteria in specific categories serve as the guidelines for additional review or monitoring. Academic programs which fail to meet any one of these minimum criteria may be targeted for additional review in addition to the regularly scheduled self-study.

In addition to programs identified by the minima tables, the university may designate any other program for additional review based on other information in the program review database or other information sources (such as assessment results and accreditation reports).

Board staff monitors campus activities regarding programs identified for additional review through annual program review reports, or until issues are resolved. For programs that are discontinued, each university teaches out students in the program, but does not accept new enrollments.

D. Final Report and Recommendations

Upon the conclusion of the program review process, each state university submits to Board staff an executive summary of its annual review and recommendations for each program. Board staff develops the annual program review report based on information provided by the institutions on each program, analysis of data in the minima tables, and consultation with the institutions. Regarding the minima data, Board staff pay particular attention to the numbers of majors and graduates in each program reviewed. All fractions resulting from the calculation of a five-year average for this report have been rounded up.

Those programs up for review this iteration that were reported on to the Board under the Low Enrollment Program Review last year are highlighted in the program review summary tables for each institution in this report.

Summary of AY 2021 Reports from ESU, FHSU, KSU, PSU, KU, KUMC, and WSU

For the 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 degree` programs. What follows is a summary of the programs reviewed in AY 2021 by each of these institutions as part of its regular eight-year cycle for program review; the University of Kansas had

no programs to review for that year of the cycle. In addition, a brief overview of the institution's review process is included.

Emporia State University

At Emporia State University, administrative units have the responsibility to organize program review efforts in a manner that best suits their environment and the nature of the program being reviewed. It is considered essential that all faculty connected to the program participate fully and actively in the program review process. While some departments appoint individual faculty and/or committees to process data associated with the review, reports are provided to the faculty as a whole for discussion, reflection, and decision making.

The program review process at the departmental level requires gathering quantitative and qualitative program information. Both types of data assist units to reflect upon the quality of the program and lend validity to the self-evaluation and resulting recommendations. Budget and financial information is provided by Fiscal Affairs. The Office of Institutional Effectiveness compiles quantitative data related to numbers of majors, credit hour production, productivity per full time/part-time FTE, etc. Surveys of recent graduates, current students, and employers provide qualitative data. For some programs, qualitative data may also include numbers of students who matriculate into graduate programs of study.

Once data are collected, faculty, staff, and administrators engage in serious and on-going dialogue about the implications of the data. Department chairs provide written summaries, including recommendations for each program of study, to the respective school/college dean and to the provost.

ESU reviewed a total of ten degree programs at the undergraduate level and four at the master's level for a total of 14 programs this year. There was some overlap with programs that were included in the Low Enrollment Program Report done last year; those programs are highlighted in the table below; the recommendations here align with the recommendations made in the Low Enrollment Program Report.

The bachelor's programs in Communication/Speech Communication and the bachelor's and master's programs in Biology all met minima and are recommended to continue. The BS in Biochemistry and Molecular Biology did not meet the minimum numbers of majors or graduates, but it is an interdisciplinary and coordinated program, and has positive net revenues. The BSE in Physical Science has been continued as a licensure option only (the BA and BS options were discontinued in 2018), and is an academic support program serving as the middle school teacher licensure option for future science teachers. Though neither minima were met, the program is essentially cost neutral with positive net revenues. The MS in Physical Science met both minima and is recommended to continue. The bachelor's programs in Chemistry, Earth Science, and Physics did not meet either minima, but the programs are academic support programs and have positive net revenues. The programs in Chemistry and Earth Science are recommended for continuation, while the program in Physics is recommended for additional review. The MS in Forensics met minima and is also being recommended to continue. The bachelor's programs in Theatre fell shy of the minimum number of graduates by one, but the program is recommended for continuation. The department has increased recruiting efforts that are starting to create growth, and the number of program faculty has been reduced, increasing efficiency. The bachelor's programs in both Art and Nursing met minima and are being recommended to continue. Finally, the Master of Science in Nursing is new and has not had the requisite five years to build full enrollments or establish five-year averages. Consequently, it is being recommended for continuation.

**Emporia State University
Program Review Summary Table AY 2021**

Program	CIP	Degree Level	Recommendation
Communication/ Speech Communication	09.0101	B	Continue
Biology	26.0101	B, M	Continue
Biochemistry And Molecular Biology	26.0210	B	Continue
Physical Science	40.0101	B, M	Continue
Chemistry	40.0501	B	Continue
Earth Science	40.0601	B	Continue
Physics	40.0801	B	Additional Review
Forensics	43.0406	M	Continue
Theatre	50.0501	B	Continue
Art	50.0701	B	Continue
Nursing	51.3801	B, M	Continue

M= Master's; B=Bachelors; D= Doctorate

*Recommendation options are: Continue, Additional Review, Enhance, Discontinue

The BS in Economics, the Master of Music, and the BS/BA in Political Science had all been identified previously for additional review. They are recommended to continue on additional review. Last year, ESU identified the MS in Information Technology, the MS in Informatics, and the BSB in Business Data Analytics for additional review. Those programs are also recommended to continue on additional review. The institution will continue to monitor minima for these programs.

**Emporia State University
Status of Programs Identified AY 2017-2020 as Needing Additional Review**

Program	Year of Review	CIP	Degree Level	Recommendation
Economics	2020	45.0603	B	Additional Review
Music	2020	50.0901	M	Additional Review
Political Science	2020	45.1001	B	Additional Review
Information Technology	2021	11.0103	M	Additional Review
Informatics	2021	11.0104	M	Additional Review
Business Data Analytics	2021	52.1301	B	Additional Review

Fort Hays State University

Effective Fall 2015, Fort Hays State University reviews all programs on a five-year cycle. Each cycle is dedicated to the programs within one of the university's five colleges. Fort Hays State University procedures for Program Review are contained within the Memorandum of Agreement between the FHSU Chapter of the American Association of University Professors and Fort Hays State University/Kansas Board of Regents, under Program Discontinuance, which can be found [here](#). To summarize, the Provost, in consultation with the Faculty Senate President, appoints a Program Review Committee (PRC) consisting of faculty members. Each department with programs to be reviewed conducts a self-study and submits a report to the Associate Provost for Academic Affairs (APAA) and the PRC. The PRC reviews the report and makes program recommendations, determining if programs are subject to Intensive Program Review. The report is shared with the APAA and the Provost. The APAA completes program recommendations and shares a summary report with the Provost and President before

submitting to KBOR. Any departments with a program that needs to undergo Intensive Program Review are notified and the PRC meets with the department chair to discuss the requirements for the process.

FHSU reviewed nine bachelor programs and one master’s program for a total of ten degree programs. None of these were included in the Low Enrollment Program Report. Revenues for each of these departments exceeded expenses. Further, all met program minima and are being recommended to continue.

**Fort Hays State University
Program Review Summary Table AY 2021**

Program	CIP	Degree Level	Recommendation
Information Networking And	11.0401	B	Continue
Business Education	13.1303	B	Continue
International Business And Economics	45.0605	B	Continue
Business Administration	52.0201	M	Continue
Management	52.0205	B	Continue
Accounting	52.0301	B	Continue
Finance	52.0801	B	Continue
Tourism And Hospitality Management	52.0901	B	Continue
Management Information Systems	52.1201	B	Continue
Marketing	52.1401	B	Continue

FHSU previously identified four programs for additional review that were not included in the Low Enrollment Program Report. They are listed in the table below. The MS in Communication is being recommended for discontinuance after teaching out existing students. The remaining associate and bachelor programs exceed the minimum number of majors, but do not meet the minimum number of graduates. Consequently, all are recommended to remain on additional review for continued monitoring of minima.

**Fort Hays State University
Status of Programs Identified AY 2017-2020 as Needing Additional Review**

Program	Year of Review	CIP	Degree Level	Recommendation
Technology and Leadership	2017	52.0210	A	Additional Review
Technology Leadership	2017	14.3501	B	Additional Review
Communication	2019	09.0101	M	Phase out/Discontinue
History	2019	54.0101	B	Additional Review

Kansas State University

The program review process at K-State began with each program examining its assessment of student learning. The Office of Assessment reviewed all reports with the Graduate School Assessment and Review committee additionally reviewing graduate programs’ reports on the assessment of student learning. Reviewers provided feedback and recommendations for improvement. Each program examined the statistical data and drafted a summary report resulting from their program’s self-review including the six criteria listed on page one of this report. In consultation with the College Dean’s Office and/or the respective College or Program Committee on Planning, each department finalized the Program Review Report for its academic programs (by CIP code) as required by KBOR. The college dean then forwarded the reports to the Office of Assessment for review and comment. The Office of Assessment returned the reports with any suggested revisions to the college dean, which were returned with revisions for final approval.

K-State submitted a total of 29 degree programs for review representing the College of Arts and Science, including 14 bachelor’s, nine master’s, and six doctoral programs. Additionally, the BA/BS programs in American Ethnic Studies and Women, Gender, & Sexuality Studies were scheduled for review this year, but they merged as a result of the Strategic Alignment Report process in 2021. Finally, K-State also reviewed the second major in International Studies, but that program is not a “stand-alone” degree program; as such, it is no longer tracked in KBOR’s Program Inventory.

All programs are recommended to continue. Of the 14 bachelor-level programs, only the BA in Humanities, the BA/BS in Physical Sciences, and the BA/BS in Medical Lab Science did not meet either minima. Each of these programs was reviewed during the Strategic Program Alignment process in November 2020, and each was approved to continue. Each program is interdisciplinary, comprises several different departments, and costs little to nothing to administer. Further, the BA/BS in Medical Lab Science is growing. The BA/BS in Geography was only one student short of meeting the minimum number of graduates. The department has made improvements, such as increasing the number of computer workstations in the geospatial teaching lab, adding wall monitors and white boards, and recently completed the Richard A. Marston Earth Systems Science Laboratory, which provides hands-on experience for students in the major. Further, the department recently added the BS in Geographic Information Science & Technology to help satisfy the market need for Geographic Information System (GIS) professionals, so numbers in this major are expected to continue to rise. The remaining ten bachelor programs met both minima.

Of the nine master’s level programs, the MS in Psychology and the MPA in Public Administration met both minima. The MA in Security Studies met the minimum number of graduates while falling just one student short of the minimum number of students in the major. The remaining six master’s programs did not meet minima. The MS in Mass Communications has added an online degree option focusing on strategic communications. The MA in Economics is a feeder program into the PhD program in Economics, and graduate level economics courses are taught to students in Business, Agricultural Economics, and other disciplines. The MAs in Geography, Political Science, Sociology, and History are graduate feeder programs for the doctorate programs in those disciplines. All master’s programs are recommended to continue.

The doctoral programs in Psychology, Economics, Geography, Security Studies, Sociology, and History all meet program minima and are also recommended to continue.

**Kansas State University
Program Review Summary Table AY 2021**

Program	CIP	Degree Level	Recommendation
American Ethnic Studies	05.0200	B	Merged with Gender, Women, & Sexuality Studies
Gender, Women And Sexuality Studies	05.0207	B	Merged with American Ethnic Studies
Mass Communication	09.0401	B, M	Continue
Humanities	24.0103	B	Continue
Life Sciences	30.1801	B	Continue
Physical Sciences	40.0101	B	Continue
Psychology	42.2799	B, M, D	Continue
Public Administration	44.0401	M	Continue
Social Work	44.0701	B	Continue
Social Sciences	45.0101	B	Continue
Anthropology	45.0201	B	Continue

Economics	45.0601	B	Continue
Economics	45.0603	M, D	Continue
Geography	45.0701	B, M, D	Continue
Security Studies	45.0901	M, D	Continue
Political Science	45.1001	B, M	Continue
Sociology	45.1101	B, M, D	Continue
Medical Laboratory Science	51.1005	B	Continue
History	54.0101	B, M, D	Continue

K-State had previously identified the MA in Theatre for additional review. The program shows an increase in majors from the previous year and met the minimum number of graduates last year. K-State is recommending keeping the program on additional review to review again next year.

**Kansas State University
Status of Programs Identified AY 2017-2020 as Needing Additional Review**

Program	Year of Review	CIP	Degree Level	Recommendation
Theatre	2020	50.0501	M	Additional Review

Pittsburg State University

The 2020-21 academic year was the tenth year of implementation of the revised program review process that was developed and approved in 2010-2011 for Pittsburg State University. The PSU program review process was designed to enhance overall institutional quality and accountability. The focus continues to be on providing campus-wide input to help departments align programs with the institutional assessment process, institutional strategic plan, and resource allocation. Program Review is a major opportunity for departments to complete a comprehensive self-study in order to demonstrate that programs are current, of sufficient size and quality, and help the institution serve its mission. As previously submitted, this process provides two pathways to review: through an external accrediting agency recognized by the Council for Higher Education Accreditation (CHEA) or by an external reviewer. Programs accredited by an external agency are scheduled for the PSU Program Review during the academic year following the visit, using the response from the accrediting body in lieu of an additional external review.

In AY 2021, a total of 20 programs were reviewed. Twelve of the programs recently completed the program review process through external accrediting agencies. For these accredited programs, the Program Review Committee reviewed the accreditation self-study document and site visit team report, reviewed the program response to Regents minima, reviewed the program assessment of student learning, reviewed the past Program Review Committee feedback, and met with program faculty.

For the programs without discipline-specific accreditation, program faculty completed a written self-study report, with a primary emphasis on student learning and other indicators of program quality. This report was submitted to both the Program Review Committee and an external evaluator. The external reviewer examined the self-study documents and submitted a final report.

The Program Review Committee prepared individual feedback for all programs in the form of the Committee Response, included in the full PSU Program Review Academic Year 2021 Report. The Committee Response includes an overview, concerns, and recommendations for each individual program.

Overall, the programs reviewed were in alignment with the mission and role of the institution. Accreditation visit reports identified no major challenges. The MS in Education (School Health), and the MS in Polymer Chemistry underwent an initial review.

Pittsburg State University reviewed eleven baccalaureate programs that met program minima. Eight of those programs are recommended to continue, and include Career & Technical Education; Electronics Engineering Technology; Plastics Engineering Technology; Manufacturing Engineering Technology; Mechanical Engineering Technology; Recreation Services, Sport, & Hospitality Management; Psychology; and Nursing. Though they met program minima, PSU recommends enhancing the BGS in General Studies, the BST in Construction Management, and the BSET in Construction Engineering Technology programs. The review committee recommended the BGS in General Studies develop a plan to assess student performance and to foster continuous improvement. Further, they recommend the program develop a replicable plan to annually recruit students who have stopped out of PSU and who may be eligible for degree completion through General Studies. The review committee also recommended that the bachelor programs in Construction Engineering Technology and Construction Management evaluate the number of degrees awarded relative to the enrollment of upper level undergraduate students and the high progression rate to determine impediments to degree completion and develop a plan of response.

The bachelor programs in Integrated Studies; Music; and History did not meet either minima. These programs were all reviewed during the Strategic Program Alignment process last year. Last year, PSU recommended to continue the BIS in Integrated Studies with the plan for the review committee to review thoroughly this year. Consequently, PSU recommends the program for enhancement. The review committee recommended the program develop a plan outlining how it will continue to raise the enrollment of majors and number of degrees awarded, and how it will raise the junior-to-senior progression rate to address program attrition. They also recommend the development of an effective assessment plan for measuring student performance and fostering continuous improvement. PSU discontinued the BA option for History, maintaining the BS, as it is a feeder program into the master's program (which meets program minima). They also merged the bachelor degree options into the Bachelor of Music (discontinuing the BA and BSE options) as a result of the strategic program alignment process. The review committee recommended both history and music departments prioritize the development of recruitment and retention plans. As such, PSU recommends continuing the bachelor programs in History and Music.

PSU reviewed five master level programs. The master's programs in Career & Technical Education; Psychology; and History all met minima and are recommended to continue. The Master in Music did not meet either minima but is recommended to continue. The review committee recommended the program develop and implement a recruitment and retention plan that includes addressing the efficacy of offering graduate assistantships and impediments to degree completion. Further, they suggest the program evaluate the advantages and disadvantages of continuing to offer online graduate level coursework, particularly in progressing students toward degree completion. The Master of Science in Nursing did not meet the minimum number of students enrolled but is recommended to continue. The review committee recommended the program develop a formal plan of recruitment. Given the number of degree completions exceeds the minima expectation, retention does not appear to be an issue. The committee also recommended the program develop a mechanism for measuring the impact of renovation and construction on teaching and learning.

Finally, PSU reviewed the Doctor in Advanced Practice Nursing. The program exceeds program minima and is recommended to continue.

**Pittsburg State University
Program Review Summary Table AY 2021**

Program	CIP	Degree Level	Recommendation
Career & Technical Education	13.1309	B, M	Continue
Electronics Engineering Technology	15.0303	B	Continue
Plastics Engineering Technology	15.0607	B	Continue
Manufacturing Engineering Technology	15.0613	B	Continue
Mechanical Engineering Technology	15.0805	B	Continue
Construction Engineering Technology	15.1001	B	Enhancement
General Studies	24.0101	B	Enhancement
Integrated Studies	30.9999	B	Enhancement
Recreation Services, Sport and Hospitality Management	31.0101	B	Continue
Psychology	42.0101	B, M	Continue
Music	50.0903	B, M	Continue BM Merged BA with BM Continue MM
Nursing	51.3801	B	Continue
Nursing	51.3808	M	Continue
Advanced Practice Nursing	51.3818	D	Continue
Construction Management	52.2001	B	Enhancement
History	54.0101	B, M	Replaced BA with BS Continue MA

As a result of the Strategic Program Alignment Process, PSU decided to merge the bachelor program in Geography with Political Science. Consequently, they added this program for additional review for the next few years. Last year, PSU recommended the MS in Education (School Health) for additional review as it was not meeting program minima. PSU recommends keeping the program on additional review at this time.

**Pittsburg State University
Status of Programs Identified AY 2017-2020 as Needing Additional Review**

Program	Year of Review	CIP	Degree Level	Recommendation
Geography	2017 (& 2021)	45.0701	B	Additional Review
Education (School Health)	2021	13.9999	M	Additional Review

University of Kansas

KU’s program review is typically structured around a detailed self-study conducted by the academic unit with summary information and well-substantiated assessments reported to the deans and provost. However, the university completed its review of all programs for the eight-year cycle with last year’s report, and has no programs to report on this year, nor does it have programs previously identified for additional review.

University of Kansas Medical Center

Due to the inherent professional nature of many of the programs at the KU Medical Center, such programs are reviewed and evaluated by an appropriate discipline-specific accrediting agency with site visits occurring on a

schedule determined by the accreditation body. These reviews are rigorous and measure progress toward the program's stated mission, identify its strengths and weaknesses, and, if appropriate, state improvements necessary to meet national standards. Many accrediting bodies now require annual updates on benchmark data related to outcome minima.

All degree programs at the University of Kansas Medical Center are accredited under the umbrella of the Higher Learning Commission (HLC), with the most recent Reaffirmation of Accreditation effective in 2015 for a full ten-year period. Additionally, most of our professional programs are accredited by a discipline-specific agency, viewed as a critical component for having a valid program in the eyes of students and employers. To take advantage of the activities associated with this type of accreditation, the Medical Center makes efforts to coordinate the Program Review year with site visits from the accrediting body.

Leading up to the Program Review year, programs are provided minima tables from KHEDS data, instructions related to the PR process, and the six Board of Regents criteria required to be incorporated into the narratives. The department may use information compiled during internal self-review, annual updates required by the accrediting body, and/or a self-study report produced for an accreditation site visit team. Data comes from centralized sources involving student, human resource, research, and financial systems, as well as internal department record keeping. Departments may use course evaluation and program evaluation data from students and other stakeholders to make necessary modifications, or to further enrich their programs. Many departments run exit surveys on student satisfaction as well as surveys on recent graduates regarding employment.

For programs that do not have additional accreditation outside of the HLC, the Office of Postdoctoral Affairs and Graduate Studies institutes a process of internal self-review based upon a set of standard criteria, with the end result being a recommendation to Vice Chancellor of Academic Affairs regarding the program (e.g. enhancement, continuation, deletion) from the Dean of Graduate Studies. For professional programs with specific accreditation, the University understands the rigors undertaken to maintain accreditation and to prepare for site visits or annual updates. In these cases, Academic Affairs does not mandate additional internal review in preparation for Program Review. The final recommendation by Academic Affairs is made based on these inputs in conjunction with strategic planning and external forces (e.g. financial support, research landscape, state health-professional needs).

For this program review year, KUMC assessed six master's programs and six doctoral programs in the biomedical sciences, including Biochemistry & Molecular Biology; Cell Biology & Anatomy; Microbiology; Cancer Biology; Pharmacology; and Toxicology. The first-year core curriculum for graduate students interested in becoming biomedical researchers is provided by the Interdisciplinary Graduate Program in Biomedical Sciences (IGPBS). Students are admitted to this program at the doctoral level. Currently, around 13-16 students are admitted into the IGPBS each year.

During the IGPBS year, students meet faculty from the various departments and become acquainted with the types of research being conducted in their laboratories. Each student selects three laboratories for research rotations, which helps facilitate their choice of a research mentor. Students may choose among one of nine PhD programs (Biochemistry and Molecular Biology; Cell Biology & Anatomy; Microbiology; Cancer Biology; Pharmacology; Toxicology; Molecular and Integrative Physiology; Neurosciences; Pathology; and Laboratory Medicine). The choice of a mentor determines the doctoral program which the student pursues and the department providing support. Occasionally, a student may not be able to complete all the requirements for the PhD. In that case, the student will be awarded a master's degree, provided they have completed the minimum requirements for that level. As such, the Medical Center addresses the Board minima requirements for these programs at the doctoral level only. Each of these programs meets both minima, with the exception of Cancer Biology, which is a newer program and does not have the requisite five years of data for number of graduates, and Pharmacology, which does not meet the minimum number of students in the program, but is being monitored internally.

**University of Kansas Medical Center
Program Review Summary Table AY 2021**

Program	CIP	Degree Level	Recommendation
Biochemistry And Molecular Biology	26.0210	M, D	Continue
Cell Biology And Anatomy	26.0407	M, D	Continue
Microbiology	26.0503	M, D	Continue
Cancer Biology	26.0911	M, D	Continue
Pharmacology	26.1001	M, D	Continue
Toxicology	26.1004	M, D	Continue

The MS in Molecular Biotechnology was approved last year for additional review. KUMC recommends keeping the program on additional review status at this time. The School of Health Professions values the program’s intent and need within the region. It is undertaking steps to re-assess the first-year (non-practicum) curriculum, which has provided challenges to sustained enrollment. Further, leadership is helping identify potential pipelines for student recruitment.

**University of Kansas Medical Center
Status of Programs Identified AY 2017-2020 as Needing Additional Review**

Program	Year of Review	CIP	Degree Level	Recommendation
Molecular Biotechnology	2021	26.0204	M	Additional Review

Wichita State University

WSU’s program review is organized around a year-long preparation and review of a self-study that is intended to create a thoughtful assessment of the quality of academic programs and to establish goals for improvements. The process of reviewing these studies (which includes faculty, the deans, the University Program Review committee, the Assistant Vice President for Academic Affairs and the Provost) is expected to strengthen the academic programs, identify program needs and campus priorities, and identify areas for reorganization and provide opportunities for both short and long-term goal setting.

On a four-year cycle each academic unit prepares a self-study using a standard reporting template. These four-year reports then feed into the required review by the Kansas Board of Regents (i.e., each program is required to be reviewed twice during an eight-year period). Programs that demonstrate the need for additional support are asked to complete interim reports. Hence, there is a continuous review process of each academic unit.

The quadrennial reporting cycle, begins in November, one year in advance of being due, (on a staggered schedule so that college programs are reviewed together) when the Office of Accreditation and Assessment within the Division of Academic Affairs offers a workshop for chairs and assessment coordinators, and continues until April 1st when the studies are submitted to the respective Dean’s Office for Review. Thereafter, the studies are reviewed by the Deans, Graduate School (as appropriate) and the University Program Review Committee (consisting of the Vice President for Strategic Engagement and Planning, Assistant Director of the Office of Planning Analysis, the President, President-Elect, and Past-President of the Faculty Senate, and a Dean appointed by the Executive Vice President/Provost), each unit is provided with an opportunity to discuss and clarify those reviews. The University committee submits its final report to the Executive Vice President/Provost by December 1st.

To assist programs in writing their self-studies, departments/programs had access to:

- Program minima data provided by the Office of Planning and Analysis. These data were made available fall 2020.

- Past self-studies performed by past department chairs.
- Data from exit surveys and other surveys collected by the University and within departments.
- External specialty accreditation reports (as appropriate).

For this review cycle, WSU reviewed 11 bachelor’s, ten master’s, and one doctoral program, for a total of 22 programs, all from the Fairmount College of Liberal Arts and Science. Two of the baccalaureate programs reviewed, Women’s Studies and Philosophy, (which do not meet program minima) had been included in the Strategic Program Alignment process. At that time, WSU indicated the Women’s Studies program would be folded into a more interdisciplinary program, and WSU recommended Philosophy for continuation because it supports general education. Since then, the Women’s Studies department was renamed to Women’s, Ethnic, and Intersectional Studies to encourage interdisciplinary study and increase enrollment. It is being recommended for additional review. The remaining nine baccalaureate programs meet minima and are recommended to continue.

The master’s programs in Anthropology, Criminal Justice, Public Administration, and Social Work all meet program minima, though the master’s programs in Spanish, English Language & Literature, Creative Writing, and Sociology do not meet either program minima. The MA in History exceeds the minimum number of students enrolled but is one student short of reaching the minimum number of graduates. The MA in Psychology is not a direct-entry program; it is sometimes awarded to PhD students who have completed certain requirements and who apply for the degree, but those students are admitted as PhD students, and they typically continue on that path. Finally, the doctoral program in psychology far exceeds both program minima. All graduate programs are recommended to continue.

**Wichita State University
Program Review Summary Table AY 2021**

Program	CIP	Degree Level	Recommendation
Women’s Studies	05.0207	B	Additional Review
Modern And Classical Languages & Literature / Spanish	16.0101	B, M	Continue
English Language and Literature	23.0101	B M	Continue
Creative Writing	23.1302	M	Continue
Philosophy	38.0101	B	Continue
Psychology	42.0101	B, M, D	Continue
Anthropology	45.0201	B, M	Continue
Political Science	45.1001	B	Continue
Sociology	45.1101	B, M	Continue
History	54.0101	B, M	Continue
Criminal Justice	43.0104	B, M	Continue
Public Administration	44.0401	M	Continue
Social Work	44.0701	B, M	Continue

Additional Programs Monitored

No programs were identified during WSU’s program review last year for additional review.

Program Review Summary

As a result of the 107 degree programs reviewed in AY 2021, 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, though per program review practice, the two have already been counted as one undergraduate degree program.

The remaining programs are all recommended to continue.

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 is recommending discontinuing the MS in Communication.

Staff Recommendation

Staff recommends acceptance of this report.

2. Act on Additional Recommendations for the Graduation Requirement Task Force

Summary

This issue paper details the draft of the proposed Kansas State Board of Education’s high school graduation requirements and recommendations concerning the proposed requirements. The first three suggestions were presented and approved by the Board at its February 16, 2022 meeting. Three additional suggestions are outlined herein. Board staff recommend approval.

Background

At the January 20, 2022 Board Meeting, the Kansas State Board of Education presented an update on a plan to revise its high school graduation requirements. At the conclusion of this meeting, the Kansas State Board of Education requested that the Kansas Board of Regents provide feedback on this work. The proposed requirements are detailed below.

**Summary of Courses Sub-committee
Recommendations**

1. Recommendations of the committee
 - a. Keep the minimum number of credits to 21
 - i. Local boards can still increase credits
 - ii. Allows boards/districts to allow the minimum for at-risk students(alternative students, foster care, etc.)
 - b. Group credits into new categories, including CTE courses in addition to core
 - i. STEM (7)
 1. 3 units of science
 2. 3 units of math
 3. ** 1 unit related CTE courses
 - ii. Communications (4 or 4.5)
 1. 3.5 units of English Language Arts
 2. ** .5 credit of Communications (see addition below)

OR

 1. 4 units of English Language Arts
 2. **.5 credit of Communications (see addition below)
 - iii. Society & Humanities (4.5)
 1. 3 units of history and government (US History, World History, Government, Current Affairs, Psychology, Sociology, etc.)
 2. **1.5 units - Fine arts, foreign languages, related CTE courses
 - a. **Removes fine arts as a requirement for everyone
 - iv. Employability and Life Skills (3)
 1. ** One half unit of Physical Education and one half unit of health
 2. ** One half unit of Personal Finance
 3. ** 1.5 units - related CTE Courses
 - c. Add the following credit requirements (as seen in groupings above)
 - i. .5 Communications credit
 - ii. .5 health in place of half of the original PE unit of credit
 - iii. .5 Personal Finance credit

- iv. 4 CTE courses throughout different areas - related to student IPS

Recommendations

The following recommendations pinpoint suggestions regarding specific proposed high school graduation requirements and identify potential collaborative opportunities between K-12 and higher education.

Requiring Four Math Units (Approved at February 16, 2022 Board Meeting)

Math skills are critical for higher education preparation¹ and success² as well as workforce development.³ As such, it is suggested that four math units (instead of three) are required for high school graduation.

While making this recommendation, it is important to recognize that math education is undergoing a dramatic shift at the higher education level. Research shows that students who complete a college-level math course by the end of the first academic year are more likely to earn a higher education credential.⁴ Unfortunately, many students do not achieve this important mark. One reason for the gap is that many institutions employ college algebra as the default math requirement for all majors, despite the fact that many national math faculty leaders believe the course should be used primarily as preparation for calculus.

Math pathways is a promising strategy to address this challenge. Under this framework, students take a general education college-level mathematics course that is well-matched with their major or program of study. One alignment is based upon the following: Science, technology, engineering, and math (STEM) and business degrees=college algebra; social science degrees=introductory statistics; liberal arts degrees=quantitative reasoning. Math pathways has been successfully implemented in multiple states including Colorado, Missouri, Nebraska, and Oklahoma.

It is anticipated that math pathways will be a strategy for the Kansas Higher Education System to explore in the near future. If this comes to fruition, there will likely be opportunities for K-12 and higher education faculty to collaborate on developing strategies and practices to create curricular alignment and optimize student preparation and success, with a specific focus on the senior year.

More information about math pathways can be found here: https://www.utdanacenter.org/sites/default/files/2019-03/DCMP-one-pager_FINAL.pdf

Requiring FAFSA as a High School Graduation Requirement (Approved at February 16, 2022 Board Meeting)

The Free Application for Federal Student Aid (FAFSA) is the official form that families must use to apply for federal financial aid to pay for college. In Kansas, less than half of 2021 high school graduates (46.9%) completed the FAFSA.⁵ It was estimated that the low FAFSA completion rate exhibited by the class of 2021 resulted in over \$35 million of unclaimed federal pell grant dollars that recent Kansas high school graduates could have received and applied toward pursuing higher education.⁶

¹ ACT. (2005). *Courses count: Preparing students for postsecondary success*. Iowa City, IA: Author.

² Adelman, C (1999) *Answers in the tool box: Academic intensity, attendance patterns, and bachelor's degree attainment*. Washington, DC: U S Department of Education.

³ Carnevale, A. P., Fasules, M. L., & Campbell, K. P. (2020). *Workplace basics: The competencies employers want*. Georgetown University Center on Education and the Workforce.

⁴ Rodriguez, O., Johnson, H., Mejia, M. C., & Brooks, B. (2017). *Reforming math pathways at California's Community Colleges*. Public Policy Institute of California.

⁵ National FAFSA Tracker. (n.d.). *Current FAFSA completion rates by state*. Retrieved from <https://national.fafsatracker.com/currentRates#>

⁶ Breen, S., DeBaun, B., & AlQaisi, R. (2022). *NCAN report: \$3.75 billion in Pell grants goes unclaimed ... National College Attainment Network*. Retrieved March 19, 2022, from <https://www.ncan.org/news/592984/NCAN-Report-3.75-Billion-in-Pell-Grants-Goes-Unclaimed-for-High-School-Class-of-2021.htm>

This percentage placed Kansas at 36th in the country in FAFSA completion. As a point of comparison, the state with the highest completion rate, Louisiana, yielded a 73.7% FAFSA completion rate.

The FAFSA completion rate is an important indicator for states to focus on because it is linked to higher high-school-to-college-going rates. Most notably, FAFSA completers are 63% more likely to enroll in college immediately after high school than non-completers.⁷

The FAFSA application has often been regarded as a challenge for students and families because of its complexity and extensive list of questions. Education Northwest cites there are five reasons why students do not complete the FAFSA. These include:

- Students and families think that they do not have a financial need;
- Students and families lack awareness and information about financial aid;
- Students and families are deterred by the cost of college and the thought of taking on debt;
- Students and families are put off by the complexity of the FAFSA form and process; and
- Students and families face similar barriers to FAFSA renewal.⁸

When drilling into the FAFSA completion data, it should be noted the students who have the highest probability of qualifying are the least likely to apply. This is particularly an issue in Kansas, as in 2018, the state ranked 48th in the country in the percentage of students from low-income school districts who completed the FAFSA.⁹

In 2018, Louisiana became the first state in the country to mandate FAFSA completion as a high school graduation requirement.¹⁰ After just one year, the percentage of Louisiana high school graduates who completed a FAFSA increased by 26 percentage points.¹¹ This resulted in 1500 more Louisiana high school graduates enrolling in higher education immediately after high school graduation during the program's inaugural year.¹² Additionally, the state's high school graduation rate increased by nearly three percentage points during this same period.¹³

Lastly, it is also important to note that a FAFSA graduation requirement will likely help increase affordability for some middle-income Kansas families. Feedback collected regarding the new Kansas Promise Scholarship – which requires a student to complete the FAFSA – has revealed that multiple middle-income Kansas students unexpectedly discovered that they would receive federal pell grants. These students have stated that they would not have completed the FAFSA – if it was not a Promise scholarship requirement – based on an incorrect assumption that that their family income was too high to qualify.

⁷ Helios Education Foundation. (2019). *Increasing FAFSA completion in Arizona*. Retrieved from <https://www.helios.org/news-media/publications/increasing-fafsa-completion-in-arizona>

⁸ Education Northwest. (2017). *What does the research say about barriers to FAFSA completion and strategies to boost completion?* Retrieved from <https://educationnorthwest.org/sites/default/files/resources/FAFSA-research%20handout-jan2017.pdf>

⁹ Lowry, Danielle (2018), *An Analysis of the relationship between school district poverty and FAFSA completion in June 2016–2018*, Washington, D.C.: National College Access Network.

¹⁰ Randolph, K.K. (2020). *States pass laws requiring FAFSA completion*. Retrieved from <https://educationnorthwest.org/sites/default/files/resources/FAFSA-research%20handout-jan2017.pdf>

¹¹ Carrell, J. (2018). *How one state increased FAFSA completion by 26 percent*. Retrieved from <https://www.ncan.org/news/456102/How-One-State-Increased-FAFSA-Completion-by-26-Percent.htm>

¹² LOSFA and LA Department of Education. (n.d.). *Key takeaways from Louisiana's FAFSA now pilot*. Ed Note. Retrieved March 17, 2022, from <https://ednote.ecs.org/key-takeaways-from-louisianas-fafsa-now-pilot/>

¹³ Deneault, C. (2021). *College enrollment and mandatory FAFSA applications: Evidence from Louisiana*.

Most recently, Texas, Illinois, and California implemented the FAFSA as a high school graduation requirement and it is anticipated that more states will begin mandating this in 2022. It is recommended that Kansas implement this as a high school graduation requirement as well.

While this strategy provides an avenue to increase the number of students who complete the FAFSA, there will be some high school seniors who will be ineligible for the FAFSA or will not have plans to pursue higher education. Therefore, it is important to point out the conditions by which three states exempt students from requiring the FAFSA as a high school graduation requirement. California, Illinois, and Texas have established statutes or administrative regulations that provide three common exemptions, which are detailed below.

- 1) A student who is 18 or older OR a legally emancipated minor can exempt him/herself;
- 2) The parent or guardian of a student can exempt his/her child; and
- 3) A high school official can exempt a student.

Implementing this as a requirement would create additional avenues for K-12 and higher education to collaborate on developing best practices, support systems, and events to bolster FAFSA completion.

Expand Concurrent Enrollment Participation (Approved at February 16, 2022 Board Meeting)

Data has shown that concurrent enrollment is linked with higher achievement on several short-term and long-term collegiate success measures. When comparing concurrent enrollment students to non-concurrent enrollment students, concurrent enrollment students:

- earn higher ACT scores;¹⁴
- exhibit higher high-school-to-college-going rates;¹⁵
- earn higher first-semester college GPAs;¹⁶
- demonstrate higher freshman-to-sophomore retention rates;¹⁷
- exhibit higher college graduation rates; and¹⁸
- demonstrate shorter time-to-degree completion.¹⁹

While the above studies focused on total student populations, it should also be noted that concurrent students outperform non-concurrent students when subpopulations are examined. When analyzing concurrent enrollment

¹⁴ Eimers, M., & Mullen, R. (2003). *Dual credit and advanced placement: Do they help prepare students for success in college?* Paper presented at the 43rd Annual Association of Institutional Research (AIR) Conference, Tampa, FL. Retrieved from https://www.researchgate.net/publication/237377525_Dual_Credit_and_Advanced_Placement_Do_They_Help_Prepare_Students_for_Success_nCollege

¹⁵ Struhl, B., & Vargas, J. (2012). *Taking college courses in high school: A strategy for college readiness. The college outcomes of dual enrollment in Texas.* Retrieved from http://www.jff.org/sites/default/files/TakingCollegeCourses_101712.pdf

¹⁶ Bailey, T. R., Calgano, J. C., Hughes, K. L., Jeong, D. W., & Karp, M. M. (2007). *The postsecondary achievement of participants in dual enrollment: An analysis of student outcomes in two states.* St. Paul, MN: University of Minnesota, National Research Center for Career and Technical Education. Retrieved from <https://files.eric.ed.gov/fulltext/ED498661.pdf>

¹⁷ Swanson, J. (2010). *Dual enrollment: The missing link to college readiness. Principal Leadership*, 10(1), 42–46. Retrieved from <https://www.nassp.org/news-and-resources/publications/principal-leadership/>

¹⁸ Allen, D. (2010). *Dual enrollment: A comprehensive literature review and bibliography.* New York, NY: CUNY Collaborative Programs Research & Evaluation. Retrieved from https://www.cuny.edu/academics/evaluation/library/DE_LitReview_August2010.pdf

¹⁹ Adelman, C. (2004). *Principal indicators of student academic histories in postsecondary education, 1972–2000.* Washington, DC: Institute of Education Sciences. Retrieved from <https://www2.ed.gov/rschstat/research/pubs/prinindicat/prinindicat.pdf>

participants versus concurrent enrollment participants by race/ethnicity and socioeconomic status, concurrent students in each subgroup have performed better than their non-concurrent enrollment counterparts.^{20 21 22}

Knowing that concurrent enrollment is a powerful vehicle for access and success, it is recommended that K-12 expand concurrent enrollment opportunities and apply such credit toward satisfying high school graduation requirements when applicable.

Going further, it is understood that the proposed high school graduation requirements place a significant emphasis on career preparation. As part of this effort, it would likely be advantageous for K-12 and higher education to collectively develop concurrent enrollment career pathways in high demand career areas such as education, nursing, computer science, and engineering. Under this framework, students would take a block of collegiate general education and pre-major and early major courses that would apply toward an associate and/or baccalaureate degree. Some students in certain career pathways would also have an opportunity to earn an associate degree at the point at which they graduate high school. This collaboration would create educational efficiencies between K-12 and higher education, generate cost savings for students, and establish a foundational pipeline to help fill critical workforce needs throughout the state.

Computer Science

It is understood that districts can apply a computer science course toward fulfilling a high school math or science graduation requirement. It is also understood that many high schools are unable to offer such a course based on existing faculty lacking the requisite content knowledge in this area. Recognizing this coupled with the fact that computer science is a critical workforce skill, there could be opportunities for higher education and K-12 to collaborate to build computer science learning experiences for high school students. For one, high school students could take a higher education computer science course, and, in turn, earn both high school and collegiate credit, to meet this requirement. This would likely involve a specific arrangement in which a higher education faculty member would teach the computer science course at the high school site. Alternatively, arrangements could also be made for a group of high school students to take an online computer science course taught by a higher education faculty member. Secondly, a high school faculty member could also take a computer science college credit course(s) or non-credit continuing education course(s) at a higher education institution to acquire the requisite knowledge and skills needed to teach such a high school course. A coordinated effort to promote these offerings across the state coupled with a tuition discount or waiver program for K-12 teachers could be as employed as strategies to help create awareness and build participation.

Requiring Four Units of English

It is noted that the proposed high school graduation requirements provide an option for school districts to allow students to graduate with three and a half English units instead of four English units. There are concerns regarding this proposed change because a strong commitment to developing and honing writing skills is a critical component for both college and career readiness.²³ Higher education faculty have also noted that some recent high school graduates lack foundational writing skills that are needed to succeed in early collegiate level coursework. This results in students needing English remediation and/or struggling in lower division college credit courses that include a significant writing component. Creating a high school graduation requirement that allows school districts to provide less English instruction may compound this issue. Thus, it is recommended that four units of English are required for high school graduation.

²⁰ An, B. P. (2013). *The influence of dual enrollment on academic performance and college readiness: Differences by socioeconomic status*. Research in Higher Education, 54(4), 407–432.

²¹ Ganzert, B. (2012). *The effects of dual enrollment credit on gender and race*. Current Issues in Education, 15(3), 1-8.

²² Young, R. D., Joyner, S. A., & Slate, J. R. (2013). *Grade point average differences between dual and nondual credit college students*. Urban Studies Research, 2013, 1–6.

²³ Conley, D. T. (2010). *College and career ready: Helping all students succeed beyond high school*. San Francisco, CA: Jossey-Bass.

Integrate Post-Secondary Education Academic Advising

Identify ways to utilize the Individual Plan of Study to include post-secondary education academic advising (and FAFSA support, consistent with the FAFSA recommendation noted above). While there is openness to utilizing a multitude of academic advising approaches and philosophies, the National Academic Advising Association, which is the largest collegiate advising association in the United States and is headquartered at Kansas State University, may provide an avenue to identify and/or develop best practices, strategies, and resources to support postsecondary education advising to high school students.

B. Fiscal Affairs & Audit

Regent Hutton

1. Receive and Discuss Capital Improvement Requests for FY 2024 and Five-Year Plans – University System (First Read)

Chad Bristow,
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 as attachments are summaries of the universities’ requests and staff recommendations for the Board’s review and discussion. The Board will take action at the May meeting, as the capital improvement requests are due to the Division of Budget on July 1, 2022.

Background

Capital improvement requests are due to the Division of Budget by July 1st each year; therefore, the Board has a process to review the institutional requests 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 appropriated money from the State General Fund (SGF) for new building projects on a consistent basis, only on an isolated project-by-project basis. Therefore, 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 FY2024 Capital Improvement Request/Five-Year Plan. (53) of those projects are new to the list for Board approval 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 FY2028. 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 of 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 provide much needed momentum for the Board’s new facilities initiative.

Staff Recommendations

- Approve all projects funded by non-state funds as submitted (e.g. housing, parking, private gifts, restricted fees, 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 following list of projects are presented for the first time for approval on the FY2024 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 1 st Floor Renovations Renovation/Consolidation	Interior
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

<u>WICHITA STATE UNIVERSITY</u>	<u>PROJECT TYPE</u>
Geology Building Renovation and Addition (Raze Neff Hall) Renovation/Addition/Consolidation/Demolition	

<u>EMPORIA STATE UNIVERSITY</u>	<u>PROJECT TYPE</u>
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

<u>PITTSBURG STATE UNIVERSITY</u>	<u>PROJECT TYPE</u>
Outdoor Track Complex	New Outdoor Facility

<u>FORT HAYS STATE UNIVERSITY</u>	<u>PROJECT TYPE</u>
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 FY2024 five-year plan and capital improvement requests that have been submitted by each institution and recommended by staff for the Board’s consideration.

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

KANSAS BOARD OF REGENTS

Project Title <i>Funding Source(s)</i>	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) <i>Educational Building Fund</i>	\$ 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) <i>State General Fund</i>	\$ 35,000,000	\$ -	\$ 35,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities Capital Renewal Initiative Demolition Fund (All Facilities) <i>State General Fund</i>	\$ 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 <i>Funding Source(s)</i>	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 <i>Educational Building Fund, University Funds</i>	\$ 6,000,000	\$ 3,500,000	\$ 2,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sunnyside Avenue and Naismith Drive Reconstruction <i>Educational Building Fund and Parking Fees</i>	\$ 6,980,000	\$ 2,160,000	\$ 1,500,000	\$ 1,500,000	\$ 1,820,000	\$ -	\$ -	\$ -	\$ -
Wellness Center <i>Private Gift(s), University Funds, Student Fees</i>	\$ 58,000,000	\$ -	\$ -	\$ 28,000,000	\$ 30,000,000	\$ -	\$ -	\$ -	\$ -
Student Success Center <i>To Be Determined</i>	\$ 30,500,000	\$ -	\$ -	\$ 3,000,000	\$ 20,000,000	\$ 7,500,000	\$ -	\$ -	\$ -

**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
Integrated Science Building #2 <i>To Be Determined</i>	\$ 198,276,000	\$ -	\$ -	\$ 5,400,000	\$ 24,100,000	\$ 130,776,000	\$ 38,000,000	\$ -	\$ -
Chalmers Hall Metalsmithing Shop <i>Private Gift(s)</i>	\$ 1,500,000	\$ -	\$ 300,000	\$ 300,000	\$ 900,000	\$ -	\$ -	\$ -	\$ -
Robinson Center Renovations <i>Educational Building Fund, and To Be Determined</i>	\$ 15,000,000	\$ -	\$ -	\$ 1,250,000	\$ 13,750,000	\$ -	\$ -	\$ -	\$ -
Watson Library Renovations <i>To Be Determined</i>	\$ 40,000,000	\$ -	\$ -	\$ 4,000,000	\$ 10,000,000	\$ 20,000,000	\$ 6,000,000	\$ -	\$ -
Marvin Hall Addition and Renovations <i>To Be Determined</i>	\$ 20,000,000	\$ -	\$ -	\$ 2,000,000	\$ 10,000,000	\$ 8,000,000	\$ -	\$ -	\$ -
Law Enforcement Training Center Development <i>To Be Determined</i>	\$ 225,000,000	\$ -	\$ -	\$ 15,000,000	\$ 50,000,000	\$ 80,000,000	\$ 50,000,000	\$ 30,000,000	\$ -
Lindley Hall Replace Rooftop HVAC Units <i>Educational Building Fund and/or University Funds</i>	\$ 3,500,000	\$ -	\$ 300,000	\$ 1,600,000	\$ 1,600,000	\$ -	\$ -	\$ -	\$ -
Strong Hall Tuckpoint, Clean and Seal <i>Educational Building Fund and/or University Funds</i>	\$ 2,250,000	\$ -	\$ 190,000	\$ 2,060,000	\$ -	\$ -	\$ -	\$ -	\$ -
Budig Hall/Hoch Auditoria Masonry Restoration, Tuckpoint, Clean and Seal <i>Educational Building Fund and/or University Funds</i>	\$ 3,500,000	\$ -	\$ -	\$ 300,000	\$ 1,600,000	\$ 1,600,000	\$ -	\$ -	\$ -
West Campus Medium Voltage System <i>Educational Building Fund and/or University Funds</i>	\$ 2,000,000	\$ -	\$ -	\$ 200,000	\$ 1,800,000	\$ -	\$ -	\$ -	\$ -
Strong Hall West Wing Chilled Water Distribution and Conversion <i>Educational Building Fund and/or University Funds</i>	\$ 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 <i>Educational Building Fund and/or University Funds</i>	\$ 4,000,000	\$ -	\$ -	\$ -	\$ 340,000	\$ 1,800,000	\$ 1,860,000	\$ -	\$ -
Learned Hall Air Handler Replacement <i>Educational Building Fund and/or University Funds</i>	\$ 3,200,000	\$ -	\$ -	\$ -	\$ -	\$ 260,000	\$ 1,500,000	\$ 1,440,000	\$ -
Blake Hall Chilled Water District <i>Educational Building Fund and/or University Funds</i>	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 170,000	\$ 1,830,000	\$ -
Spencer Research Library HVAC Upgrades <i>Educational Building Fund and/or University Funds</i>	\$ 8,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 690,000	\$ 2,310,000	\$ 5,000,000
Lindley Hall Hot Water District <i>Educational Building Fund and/or University Funds</i>	\$ 5,100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 430,000	\$ 4,670,000
Engineering Complex Chilled and Hot Water District <i>Educational Building Fund and/or University Funds</i>	\$ 4,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 380,000	\$ 4,120,000
Memorial Stadium Renovations Phase 1 <i>Athletics Association, Private Gift(s), To Be Determined</i>	\$ 220,000,000	\$ 12,000,000	\$ 208,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Allen Field House Renovations Phase 2 <i>Athletics Association, Private Gift(s)</i>	\$ 20,000,000	\$ -	\$ 7,500,000	\$ 12,500,000	\$ -	\$ -	\$ -	\$ -	\$ -
Memorial Stadium Renovations Phase 2 <i>Athletics Association, Private Gift(s), To Be Determined</i>	\$ 130,000,000	\$ -	\$ -	\$ 30,000,000	\$ 100,000,000	\$ -	\$ -	\$ -	\$ -
Hoglund Ballpark Renovation <i>Athletics Association, Private Gift(s)</i>	\$ 22,000,000	\$ -	\$ -	\$ -	\$ 12,000,000	\$ 10,000,000	\$ -	\$ -	\$ -

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

UNIVERSITY OF KANSAS (Continued)

Project Title <i>Funding Source(s)</i>	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 <i>Union and Student Fees</i>	\$ 18,000,000	\$ 500,000	\$ -	\$ 15,000,000	\$ 2,500,000	\$ -	\$ -	\$ -	\$ -
Oliver Hall Demolition <i>Housing Funds</i>	\$ 2,200,000	\$ 500,000	\$ 1,700,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Lewis/Templin Residence Hall Chiller Replacement <i>Housing Funds and Trust Funds</i>	\$ 1,500,000	\$ 900,000	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Lewis Residence Hall Improvements <i>Housing Funds and Trust Funds</i>	\$ 3,000,000	\$ -	\$ 600,000	\$ 1,200,000	\$ 1,200,000	\$ -	\$ -	\$ -	\$ -
Lot 61 Reconstruction <i>Parking Fees</i>	\$ 2,015,000	\$ -	\$ 240,000	\$ 1,775,000	\$ -	\$ -	\$ -	\$ -	\$ -
Lot 72 Reconstruction <i>Parking Fees</i>	\$ 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 <i>Funding Source(s)</i>	Estimated Total Project Cost	Prior Years	Current Year (FY2023)	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Subsequent Years
Cancer Research Building <i>Private Gift(s), To Be Determined</i>	\$ 385,251,000	\$ -	\$ -	\$ 40,581,937	\$ 110,250,000	\$ 173,643,750	\$ 60,775,313	\$ -	\$ -
Brain Health Building <i>Private Gift(s), To Be Determined</i>	\$ 199,333,700	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 23,333,700	\$ 88,000,000	\$ 88,000,000
KUMC Morgue Renovation <i>Deferred Maintenance Fund, To Be Determined</i>	\$ 1,651,000	\$ -	\$ -	\$ 660,400	\$ 990,600	\$ -	\$ -	\$ -	\$ -

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

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 <i>To Be Determined</i>	\$ 36,004,271	\$ -	\$ -	\$ 8,400,000	\$ 8,268,750	\$ 8,693,764	\$ 10,641,757	\$ -	\$ -
Clinical and Translation Science Unit (CTSU) <i>Private Gift(s), To Be Determined</i>	\$ 13,496,569	\$ -	\$ -	\$ -	\$ -	\$ 13,496,569	\$ -	\$ -	\$ -
Bio-specimen Repository <i>Private Gift(s), To Be Determined</i>	\$ 4,501,152	\$ -	\$ -	\$ -	\$ 2,250,576	\$ 2,250,576	\$ -	\$ -	\$ -
School of Medicine Wichita Health Education Building <i>To Be Determined</i>	\$ 20,797,872	\$ -	\$ -	\$ -	\$ 10,398,936	\$ 10,398,936	\$ -	\$ -	\$ -
HVAC Controls and Energy Conservation <i>Educational Building Fund, Tuition, and Research Institute</i>	\$ 3,372,188	\$ 1,707,000	\$ 900,000	\$ 241,500	\$ 523,688	\$ -	\$ -	\$ -	\$ -
Applegate Energy Center (AEC) Boiler Replacement and Curtain Wall Project <i>Educational Building Fund, Deferred Maintenance Fund, To Be Determined</i>	\$ 11,279,295	\$ 500,000	\$ 3,594,000	\$ 3,593,000	\$ 3,592,295	\$ -	\$ -	\$ -	\$ -
AEC Electrical Upgrades <i>Deferred Maintenance Fund, To Be Determined</i>	\$ 1,507,870	\$ -	\$ -	\$ 1,507,870	\$ -	\$ -	\$ -	\$ -	\$ -
Wescoc B and C Mechanical/Electrical/Plumbing (MEP) Renovation <i>Deferred Maintenance Fund, To Be Determined</i>	\$ 18,292,352	\$ -	\$ 1,780,352	\$ 3,072,000	\$ 5,376,000	\$ 8,064,000	\$ -	\$ -	\$ -
Delp F Mechanical/Electrical/Plumbing (MEP) Renovation <i>Deferred Maintenance Fund, To Be Determined</i>	\$ 10,602,200	\$ -	\$ 375,000	\$ -	\$ -	\$ 3,161,600	\$ 7,065,600	\$ -	\$ -

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

KANSAS UNIVERSITY MEDICAL CENTER (Continued)

Project Title <i>Funding Source(s)</i>	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 <i>Deferred Maintenance Fund, To Be Determined</i>	\$ 12,255,720	\$ -	\$ -	\$ -	\$ 2,405,120	\$ 4,653,800	\$ 5,196,800	\$ -	\$ -
Robinson Mechanical/Electrical/Plumbing (MEP) Renovation <i>Deferred Maintenance Fund, To Be Determined</i>	\$ 4,647,612	\$ -	\$ -	\$ 968,000	\$ 3,679,612	\$ -	\$ -	\$ -	\$ -
Eaton Mechanical/Electrical/Plumbing (MEP) Renovation <i>Deferred Maintenance Fund, To Be Determined</i>	\$ 5,843,200	\$ -	\$ -	\$ -	\$ 723,200	\$ 1,843,200	\$ 3,276,800	\$ -	\$ -
Lied Heating Hot Water (HHW) System Replacement <i>Deferred Maintenance Fund, To Be Determined</i>	\$ 1,349,623	\$ -	\$ -	\$ -	\$ 1,349,623	\$ -	\$ -	\$ -	\$ -
Elevator Renewals (Multiple Buidings) <i>Deferred Maintenance Fund, To Be Determined</i>	\$ 5,001,752	\$ -	\$ 1,128,242	\$ 1,040,418	\$ 1,483,454	\$ 1,349,638	\$ -	\$ -	\$ -
Miller Electrical and HVAC Renovation <i>Deferred Maintenance Fund, To Be Determined</i>	\$ 8,486,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,206,400	\$ 3,200,000	\$ 4,080,000
Window Replacements (Multiple Buildings) <i>Deferred Maintenance Fund, To Be Determined</i>	\$ 9,150,000	\$ -	\$ 1,790,000	\$ 2,690,000	\$ 940,000	\$ 1,480,000	\$ 2,250,000	\$ -	\$ -
Parking Lot / Garage Maintenance and Improvements <i>Parking Fees</i>	\$ 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 <i>Parking Fees</i>	\$ 36,443,055	\$ -	\$ -	\$ -	\$ -	\$ 17,777,100	\$ 18,665,955	\$ -	\$ -
Reflection Center <i>Private Gift(s), To Be Determined</i>	\$ 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

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

KANSAS STATE UNIVERSITY

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

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

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 <i>To Be Determined</i>	\$ 150,000,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000,000	\$ 50,000,000	\$ 50,000,000	\$ -
Parking Lot Maintenance and Improvements <i>Parking Fees</i>	\$ 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 <i>Housing Funds</i>	\$ 20,000,000	\$ -	\$ -	\$ -	\$ -	\$ 9,000,000	\$ 9,000,000	\$ 2,000,000	\$ -
Large Animal Research Center Expansion Phase 1 and 2 <i>To Be Determined</i>	\$ 25,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,500,000	\$ 7,500,000	\$ 10,000,000
Razing of Deteriorated Infrastructure <i>To Be Determined</i>	\$ 5,000,000	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000	\$ 3,000,000	\$ -	\$ -
Justin Hall 1st Floor Renovations <i>To Be Determined</i>	\$ 2,700,000	\$ -	\$ -	\$ -	\$ -	\$ 2,700,000	\$ -	\$ -	\$ -
Hal Ross Flour Mill Modernization <i>Private Gifts & To Be Determined</i>	\$ 1,475,457	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,125,000	\$ 350,457	\$ -
North Agronomy Farm, Research Innovation Masterplan <i>To Be Determined</i>	\$ 37,445,000	\$ -	\$ -	\$ -	\$ -	\$ 1,545,000	\$ 32,200,000	\$ 3,700,000	\$ -
Milking Parlor & Cow Housing <i>To Be Determined</i>	\$ 6,500,000	\$ -	\$ -	\$ -	\$ -	\$ 6,500,000	\$ -	\$ -	\$ -
Agronomy Education - Industrial Instruction Building <i>To Be Determined</i>	\$ 2,000,000 \$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000	\$ -	\$ -	\$ -

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

KANSAS STATE UNIVERSITY (Continued)

Project Title <i>Funding Source(s)</i>	Estimated Total Project Cost	Prior Years	Current Year (FY2023)	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Subsequent Years
HVAC Modernization <i>Educational Building Fund and To Be Determined</i>	\$ 36,300,000	\$ -	\$ -	\$ -	\$ -	\$ 4,834,655	\$ 9,765,664	\$ 7,483,738	\$ 14,215,943
Exterior Envelope Repair <i>To Be Determined</i>	\$ 19,716,250	\$ -	\$ -	\$ -	\$ -	\$ 7,413,750	\$ 5,815,000	\$ 4,212,500	\$ 2,275,000
Roof Replacement(s) <i>Educational Building Fund and To Be Determined</i>	\$ 13,473,156	\$ -	\$ -	\$ -	\$ -	\$ 4,491,052	\$ 4,491,052	\$ 4,491,052	\$ -
Beocat Datacenter Renovation <i>To Be Determined</i>	\$ 3,307,328	\$ -	\$ -	\$ -	\$ -	\$ 3,307,328	\$ -	\$ -	\$ -
Student Recreation Field Improvements <i>To Be Determined</i>	\$ 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 <i>Funding Source(s)</i>	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) <i>Private Gift(s), Revenue Bonds</i>	\$ 49,500,000	\$ 46,000,000	\$ 3,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Convergence Sciences 2 Facility for Digital Transformation (NIRDT) <i>Restricted Fees, Revenue Bonds</i>	\$ 16,000,000	\$ 7,500,000	\$ 8,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Addition to Marcus Welcome Center <i>Private Gift(s), University Funds</i>	\$ 4,000,000	\$ 500,000	\$ 2,000,000	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ -
Clinton Hall Shocker Success Center <i>Private Gift(s), Student Fees, Revenue Bonds</i>	\$ 16,400,000	\$ 1,000,000	\$ 12,000,000	\$ 3,400,000	\$ -	\$ -	\$ -	\$ -	\$ -

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

WICHITA STATE UNIVERSITY (Continued)

Project Title <i>Funding Source(s)</i>	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 <i>To Be Determined</i>	\$ 2,824,475	\$ -	\$ 175,000	\$ 2,649,475	\$ -	\$ -	\$ -	\$ -	\$ -
Cessna Stadium Demolition <i>Private Gift(s), Restricted Fees</i>	\$ 1,750,000	\$ -	\$ 750,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -
Geology Building Renovation + Addition <i>EBF Funds, Revenue Bonds</i>	\$ 18,500,000	\$ -	\$ -	\$ 750,000	\$ 10,000,000	\$ 7,750,000	\$ -	\$ -	\$ -
Parking Maintenance and Improvements <i>Parking Fees</i>	\$ 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 <i>Funding Source(s)</i>	Estimated Total Project Cost	Prior Years	Current Year (FY2023)	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Subsequent Years
Morse Central Renovation <i>To Be Determined</i>	\$ 8,500,000	\$ -	\$ 6,500,000	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ -
Butcher Education Center Razing and Relocation of Departments <i>EBF, To Be Determined</i>	\$ 1,400,000	\$ -	\$ -	\$ 1,100,000	\$ 300,000	\$ -	\$ -	\$ -	\$ -
King Hall Theatre Renovation and Art Addition <i>EBF, Private Gift(s)</i>	\$ 4,870,000	\$ -	\$ -	\$ 3,500,000	\$ 1,370,000	\$ -	\$ -	\$ -	\$ -
Welch Stadium East Side Renovation <i>To Be Determined</i>	\$ 11,050,000	\$ -	\$ -	\$ 8,500,000	\$ 2,550,000	\$ -	\$ -	\$ -	\$ -

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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 <i>Parking Fees</i>	\$ 625,000	\$ -	\$ 100,000	\$ 225,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ -
Health, Physical Education and Recreation Building Sports Performance Facility Addition <i>Private Gift(s)</i>	\$ 15,015,103	\$ -	\$ -	\$ -	\$ 10,000,000	\$ 5,015,103	\$ -	\$ -	\$ -
Welch Stadium West Side Renovation <i>To Be Determined</i>	\$ 1,680,000	\$ -	\$ -	\$ -	\$ 1,680,000	\$ -	\$ -	\$ -	\$ -
Stormont Maintenance Facility Upgrade <i>To Be Determined</i>	\$ 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 <i>Private Gift(s), University Reserves</i>	\$ 8,100,000	\$ 560,681	\$ 5,400,000	\$ 2,139,319	\$ -	\$ -	\$ -	\$ -	\$ -
Kelce Hall Renovation <i>Educational Building Fund, Tuition, Private Gift(s)</i>	\$ 18,500,000	\$ 1,200,000	\$ 10,000,000	\$ 7,300,000	\$ -	\$ -	\$ -	\$ -	\$ -
Utility Tunnel Repairs <i>Educational Building Fund</i>	\$ 1,500,000	\$ -	\$ 500,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -
Campus Consolidation / Shirk Demolition <i>Educational Building Fund</i>	\$ 2,000,000	\$ -	\$ 500,000	\$ 500,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -
Outdoor Track Complex <i>Private Gift(s)</i>	\$ 10,000,000	\$ -	\$ 2,000,000	\$ 8,000,000	\$ -	\$ -	\$ -	\$ -	\$ -

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

PITTSBURG STATE UNIVERSITY (Continued)

Project Title <i>Funding Source(s)</i>	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 <i>Housing Funds</i>	\$ 3,500,000	\$ 331,700	\$ 668,300	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ -
Jack H. Overman Student Center Improvements <i>Student Fees</i>	\$ 1,462,000	\$ 12,000	\$ 200,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ -
Parking Maintenance and Improvements <i>Parking Fees, Tuition</i>	\$ 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 <i>Funding Source(s)</i>	Estimated Total Project Cost	Prior Years	Current Year (FY2023)	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Subsequent Years
Forsyth Library Renovation <i>Educational Building Fund, Tuition</i>	\$ 19,000,000	\$ -	\$ 1,500,000	\$ 8,250,000	\$ 8,750,000	\$ 500,000	\$ -	\$ -	\$ -
Parking Improvements <i>Parking Fees</i>	\$ 2,400,000	\$ -	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ -
Gross Coliseum Parking Lot Replacement <i>Parking Fees, Tuition</i>	\$ 5,300,000	\$ -	\$ 100,000	\$ 1,500,000	\$ 2,600,000	\$ 1,100,000	\$ -	\$ -	\$ -
McMindes Hall Electrical Improvements-Phases 1-6 <i>Housing Funds</i>	\$ 5,400,000	\$ -	\$ -	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000
Football Facility <i>Private Gift(s)</i>	\$ 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
 SUMMARY**

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

2. Receive Facility Guidelines – University System (First Read)

➤ *Bedrock Goal – Facilities Capital Renewal Initiative*

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.

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 Board consideration.

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

- 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 regular 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:

- Adjust the ten-year requirement to an “ongoing” approved plan on file with the Board.
- Submit updates to Campus Master Plan every three to five years.
- Present annual status reports to the Board.
- Include a 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:

- Include a list of all planned small capital projects (estimated at under \$1.0 million in total project costs) with the FY Capital Improvement Request / Five-Year Plan on March 1st of each 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.
- Approval of standard calculation template for projecting maintenance and operating costs for new space.

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
- 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 Pedagogy	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

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

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.

Recommendation(s) for additional requirements:

- Adopt KBOR space planning guidelines
- Require each university to adopt campus specific space planning guidelines compatible with KBOR guidelines
- Use KBOR space guidelines when planning and designing major renovations and new buildings.
- 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.
- Use current building spaces per the KBOR utilization targets prior 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.
- Consider using the model's distribution of pedagogy type to establish acceptable area per employee.
 - Conference space is considered 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.

d. Space Needs Analysis

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

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

There are currently no State of Kansas Statutes or Board policies associated with Space Request and Reassignment.

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 **encouraged** to:

- 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)

The Board may consider including a clause in the facilities policy that indicates if the calculated maintenance assessment exceeds the increase in General Use budget for a given fiscal year, consideration may be given to adjustment of the amount of maintenance assessment required for that 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 for the foreseeable future
- 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.

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 for substantive updates to additional requirements codified in the University Facilities Guidelines.

The current list of Appendix “draft” documents 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)

C. Governance

Regent Harrison-Lee

1. Receive CEO Presentations on the Kansas Board of Regents Freedom of Expression Initiative

President Mason
President Muma

- Fort Hays State University
- Wichita State University

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

- President Muma
- President Mason

May 18, 2022

- Chancellor Girod
- President Scott

June 15, 2022

- President Linton
- Interim President Hush

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

D. Other Matters

1. Receive Legislative and Budget Update

Matt Casey,
Director, Government Relations

Summary

The legislature reached first adjournment on Friday, April 1 and will return for veto session on April 25. The Board will receive an update on the budget as well as the non-budgetary legislative items.

2. Receive Update on the National Institute for Student Success Work

Daniel Archer,
VP, Academic Affairs

Summary

The six state universities and Cowley College have been participating in Georgia State University’s newly formed National Institute for Student Success since last Fall. This paper details how this project was started, the scope of the work, and future steps.

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.²⁴ 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.²⁵ 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,

²⁴ Georgia State University. (2019, May 6). *Georgia State is a national model for student success*. Retrieved from <https://success.gsu.edu/>

²⁵ Georgia State University. (n.d.). *Leading with predictive analytics*. Retrieved from <https://success.gsu.edu/approach/>

will identify gaps and highlight strategies and practices that can be employed to facilitate student success. The playbooks will be completed at the end of April 2022. At the May 18, 2022 Board meeting, NISS will present its findings and a summary of the playbook recommendations.

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.

3. Discuss Next Steps on How to Use the Enrollment Data **Elaine Frisbie,
VP, Finance & Administration**

Following the strategic plan update in February, the annual enrollment report was presented at the March Board meeting. The Board requested an opportunity to follow-up on how to use the enrollment data to make and measure progress on the strategic plan, *Building a Future*. As noted in March, headcount enrollment at the 32 public institutions of higher education in Kansas has declined by 13.3 percent from its peak in 2013. That rate of decline is offset by greater numbers of non-residents students enrolling in Kansas institutions, while enrollment of Kansas residents has declined over 20 percent.

Fundamental to the supply of potential students at the institutions is the college going rate for Kansas high school graduates. It was presented in March that 54.1 percent of 2015 Kansas high school graduates enrolled in a Kansas public institution of higher education, while only 44.8 percent of 2020 graduates enrolling within one year of graduation. The college going rate for Pell-eligible students is declining, and students identifying as Hispanic, Black and American Indian are even lower, between 33 and 36 percent for 2020 graduates.

To monitor improvements on affordability, access, and success, the Board of Regents will establish a dashboard to present timely updates on the key metrics outlined in the strategic plan. Coordinating with the Systemwide efforts underway with the National Institute of Student Success at Georgia State University, the program review rubric to be established with the rpk Group, and other work directed by the Board aimed at improving student outcomes, such as the review of the university health centers, it is expected that the Board will see improvements in the higher education system metrics.

The Board also has plans to launch a parent survey to gather information on their perceptions of higher education, their intentions for encouraging their children to enroll, and their children’s prospects for enrollment. A second survey of high school counselors is also planned to gauge what they are hearing from the students. The results of the survey will inform best next steps in the recruitment and marketing of the institutions.

4. Act on Request to Name a Building – KSU **President Linton**

VIII. Adjournment

AGENDA

**Kansas Board of Regents
ACADEMIC AFFAIRS STANDING COMMITTEE
Wednesday, April 20, 2022
11:00 a.m. – 12:00 p.m.**

The Board Academic Affairs Standing Committee (BAASC) will meet in the Memorial Union Kanza Room at Fort Hays State University, 600 Park Street, Hays, KS 67601. 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 April 5, 2022

- II. Other Matters**
 - A. 2021 Apply Kansas Annual Report Tara Lebar
 - B. Advantage KS Coordinating Council (AKCC) Update Regent Kiblinger
 - C. Direct Support Professionals (DSP) Update Regent Schmidt

- III. Suggested Agenda Items for May 3rd Meeting**
 - A. Performance Agreement
 - B. rpk GROUP Update
 - C. Credit for Prior Learning (CPL) Update
 - D. New Program Approvals

- IV. Adjournment**

MINUTES

Board Academic Affairs Standing Committee MINUTES Tuesday, April 5, 2022

The April 5, 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
Staff:	Daniel Archer Karla Wiscombe Julene Miller Marti Leisinger	Amy Robinson Tara Lebar Renee Burlingham	Sam Christy-Dangermond Cindy Farrier Lisa Beck
Others:	Brenda Koerner, ESU Cindy Hoss, Hutchinson CC Gary Wyatt, ESU Jean Redeker, KU Joan Brewer, ESU Kim Jackson, Butler CC Lisa Blair, NWKTC Michelle Schoon, Cowley CC Rob Gibson, ESU Shelly Gehrke, ESU Wooseob Jeong, ESU Rick Staisloff, rpk GROUP Tom Hallaq, K-State	Brent Thomas, ESU Elaine Simmons, Barton CC Heather Morgan, KACCT Jerald Spotswood, ESU JoLanna Kord, ESU Laurel Littrell, K-State Marc Fusaro, ESU Mike Werle, KUMC Shawnee Hendershot, PSU Shirley Lefever, WSU Greg Paul, K-State Katie Hagan, rpk GROUP	Chuck Taber, K-State Eugene Vasserman, K-State Janet Stramel, FHSU Jill Arensdorf, FHSU Kathy Landwehr, ESU Linnea GlenMaye, WSU Melinda Roelfs, PSU Paul Grimes, PSU Sheila Markowitz, ESU Tanya Gonzalez, K-State Nick Stevens, KU Scott DeLoach, K-State

Roll call was taken for members and presenters.

Approval of Minutes

Regent Rolph moved to approve March 16, 2022, meeting minutes, and Regent Schmidt seconded the motion. With no corrections, the motion passed.

Academic Portfolio and Workload Review Update

Katie Hagan, with rpk GROUP, presented the update. The Board and rpk GROUP will be working on a project to help ensure the six public universities offer programs that students are interested in pursuing, successfully completing, and that lead to employment. Secondly, they will also assess academic resource utilization across all institutions and recommend an ideal workload evaluation process that leads to continuous improvement. The rpk GROUP will conduct the following in its role:

- Establish and coordinate a Steering Team that will convene monthly to inform project development and communication
- Establish and coordinate a Data Team that will convene biweekly to inform framework development and methodology
- Create all project communication for stakeholders, including monthly written updates to be made available on a KBOR website (https://www.kansasregents.org/academic_affairs/academic-portfolio)

[reviews](#)) and regular updates to the Board Academic Affairs Standing Committee (BAASC)

- Collect and analyze all relevant data to accomplish project goals and deliverables

The first Steering Team meeting is scheduled for April 6, 2022. This team will be tasked with remaining informed of the project, reviewing analyses as they are available, providing feedback and asking questions, and raising opportunities for additional communication and stakeholder engagement. The first Data Team meeting is scheduled for April 7, 2022. There will also be opportunities for involvement from project leads, town halls, and community engagement.

Once the final contract and a formal data share agreement are approved, rpk anticipates it will take around two months to collect and standardize the data in collaboration with KBOR. Once the data collection is complete, rpk anticipates it will take around four months to analyze the data and provide recommendations.

Consent Items

- Chuck Taber presented a BA and BS in Advertising and Public Relations at K-State for approval. This program currently exists as an option within the existing degree programs in Mass Communications. The program has a growing interest, and K-State anticipates enrollment of up to 140 students by year three.
- Chuck Taber presented a BS in Cybersecurity program at K-State for approval. Cybersecurity is an area of growing demand, and the K-State program will be the first cybersecurity bachelor's degree accredited in Kansas. K-State currently has a Cybersecurity option, and they will use existing resources for the new degree and anticipate having 40 students by year three.

Regent Schmidt moved to place the BA and BS in Advertising and Public Relations and the BS in Cybersecurity at K-State as presented under the Board consent agenda for approval. Following the second of Regent Rolph, the motion passed unanimously.

- Howard Smith and Paul Grimes presented a BBA in Business Studies at PSU for approval. The program originated through an assessment of student and employer needs and was designed to provide students with multidisciplinary business education. PSU will use existing certificates and minors within the Kelce College of Business (KCOB) and allow students to stack credentials tailored to specific student and labor needs. PSU believes this is a unique program that has long been needed.

Regent Schmidt moved to place the BBA in Business Studies at PSU as presented under the Board consent agenda for approval. Following the second of Regent Rolph, the motion passed unanimously.

Discussion Items

Sam Christy-Dangermond presented the Program Review Report found on page 35 of the agenda. The report contains a summary of programs reviewed in Academic Year 2021. State universities are required to review programs at least once every eight years using Board established minimum criteria. This will likely be the last program review report received which reflects the current process as we are currently working with rpk GROUP to change this framework.

As a result of the 107-degree programs reviewed in AY 2021, the following was summarized:

- One ESU and one WSU program were recommended for additional review
- Four programs from PSU are recommended for enhancement
- Two K-State programs were merged as a part of Strategic Program Alignment last year
- Of the 14 programs identified for additional review in previous years, one FHSU program is being

- recommended to discontinue; the rest will remain on additional review status
- The remaining programs are all recommended to continue

Regent Rolph moved to place the Program Review Report as presented under the Board discussion agenda for approval. Following the second of Regent Schmidt, the motion passed unanimously.

Adjournment

The next BAASC meeting is scheduled for April 20, 2022, at 11:00 a.m. The meeting will be held on the FHSU campus with a virtual option available.

Regent Rolph moved to adjourn the meeting, and Regent Schmidt seconded. With no further discussion, the meeting adjourned at 9:48 a.m.

AGENDA

Fiscal Affairs and Audit Standing Committee

Wednesday, April 20, 2022

10:15 am – 11:45 am

Fort Hays State University Memorial Union, Prairie Room

I. Old Business

- A. Approve minutes of March 16, 2022 committee meeting
- B. Follow up on issues raised during the April 5 teleconference call regarding FAA items on the Board's agenda and any other questions/clarifications

II. New Business

- A. Receive External Management Report for Pittsburg State University, Mike Lowry, Senior Vice President of Allen, Gibbs & Houlik
- B. First Read of Johnson County Educational Research Triangle (JCERT) Budgets with Campus Presentations– KSU, KU Edwards, KU Medical Center
- C. Review Board Agenda Items under Fiscal Affairs
- D. **FAA 22-08** Review Progress on State University Deferred Maintenance Initiative (standing item)
- E. **FAA 22-09** Review Progress with State University Student Health Center Task Force (standing item)
- F. Audits for committee review and discussion (standing item)
- G. Other Committee Business

III. Other Committee Items

Next meeting dates:

May 3, 11:00 am, Agenda Planning Conference Call

May 18, 10:15 am, Committee Meeting, Kansas Board of Regents Board Room

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, April 20, 2022
Fort Hays State University
8:45 – 10:00**

- I. APPROVE MINUTES FROM March 16, 2022**
- II. CONSIDER 2021-2022 GOVERNANCE COMMITTEE TOPICS**
 - A. GOV 22-10**, Review proposed revisions to Board policy not being worked by another Board Committee
 - 1. Policies to protect against threats to university data and IP
 - 2. Policy on makeup of Retirement Plan Committee
 - B. GOV 22-01**, Oversee unified communication and advocacy plan for all sectors of the higher education system; update
 - C. GOV 22-05**, CEO compensation discussion – **Executive Session** – Personnel Matters Relating to Non-Elected Personnel
- III. NEXT MEETING DATES**
 - A.** May 18
 - B.** June 15

MINUTES

GOVERNANCE COMMITTEE March 16, 2022 Minutes

The Kansas Board of Regents Governance Committee met on Wednesday, March 16, 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 January 19, 2022. Regent Feuerborn seconded, and the motion carried.

BOARD FREEDOM OF EXPRESSION INITIATIVE

General Counsel Miller stated when the Board adopted its Freedom of Expression Statement in 2021, the Board directed the universities to complete certain activities on their campuses to ensure that their policies and practices related to Free Speech were aligned with the Board's Statement. General Counsel Miller reported that all the universities reviewed their policies and submitted to Board staff the policy amendments that were made to comply with the Board's directive. She noted that each of the state universities either have or are in the process of incorporating the Board's Statement on their university homepage and all are planning to distribute free expression materials to students as part of their orientation. Many of the universities have decided to create a webpage dedicated to free expression; others have indicated that it makes more sense for their campus to place this information on their student life page where it will get more hits. Several have created FAQs and/or videos or PowerPoint presentation materials. Regent Rolph stated that he appreciated how the materials were organized, which made it easy to see what each campus has done and thanked General Counsel Miller for all her work on this project.

The next step in the roll out of the Board's Freedom of Express Statement is for each state university CEO to present to the Board information on their process for implementing the Board's initiative. The Governance Committee discussed what should be included in the presentations and decided that the CEOs should focus on providing some context around the process the campus took to review its policies and practices, describe a few of the changes that were implemented, and provide some examples of how it has been applied on the campus. Regent Rolph moved to accept the report presented today and approve moving forward with the CEOs presentation to the Board. Regent Feuerborn seconded, and the motion carried. The Board will receive presentations in April, May, and June.

UPDATE ON COMMUNICATION AND ADVOCACY PLAN

Matt Casey, Director of Government Relations, had to be at the Statehouse but provided the written update that General Counsel Miller read. He noted that after first adjournment the Government Relations Officers will begin organizing a comprehensive approach for a grassroots effort including organizing the legislative coffees and connecting those events to the alumni associations. After the legislative session ends, the Government Relations Officers will begin meeting with legislators in their districts to discuss higher education issues for next session.

Matt Keith, Director of Communications, stated Chair Harrison-Lee continues to provide information on activities related to higher education by conducting interviews, using her Twitter account, and releasing her monthly newsletter. He also provided examples of how the universities have released coordinated statements that aligned

with the Chair's statement regarding the Governor's higher education budget recommendation. Moving forward, Director Keith noted that based on feedback from the Board, staff will be developing a survey to gather information from Kansas parents who have children in the K-12 system and high school counselors on their perceptions of higher education. The results of the survey will hopefully provide data on why some students are not engaging with the higher education system, which can then be used by the Board and the institutions to develop strategies to address the declining college going rate.

NEW REGENT ORIENTATION

General Counsel Miller stated that this year the Board office conducted two separate orientations for the three new Regents. During the first session, the Regents received a general overview of Board members' responsibilities including information on the Board's constitutional and statutory authority. The vice presidents then provided information on what each of their units does and how they work with the universities and colleges. The second session was scheduled in January and the new Regents received information on the legislative session and the CEO evaluation process. It was noted that the Board Chair participated in both orientations, which allowed the new Regents the opportunity to ask questions and get feedback from a Board member. The Governance Committee believes that the topics covered during the orientation are good but would like to incorporate more information during the first orientation on the Senate confirmation process. Chair Harrison-Lee stated that it is important to have the first orientation in person and that the Board Chair should attend. She also noted that it may be a good idea to coordinate with the Governor's Office on providing more information on the confirmation process. Regent Rolph asked staff to reach out to Regents Ice, Lane, and Winter to see if they have any feedback on the process. Regent Harrison-Lee and Regent Feuerborn concurred.

CEO COMPENSATION POLICY, DATA AND PROCESS

General Counsel Miller stated that after reviewing all the data available on university CEO compensation, Board staff recommends continuing to use peer data collected from *The Chronicle of Higher Education* to the extent available (the Chronical collects public doctoral institution executive data). For the peer institutions for which the Chronical does not have executive data, the campuses and/or Board staff will continue to collect the data from other sources. The Governance Committee concurred with the recommendation.

ADJOURNMENT

Regent Harrison-Lee adjourned the meeting at 9:17 a.m.

AGENDA

**System Council of Presidents
Kansas Board of Regents
April 20, 2022
10:30 a.m.
Stouffer Lounge and Zoom**

1. Approve minutes of March 16, 2022 meetings
2. Report from System Council of Chief Academic Officers: Dr. Mickey McCloud
3. Receive update on the National Institute for Student Success: Dr. Daniel Archer
4. Receive information on math pathways and discuss moving initiative forward: Dr. Daniel Archer
5. Other matters

MINUTES

System Council of Presidents Kansas Board of Regents

March 16, 2022

10:30 a.m.

Members Present:

President Tisa Mason, Fort Hays State University – 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. Chancellor Girod moved that the minutes from the February 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
 - Update on the OER training
3. System Council of Presidents Role
 - At the last meetings, members were asked to submit topics that are important to the system and then the Council will decide which topic to pursue during the year. The below topics were presented:
 - Math Pathways
 - Guided Pathways
 - Removing barriers to collaboration and creating “momentum” partnerships for economic development between universities and technical and community colleges.
 - Need-based aid policy
 - Partnerships with community and industry to meet their talent needs (e.g., via curriculum and applied learning).
 - Recentering
 - Process for ongoing regulatory/policy review to identify compliance burdens and how to gain more efficiency.
 - Best practices for maximizing an inclusive campus environment.
 - President Mason stated that whatever topic the Council decides to pursue needs to be operationally defined so that they understand the path forward – what does it mean and what work needs to be done?
 - President Farley believes the Council needs to focus on items tied to policy processes rather than tasks that need to be completed.
 - Guided Pathways was defined by the community colleges as meta majors. The colleges develop pathways that are easy for students to understand when they enter college because the colleges offer many open-ended AAs that can transfer to a wide variety of majors at the universities. These pathways are designed to help students with time to degree and save them money because they shouldn't need to repeat or lose courses when they transfer to a university.
 - Need to work on connectivity of articulation between the two-year and four-year institutions. Some students feel they are repeating courses they took at the college level. Students need pathways to bachelor degrees that remove the duplication of courses.

- President Flanders stated that the system is working on the General Education Framework; next steps will be to look at the large majors that are common throughout the system to determine how to keep students from losing credits. It will not apply to all degrees.
 - President Scott would like to see the data on how many credit hours transfer students lose or are not applied to their bachelor degree.
 - The Council discussed looking at math pathways and it was noted that the System Council of Chief Academic Officers have begun the conversation on a math pathways framework. It needs to be a systemwide approach.
 - President Muma stated that the Council could take up math pathways to move the policy forward.
 - Need to work with the State Board of Education to require four years of math in high school.
 - The Council would like to receive more information on the GE Framework and math pathways and asked if Dr. Archer could present to the group at the April meeting.
 - President Mason stated after receiving information from Dr. Archer the Council will need to decide what its next steps are to move the math pathway policy forward.
 - The Council also discussed need-based aid and how to increase funding for it. President Flanders will be communicating with the legislative committee that oversees the comprehensive grant and talking about best practices and ways to modernize it. He will provide an update on this topic in April.
4. Being no further business meeting adjourned at 11:07 a.m.

AGENDA

**Council of Presidents
Kansas Board of Regents
April 20, 2022
11:00 a.m. or adjournment of SCOPs
Stouffer Lounge and Zoom**

1. Approve minutes of March 16, 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 Clouch
7. Report from University Staff Senate: Jennifer Whitmer
8. Other matters

MINUTES

Council of Presidents Kansas Board of Regents
March 16, 2022
11:08 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. Chancellor Girod moved that the minutes from the February 16, 2022 meeting be approved. Following the second of President Muma, the motion carried.
2. Report from Council of Chief Business Officers – Wesley Wintch
 - Capital Renewal Plan
 - Internal cost credits for methodology will only include principal for debt service and energy saving projects must be a 7-year or less for the payback period.
 - State committees have received the project requests and we await to see if we will be awarded.
 - Cyber Insurance
 - The group coverage was lower, the premiums higher and deductible increased. Decision - coverage is still needed. Request to Gallagher to come back with a suggestion about best practices regarding premium allocation and sharing of payouts if the shared policy is maxed out in a single year.
 - Student Fee Proposal Process
 - A plan was put into place and working through process using fall 2021 data.
 - Retirement Plan Committee – Doug Ball will serve as COBO representative.
 - Property Insurance Update – MHEC and FM Global as options for renewal by July 1. Continuing to gather information and should have a decision made by June 1.
3. Report from Council Chief Academic Officers – Dr. Jill Arensdorf
 - 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 – PSUApproved unanimously by COCAO
Action: Moved by President Scott followed by second from President Muma, motion carried.
4. Report from Council of Student Affairs Officers: Dr. Joey Linn
 - Discussed the Higher Education Day in Topeka. Each institution coordinated their own day at the Capital this year.

- The Health Center Task Force will be meeting on April 19. ECG health care managing consultants have been hired to reach out to each institutions designee to provide feedback on their services. Surveys have been sent out.
 - Discussed hiring models on each institution's campus.
 - Remote work options were discussed. Schools are conducting an environmental overview of their positions.
5. Report from Government Relations Officers: Matt Casey
 - SCOGRO has continued to meet weekly through the session.
 - The budget is being worked in both chambers with the full Senate passing their budget Tuesday afternoon and the House will be debating their budget next week in the full chamber.
 - The government relations officers have been working closely with the legislature as they work the budget issues.
 - After this week the legislature will be finished with the majority of their committee work for non-exempt bills.
 - First adjournment is also coming up fast on April 1.
 - Veto session will then begin on April 25.
 6. Report from Council of Diversity Officers: Dr. Marche' Fleming-Randle
 - 2022 Michael Tilford Conference on Diversity & Multiculturalism: half day scheduled on Thursday, October 6 and full day on Friday, October 7. Communication will be sent, later this semester, to the Chief Academic Officers requesting information.
 - The next Council of Diversity Officers meeting and Community College and Technical College Roundtable discussion will meet in April.
 7. Being no further business meeting adjourned at 11:33 a.m.

AGENDA

Kansas Board of Regents
SYSTEM COUNCIL OF CHIEF ACADEMIC OFFICERS
Wednesday, April 20, 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 March 16, 2022

- II. Transfer and Articulation Council (TAAC) Update** Tiffany Bohm

- III. Other Matters**
 - A. Receive Annual CLEP Report Tara Lebar
 - B. [Receive Credit for Prior Learning \(CPL\) Report](#) Tara Lebar
 - C. Accuplacer Contract Reminder Sam Christy-Dangermond
 - D. Concurrent and Dual Enrollment Policy Revision Karla Wiscombe

- IV. Next SCOCAO Meeting – May 18, 2022**
 - A. Concurrent Enrollment Partnership (CEP) Report
 - B. Receive Annual Advanced Placement (AP) Report

- V. Adjournment**

MINUTES

System Council of Chief Academic Officers MINUTES Wednesday, March 16, 2022

The March 16, 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 Chuck Taber, K-State Gary Wyatt, ESU Shirley Lefever, WSU	Jill Arensdorf, FHSU Jennifer Roberts, KU Jerry Pope, KCKCC Michelle Schoon, Cowley CC	Aron Potter, Coffeyville CC Howard Smith, PSU JuliAnn Mazachek, Washburn Daniel Archer, KBOR
Staff:	Karla Wiscombe April Henry Lisa Beck	Amy Robinson Judd McCormack	Tara Lebar Cindy Farrier
Others:	Elaine Simmons, Barton CC Jane Holwerda, Dodge City CC Jennifer Ball, Washburn Kaye Monk-Morgan, WSU Kim Krull, Butler CC Luke Dowell, SCCC Tanya Gonzalez, K-State Shelly Gehrke, ESU	Greg Paul, K-State Janet Stramel, FHSU JoLanna Kord, ESU Kim Morse, Washburn Laurel Littrell, K-State Paul Grimes, PSU Tom Hallaq, K-State	Heather Morgan, KACCT Jean Redeker, KU Kim Zant, Cloud County CC Linnea GlenMaye, WSU Robert Klein, KUMC Taylor Crawshaw, Independence CC Tom Nevill, Butler CC

Roll call was taken for members and presenters.

Approval of Minutes

Michelle Schoon moved to approve February 16, 2022, meeting minutes, and JuliAnn Mazachek seconded the motion. With no corrections, the motion passed.

Transfer and Articulation Council (TAAC) Update

Karla Wiscombe presented the update and thanked the 2021-22 TAAC co-chairs Tiffany Bohm and Casey Fraites-Chapes for their work running meetings and helping guide TAAC. Karla provided the following highlights on the upcoming 2022 Kansas Core Outcomes Groups (KCOG) Conference:

- Scheduled virtually for October 7, 2022
- Kansas City Kansas Community College (KCKCC) will host the conference, and Wichita State University (WSU) will provide technical support
- There will be 25 review courses, and three new courses are being considered: Intro to Social Inequality, Art for the Elementary Teacher, and Music for the Elementary Teacher
- The six new courses approved at the 2021 KCOG will be added to the Transfer Kansas portal and become active soon
- This is a good time for all institutions to check course information in the portal for accuracy.

2022 Open Education Resources (OER) Conference/OER Training Update

Tara Lebar provided the following updates:

- The first Kansas OER Summit was held in February 2022 with 370 registrants and 24 different virtual sessions
- This first summit had participation from K-12 to higher education, with a total of 73 different institutions represented
- The OER faculty training has stipend funds still available through the fall, and institutions can reach out to Tara, tlebar@ksbor.org, for more information
- Tara thanked Mark Faber, Student Body President at Fort Hays State University (FHSU), who provided video testimony for the summit on why OER is important from a student perspective

Next Meeting

The next SCOCAO meeting is scheduled virtually for April 20, 2022, at 8:30 a.m.

Adjournment

Jill Arensdorf moved to adjourn the meeting, and Chuck Taber seconded the motion. With no further discussion, the motion passed. The meeting adjourned at 8:43 a.m.

AGENDA

**KANSAS BOARD OF REGENTS
COUNCIL OF CHIEF ACADEMIC OFFICERS
Wednesday, April 20, 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 March 16, 2022 | | |
| II. Council of Faculty Senate Presidents Update | | Janet Stramel, FHSU |
| A. Request Approval to Change Advanced Placement (AP) Cut Scores | | Suzanne McGurk,
College Board |
| - AP English Language and Composition Exam Data | | |
| III. First Readings | | |
| A. BS in Digital Innovation – K-State | | Chuck Taber |
| 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. BA and BS in Criminology – K-State | | Chuck Taber |
| F. Bachelor of Professional Studies – KU | | Barbara Bichelmeyer |
| IV. Second Readings | | |
| A. Doctor in Advanced Social Work Practice – KU | | Barbara Bichelmeyer |
| B. MS in Communication Sciences & Disorders – K-State | | Chuck Taber |
| C. MS in Integrated Systems Design & Dynamics – K-State | | Chuck Taber |
| D. BS in Entomology – K-State | | Chuck Taber |
| V. Other Requests | | |
| A. Request for Approval to Change Name of Ph.D. in Human Ecology to Ph.D. in Health and Human Sciences – K-State | | Chuck Taber |
| B. Request for Approval to Merge the Department of Communication Studies and the A.Q. Miller School of Journalism and Mass Communication – K-State | | Chuck Taber |
| C. Request for Approval to merge the BA/BS in American Ethnic Studies and the BA/BS in Gender, Women, & Sexuality Studies – K-State | | Chuck Taber |
| D. Request for Approval to Merge Departments of Anatomy & Cell Biology and Molecular & Integrative Physiology – KUMC | | Robert Klein |
| VI. 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 |
| VII. Next COCAO Meeting – May 18, 2022 | | |
| A. New Program Approvals | | |
| VIII. Adjournment | | |

MINUTES

**Council of Chief Academic Officers
MINUTES
Wednesday, March 16, 2022**

The March 16, 2022, Council of Chief Academic Officers (COCAO) meeting was called to order by Chair Jill Arensdorf at 8:44 a.m. The meeting was held through Zoom.

In Attendance:

Members:	Jill Arensdorf, FHSU Chuck Taber, K-State Gary Wyatt, ESU	Jennifer Roberts, KU Howard Smith, PSU Shirley Lefever, WSU	Robert Klein, KUMC JuliAnn Mazachek, Washburn Daniel Archer, KBOR
Staff:	Karla Wiscombe April Henry Lisa Beck	Amy Robinson Judd McCormack	Tara Lebar Cindy Farrier
Others:	Aron Potter, Coffeyville CC Elaine Simmons, Barton CC Jean Redeker, KU Jennifer Ball, Washburn Kaye Monk-Morgan, WSU Kim Krull, Butler CC Luke Dowell, SCCC Tanya Gonzalez, K-State Shelly Gehrke, ESU	Greg Paul, K-State Jerry Pope, KCKCC Janet Stramel, FHSU JoLanna Kord, ESU Kim Morse, Washburn Laurel Littrell, K-State Paul Grimes, PSU Tom Halla, K-State Michelle Schoon, Cowley CC	Heather Morgan, KACCT Jane Holwerda, Dodge City CC Kim Zant, Cloud County CC Linnea GlenMaye, WSU Robert Klein, KUMC Taylor Crawshaw, Independence CC Tom Nevill, Butler CC Mickey McCloud, JCCC

Roll call was taken for members and presenters.

Approval of Minutes

Howard Smith moved to approve February 16, 2022, meeting minutes, and Chuck Taber seconded the motion. With no corrections, the motion passed.

1st Readings

- Chuck Taber presented the first reading for a BS in Entomology at K-State. Their Department of Entomology currently offers only graduate programs, and the bachelor program will serve a growing need for professional entomologists. Surveys show student interest, and K-State anticipates 36 students by the third year.
- Chuck Taber presented the first reading for an MS in Communication Sciences and Disorders at K-State. 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, and the specialization is already well established with steady enrollments. K-State anticipates around 36 students per year.
- Chuck Taber presented the first reading for an MS in Integrated Systems Design and Dynamics at K-State. This program will be offered at their Salina campus to replace the existing Professional Master’s degree of Technology and will serve the needs of the aerospace industry. The program will partner with the College of Engineering on the Manhattan campus, and K-State anticipates 32 students by the third

year.

These programs will be up for a second reading and vote at the next COCAO meeting.

2nd Readings

Howard Smith moved to approve the BA and BS in Advertising and Public Relations at K-State, and Shirley Lefever 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 Cybersecurity at K-State, and Howard Smith seconded the motion. With no comments or questions, the motion passed unanimously through a roll call vote.

Chuck Taber moved to approve the BBA in Business Studies at PSU, and Shirley Lefever 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.

Council of Faculty Senate Presidents (COFSP) Update

Janet Stramel, Chair and FHSU Faculty Senate President, provided the update. The council has continued discussion on changing Advanced Placement (AP) cut scores for English exams and facilitated a meeting of the English department chairs on March 7, 2022, at which they voted unanimously to change the AP cut score from a 3 to a 4 in both English Literature & Composition and English Language & Composition tests. This request will be on the next COCAO agenda, and KBOR will provide data. COCAO members requested the data be provided prior to the meeting if available.

Discuss Opportunities

Howard Smith noted PSU has been reviewing several of their college and academic affairs structures, and they will soon present changes.

Jennifer Roberts noted KU recently approved a Minor in Professional Selling from their School of Business and will be proposing a Bachelor of Professional Studies at their KU Edwards Campus as a degree completion program.

Adjournment

The next COCAO meeting is scheduled virtually for April 20, 2022.

Shirley Lefever moved to adjourn the meeting, and Gary Wyatt seconded the motion. With no further discussion, the meeting adjourned at 9:07 a.m.

CURRENT FISCAL YEAR MEETING DATES

Fiscal Year 2022

Board of Regents Meeting Dates

July 27-29, 2021
 September 15-16, 2021
 November 17, 2021
 December 15-16, 2021
 January 19-20, 2022
 February 16-17, 2022
 March 16-17, 2022
 April 20, 2022 (FHSU)
 May 18-19, 2022
 June 15-16, 2022

Agenda Material Due to Board Office

August 25, 2021 at noon
 October 27, 2021 at noon
 November 23, 2021 at noon
 December 29, 2021 at noon
 January 26, 2022 at noon
 February 23, 2022 at noon
 March 30, 2022 at noon
 April 27, 2022 at noon
 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

Shelly Kiblinger – Chair
 Jon Rolph
 Allen Schmidt
 Wint Winter

Fiscal Affairs and Audit

Mark Hutton – Chair
 Bill Feuerborn
 Carl Ice
 Cynthia Lane

Governance

Cheryl Harrison-Lee – Chair
 Bill Feuerborn
 Jon Rolph

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
Emporia State University
 Mark Hutton – KSU Chair
 Cynthia Lane – ESU Chair
 Wint Winter

University of Kansas
Fort Hays State University
 Jon Rolph – KU Chair
 Allen Schmidt – FHSU Chair
 Carl Ice

Wichita State University
Pittsburg State University
 Shelly Kiblinger – PSU Chair
 Bill Feuerborn – WSU Chair
 Cheryl Harrison-Lee