

FEBRUARY 14-15, 2024

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

2023-2024
Jon Rolph, Chair
Carl Ice, Vice Chair

KANSAS BOARD OF REGENT MEMBERS:

Blake Benson

Alysia Johnston

Neelima Parasker

John Dicus

Cynthia Lane

Jon Rolph

Carl Ice

Diana Mendoza

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 2023-2024

Approved by the Kansas Board of Regents



Goals

1. Strengthen early college programs with an emphasis on financing, common course entrance requirements, expansion of concurrent enrollment opportunities, and deployment of College and Career Navigators.
2. Develop a statewide transfer associate degree in nursing to meet workforce demands in the state and facilitate on-time graduation for students. The system will identify at least 60 credit hours that a) complete the requirements for the transfer associate degree at community colleges; and b) transfer and apply toward satisfying the baccalaureate degree course requirements at the six state universities.
3. Enhance the partnership and alignment with the Kansas Department of Commerce in order to grow the state's economy. Institutions will focus on talent pipeline areas that align with the state's areas of growth and recruit and retain faculty with research expertise to support these industries.
4. Incorporate best practices in literacy education into teacher preparation programs. The practices will ensure that graduates are assessed and prepared to leverage the science of reading in teaching methods through intentional and specific course delivery.
5. Identify alternative credentials that are valued by business and industry and determine best practices for delivering these credentials and preparing students for success in the workplace, including an expansion of applied learning opportunities.
6. Conduct a program review utilizing the framework developed and approved in 2023 and make recommendations to optimize program delivery.
7. Continue to monitor implementation of the Student Success Playbooks at state universities.

Follow-up

1. Monitor and optimize reverse program transfer strategies to ensure students acquire credentials that they have earned.
2. Continue development of strategic plan metrics and incorporate newly adopted metrics into the dashboard.
3. Receive follow-up reports from state universities on the student athlete healthcare task force and monitor implementation of recommendations.
4. Receive reports from state universities on the adoption and implementation of their individual faculty workload policies.
5. Receive updates on the delivery of student healthcare services at state universities.

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MEETING INFORMATION AND SCHEDULE

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

Wednesday, February 14, 2024

| Time | Committee/Activity | Location |
|-------------------------|---|---|
| 8:30 am - 9:00 am | System Council of Chief Academic Officers | Suite 530/Zoom |
| 9:00 am or Adjournment | Council of Chief Academic Officers | Suite 530/Zoom |
| 9:15 am - 10:00 am | Governance Committee | Kathy Rupp Room Livestream |
| 9:00 am - 10:30 am | Council of Student Affairs Officers | Conference Room C |
| 10:15 am - Noon | Fiscal Affairs & Audit Standing Committee | Board Room Livestream |
| 10:30 am - 11:00 am | System Council of Presidents | Suite 530 |
| 11:00 am or Adjournment | Council of Presidents | Suite 530 |
| 10:30 am - Noon | Academic Affairs Standing Committee | Kathy Rupp Room Livestream |
| Noon - 1:00 pm | Council of Faculty Senate Presidents | Conference Room A |
| Noon - 1:00 pm | Students' Advisory Committee | Suite 530 |
| Noon - 12:30 pm | Lunch <i>Board of Regents & President Flanders</i> | Conference Room B |
| 12:45 pm - 1:45 pm | Attend Higher Ed Day | Capitol |
| 2:00 pm | Board of Regents Meeting | Board Room |
| 6:00 pm | Dinner <i>Board of Regents, President Flanders, and Community College and Technical College Leadership</i> | Washburn University Bradbury Thompson Alumni Center, Ruth Garvey Fink Convocation Hall 1701 SW Jewell Avenue |

Thursday, February 15, 2024

| Time | Committee/Activity | Location |
|-------------|---|-----------------|
| 8:30 am | Breakfast <i>Board of Regents, President Flanders, and Academic Officers</i> | Suite 530 |
| 9:45 am | Board of Regents Meeting <i>Executive Session</i> | Kathy Rupp Room |

MEETING AGENDA

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

Wednesday, February 14, 2024

- I. Call To Order** Regent Rolph, Chair

- II. Approval of Minutes** p.6
 January 17-18, 2024, Meeting

- III. Introductions and Reports**
 - A. *Introductions*
 - B. *Report from the Chair* Regent Rolph, Chair
 - C. *Report from the President & CEO* Blake Flanders, President & CEO
 - D. *Report from Council of Faculty Senate Presidents* Donald Von Bergen
 - E. *Report from Students' Advisory Committee* Caleb Stout

- IV. Standing Committee Reports**
 - A. *Academic Affairs* Regent Lane
 - B. *Fiscal Affairs & Audit* Regent Benson
 - C. *Governance* Regent Rolph

- V. Approval of Consent Agenda**
 - A. *Academic Affairs*
 - 1. Act on Request to Offer Bachelor of Business Administration in Hospitality - WSU Karla Wiscombe
Interim VP, Academic Affairs p. 27
 - 2. Act on Request to Offer PhD in Clinical & Translational Science - KUMC p. 46
 - B. *Fiscal Affairs & Audit*
 - 1. Act on Request to Enter into Real Estate Lease and Interlocal Agreement - KSU Chad Bristow,
Director of Facilities p. 64
 - 2. Act on Request to Approve Program Statement for Equipment Storage Building - KSU p. 64
 - 3. Act on Request to Amend the FY 2024 Capital Improvement Plan for the Wilkins Stadium Expansion Project Phase 1 - WSU p. 64
 - 4. Act on Request to Amend the FY 2024 Capital Improvement Plan and Approve Program Statement for Clinical Research Center Imaging Suite Renovation - KUMC p. 64

- 5. Act on Request to Amend the FY 2024 Capital Improvement Plan and Approve Revised Program Statement for Axe Library Student Success Center Expansion Project - PSU p. 65
- 6. Act on Request to Amend the FY 2025 Capital Improvement Plan to Remove Gorilla Rising-Student Housing - PSU p. 65
- C. *Retirement Plan*
Act on Selection of Replacement for Discontinued Investment Option in the Board’s Voluntary Retirement Plan p. 66
Gage Rohlf, Associate General Counsel
- D. *Other Matters*
Act on Appointment to the Retirement Plan Committee p. 68
Gage Rohlf, Associate General Counsel

VI. Consideration of Discussion Agenda

- A. *Other Matters*
Receive Report from Universities on Research & Development Activities - System p. 70
Elaine Frisbie, VP, Finance & Administration
- B. *Academic Affairs*
1. State Universities and Washburn University Service Areas Policy Revision p. 71
Regent Lane
Karla Wiscombe
Interim VP, Academic Affairs
- 2. Act on Request for Approval of Off-Campus Face-to-Face Programs in KC Metro for Kansas State University p. 74
- 3. Literacy Education p. 75
Regent Lane
- C. *Strategic Plan*
Receive Annual Report on the Board’s Strategic Plan, *Building A Future* p. 75
Blake Flanders, President & CEO
- D. *Governance*
Act on Student Health Insurance Benefits and Premium Rates for Plan Year 2024-2025 p. 76
Regent Rolph
Wesley Wintch, Chair,
Student Insurance Advisory Committee
- E. *Other Matters*
Approve Memorandum of Agreement with Kansas State Board of Education p. 78
Elaine Frisbie
VP, Finance & Administration

Thursday, February 15, 2024

VII. Executive Session

Board of Regents - Matters Related to Security Measures - KSU

Kathy Rupp Room

VIII. Adjournment

MINUTES OF PREVIOUS MEETING

I. Call To Order

Regent Rolph, Chair

II. Approval of Minutes

**KANSAS BOARD OF REGENTS
MINUTES
January 17-18, 2024**

The January 17, 2024, meeting of the Kansas Board of Regents was called to order by Chair Jon Rolph at 1:33 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: Jon Rolph, Chair
Carl Ice, Vice Chair
Blake Benson
John Dicus
Alysia Johnston
Cynthia Lane
Diana Mendoza
Neelima Parasker
Wint Winter

APPROVAL OF MINUTES

Regent Winter moved that the minutes of the December 13-14, 2023, meeting be approved. Following the second of Regent Benson, the motion carried.

Chair Rolph suggested that Lt. Governor Toland's presentation be moved before the introductions and reports.

CONSIDERATION OF DISCUSSION AGENDA

Other Matters

POSTSECONDARY EDUCATION AND THE ECONOMIC PIPELINE

Chair Rolph introduced Lieutenant Governor David Toland to present on the postsecondary education and the economic pipeline. Toland is the 52nd Lieutenant Governor of Kansas and serves as the Secretary of the Kansas Department of Commerce. Chair Rolph thanked him for his leadership and partnership.

Lt. Governor Toland reviewed the steps taken in collaboration with the Board to bring Panasonic to Kansas highlighting the success of working together. He reported the statewide success in economic development over the previous five years noting economic wins in 87 of the 105 counties in Kansas. He highlighted multiple awards Kansas holds across sectors. There are 204 active economic development projects in the pipeline with an international presence. Those projects are in the following sectors: 47.9% in advanced manufacturing, 12.9% in professional services, 10.8% in logistics/distribution, 8.8% in energy, 7.7% in aerospace, 7.2% in food manufacturing, 6.7% in aerospace, 2.1% in office, 2% in the other category, 1.1% in tourism, and 1% in bioscience. He noted a totality of factors involved in the decisions of businesses choosing Kansas.

Lt. Governor Toland presented the Kansas Framework for Growth 2.0, which began in 2019. It was built around the four pillars of talent, innovation, community, and policy. He discussed harnessing the assets of institutions to create new jobs and attract new investments into the state. Strengths he would like to develop include talent, technology transfer, and transformation. Lt. Governor Toland presented examples of some training pipeline projects and industry-focused collaborations. He said alignment leads to growth. He posed a question, what will it take to land the next economic development deal? The importance of communication and information sharing was presented. The Kansas Department of Commerce would like to know how institutions should be proposed as business partners and requested a designated contact be identified for each institution.

The following action items were presented as opportunities for collaboration:

- Research specialties - key research competencies at each institution, asset map for recruitment team and partners, focus areas specific to each institution, and a front door to institutions for business where entrepreneurs and innovators can access an institution's research and development capabilities.
- Using graduates to increase job growth - work with Commerce to align the jobs being recruited with talent produced from higher education institutions, exposure to jobs in Kansas while students are still on campus (i.e. internships), "brain drain" being lamented is something that can be sold to companies seeking talent, and wages of Kansas jobs needing to be competitive with wages outside of the state.
- Recruitment - Commerce's role for private sector partners in attracting talent to higher education institutions, international division recruitment of international students from the key trade and Foreign Direct Investment partners, supporting enrollment needs, raising awareness of industries, and opportunities to establish pipelines to key degree or certificate programs.
- Technology transfer and innovation - creating the next time release capsule, research being done and how it aligns, tapping into alumni networks, getting great ideas to the market, research and commercialization efforts to build private sector wealth, and driving job creation.

Lt. Governor Toland thanked the Board and the institutions for their collaboration with the Department of Commerce. Regent Benson thanked Lt. Governor Toland for changing the culture and expectations on how the state responds to economic development opportunities and emphasized the importance of institutions communicating with Commerce. Chancellor Girod inquired about communicating institutional assets with Commerce as they work with potential companies. Lt. Governor Toland mentioned the importance of communication relative to monthly updates within institutions that Commerce has in their pipeline as research considerations. President Muma extended his appreciation to the Lt. Governor and Governor for their support of WSU's initiatives to support the goals of the state and their community. Regent Benson asked, in reference to bringing Panasonic to Kansas, whose responsibility it is to tout the economic contribution of higher education in this project. Lt. Governor stated it is everyone's job, and that win was because of the engagement of higher education in the economic development project. The more we can make that connection, the better off we all are, and higher education is a critical component in economic development deals. Regent Lane inquired about actions needed to designate an institutional contact for Commerce. Lt. Governor Toland stated giving institutions a deadline to provide their contacts to Commerce would be beneficial. Regent Parasker asked about businesses publishing skill sets they would like graduates to be trained in. Lt. Governor Toland stated the more we can facilitate direct conversations between institutions and businesses the better the outcomes. He believes the skill set gap has gotten better. He extended his appreciation for the partnership with the Board and institutions.

(PowerPoint filed with Official Minutes)

INTRODUCTIONS

President Flanders introduced Fred Patton, who is assisting the Board with legislative advocacy during this legislative session.

GENERAL REPORTS

REPORT FROM CHAIR

Chair Rolph reported the Governor's budget was favorable to higher education, highlighting the productive conversations held among institutions and the Board. He expressed pride in the higher education system being ahead of the game and its vision for Kansas.

REPORT FROM PRESIDENT AND CEO

President Flanders gave an update on the legislative session testimony. He thanked the data team for publishing the data books and the campuses for providing the information. He stated they are working through granting exceptions for the systemwide general education framework.

REPORT FROM COUNCIL OF FACULTY SENATE PRESIDENTS

Dr. Don Von Bergen, Kansas State University's Faculty Senate President, presented the report for the Council of Faculty Senate Presidents. He requested the Board consider moving the January Board meeting back a week in future years, expressing difficulties for faculty to attend due to the beginning of classes. The Council is working on the Faculty of the Year award. Dr. Von Bergen expressed the Council's gratitude for allowing it to serve on the Vice President of Academic Affairs search team. He provided feedback regarding the Board policy revision on the notice of non-reappointment of non-tenured and non-tenure-track employees.

REPORT FROM STUDENTS' ADVISORY COMMITTEE

Caleb Stout presented the Students' Advisory Committee report. Mr. Stout presented the Committee's plans for the Kansas Higher Education Day on February 14, 2024. The Committee plans to advocate for securing more need-based aid, access to open educational resources, and capital improvements.

STANDING COMMITTEE AND OTHER REPORTS

ACADEMIC AFFAIRS

Regent Lane presented the Board Academic Affairs Standing Committee (BAASC) report. She reported the Committee approved a Certificate of Approval with degree-granting authority for United States University and a request from PSU to offer a Master of Social Work and to seek accreditation for that program. BAASC received reports on Student Success Playbooks from KU, PSU, and WSU. An update was provided regarding the Pillar 1 dashboard, math pathways, and the general education systemwide transfer framework. BAASC also heard celebrations of good news on campus from the state university provosts.

FISCAL AFFAIRS AND AUDIT

Regent Benson presented the Fiscal Affairs and Audit Standing Committee report. He noted the state's annual financial report was published last month with one finding. FHSU was cited in the financial audit for being late in providing financial data. The Committee heard presentations from representatives of the universities with programs benefitting from additional state funding. To fulfill Board policy, four auditors provided a presentation on their annual audit plans and outcomes over the past year. The Committee then reviewed items on the Board agenda.

GOVERNANCE

Chair Rolph reported that the Governance Committee received an update from General Counsel John Yeary on the proposed Board policy revision to standardize the notice requirements for non-reappointment for state university non-tenured and non-tenure track employees. WSU presented its campus safety and security report. Matt Keith provided a communication and advocacy plan for all sectors of the higher education system.

BREAK

At 2:47 p.m., Chair Rolph called for a break. At 3:05 p.m., the meeting resumed.

CONSIDERATION OF DISCUSSION AGENDAOther Matters**UNIVERSITIES REPORT ON RESEARCH AND DEVELOPMENT ACTIVITIES - SYSTEM**

Elaine Frisbie, Vice President of Finance and Administration, introduced the research universities' presenters on their funding for research and development activities and how research and development impacts Kansans and the Kansas economy.

KSU

Dr. David Rosowsky, KSU's Vice President for Research, provided a presentation on KSU's research landscape, focus areas, impacts, growth plan, economic prosperity plan (Board Pillar 3), and Edge District. He stated research at KSU is faculty-awarded and faculty-led, with most research funding being competitively awarded or appropriated by federal research agencies. KSU's research focus and impact include use-inspired research that is focused on the needs of Kansas and Kansans, is connected to industries, businesses, families, and communities, and is linked to economic prosperity and Next-Gen K-State. KSU communicates the impacts along with the "why" and "how" to build interest and support, and receives multiple awards annually. Dr. Rosowsky stated that KSU's economic prosperity plan includes bringing \$3 billion in investments and 3,000 jobs to Kansas in the next ten years. His vision is for KSU is to be the world's foremost global food and biosecurity science university. He highlighted some research initiatives, partnerships, and investments. To conclude, he outlined how KSU would use new funds for research, discovery, and innovation. Dr. Rosowsky stated KSU is working together with other institutions such as the Geological Survey at KU. President Linton asked for more information relevant to the Next-Gen K-State strategic plan research expenditures and goals for the next five years. Dr. Rosowsky stated KSU is building upon its strengths among public research universities and maximizing its return on investment. KSU overlays those strengths with the State's highest priorities for economic growth and attracting companies and jobs. He stated KSU has asked its colleges and campuses to work toward a vector of growth and are supporting them in that.

KU

Chancellor Girod presented the University of Kansas' research presentation: Driving Economic Prosperity for Kansas. He provided a synopsis of KU's reach for research across the state, expenditures, growth, and economic development. He highlighted the impact of the KU Innovation Park partnership. The research themes at KU include biomedical and healthcare research, development across the lifespan, earth, energy, and environment, human experience in the digital age, and safety and security. He discussed KU's progress on Kansas water resources, earth-friendly refrigerants, and lifesaving treatments. He presented the impacts made by the KU Cancer Center as it treats patients from all 50 states and 30 countries. Over the last 15 years, the Cancer Center has contributed over \$15 billion to the Kansas economy. Chancellor Girod provided KU's plans to enhance research capacity. He highlighted the NSF EPSCoR program's impact and the importance of funding. He stated for every dollar NSF EPSCoR pumped into research, Kansas got back more than double in non-EPSCoR funds. New state investments would allow KU to hire and retain researchers in strategic areas that build on KU's strengths and benefit the state, creating or investing in infrastructure that enhances the innovation ecosystem. Regent Winter inquired about retaining and attracting researchers. Chancellor Girod noted the importance of partnerships to be successful, highlighting the importance of research investments. Regent Lane inquired about effectively communicating the importance of research funding as it directly impacts our quality of life. Chancellor Girod stated the importance of personalizing those conversations and telling individual success stories. President Linton asked about the relationship between research enterprise, faculty, and external companies and why that is so powerful. Chancellor Girod stated the Innovation Campus came to fruition with a vision of diversification of the economy. They wanted to connect research with people or companies interested in that research and leverage researchers to help them solve their problems and attract companies. He stated it's essential to have a mechanism, a place, and resources to take an idea and move it into a new company.

WSU

Dr. John Tomblin, Senior Vice President for Industry and Defense Programs, provided Wichita State University's research presentation. He presented details on WSU's research organization and size, expenditures, comparisons to peer institutions and aspirational peer institutions, comparisons in specialty areas, WSU's research model, applied research and applied learning, and the impact of their research investments. Dr. Tomblin stated that WSU's research differs from most universities due to its focus on applied research and technology development, high share of industry funding, high engagement of undergraduate student employees, and flexible agreements with federal agencies to perform research, manufacturing, and prototyping. With the state's investments of \$17 million, WSU was able to generate \$325 million. Dr. Tomblin highlighted WSU's research projects and progress with those projects, along with the importance of state investments. He stated WSU is solving some of the world's most pressing problems. To grow its workforce around aviation maintenance, repair, and overhaul, WSU established the Get To Werx program for students to earn and learn. Dr. Tomblin presented on how legislative investment can be used to enhance economic growth including continued support of the digital transformation, aerospace sector, additive manufacturing, and battery technology to support transportation. He stated in terms of industry, it is taking too long to train a graduate before they become productive, which is seen as a lost investment. WSU is working to prepare its graduates to be productive quickly within the workforce. Regent Parasker inquired about what the future is for WSU. Dr. Tomblin stated that WSU's strength is manufacturing items that are hard to manufacture, making the engine and vehicle of the future. Regent Winter asked how institutions can collaborate around economic development. Dr. Tomblin noted the institutional concentration efforts make the institutions strong as a whole.

Chair Rolph thanked the institutions for their presentations.

(PowerPoints filed with Official Minutes)

APPROVAL OF CONSENT AGENDA

Regent Ice moved to approve the consent agenda; Regent Dicus seconded the motion. The motion carried.

Academic Affairs**NEW CERTIFICATE OF APPROVAL WITH DEGREE GRANTING AUTHORITY FOR UNITED STATES UNIVERSITY**

United State University was issued a Certificate of Approval to operate in Kansas with degree granting authority. The University will offer its programs online.

MASTER OF SOCIAL WORK AND SEEK ACCREDITATION - PSU

Pittsburg State University received authorization to offer a Master of Social Work (44.0701) and to seek accreditation from the Commission on Accreditation (COA) of the Council on Social Work Education (CSWE). The program modality will be hybrid. The program will total 64 semester credit hours for the traditional plan of study and 32 semester credit hours for students who have a bachelor's degree in social work. The estimated cost of the program for the first three years is as follows: year one - \$115,395, year two - \$3,985, and year three - \$4,698. Student tuition and fees will finance the program. The fees associated with the accreditation process are listed below:

| Costs for Accreditation | |
|--|-----------------|
| Fee | Amount |
| Letter of Intent/Candidacy Eligibility Fee | \$12,500 |
| Candidacy Visit 1 Fee | \$7,000 |
| Candidacy Visit 2 Fee | \$7,000 |
| Additional Candidacy Visit Fee (if applicable) | \$2,500 |
| Initial Accreditation Fee | \$7,000 |
| Benchmark Document Costs (varies) | - |
| Candidacy Visit Expenses (Estimated) | \$4,000 |
| | |
| Anticipated Total (plus any Benchmark Document Costs, which vary) | \$40,000 |

PERFORMANCE REPORTS FOR ACADEMIC YEAR 2022

The performance reports for academic year 2022 and the below funding recommendations were approved.

| Institution | Funding Recommendation |
|---|-------------------------------|
| Emporia State University | 100% funding |
| Fort Hays State University | 100% funding |
| Kansas State University | 100% funding |
| Pittsburg State University | 100% funding |
| University of Kansas | 100% funding |
| University of Kansas Medical Center | 100% funding |
| Wichita State University | 100% funding |
| Washburn University/Washburn Tech | 100% funding |
| | |
| Allen Community College | 100% funding |
| Barton Community College | 100% funding |
| Butler Community College | 100% funding |
| Cloud County Community College | 100% funding |
| Coffeyville Community College | 100% funding |
| Colby Community College | 100% funding |
| Cowley Community College | 100% funding |
| Dodge City Community College | 100% funding |
| Fort Scott Community College | 100% funding |
| Garden City Community College | 100% funding |
| Highland Community College | 100% funding |
| Hutchinson Community College | 100% funding |
| Independence Community College | 100% funding |
| Johnson County Community College | 100% funding |
| Kansas City Kansas Community College | 100% funding |
| Labette Community College | 100% funding |
| Neosho County Community College | 100% funding |
| Pratt Community College | 100% funding |
| Seward County Community College | 100% funding |
| | |
| Flint Hills Technical College | 100% funding |
| Manhattan Area Technical College | 100% funding |
| North Central Kansas Technical College | 100% funding |
| Northwest Kansas Technical College | 100% funding |
| Salina Area Technical College | 100% funding |
| Wichita State University Campus of Applied Science and Technology | 100% funding |

Fiscal Affairs and AuditAMEND FY 2024 CAPITAL IMPROVEMENT PLAN AND APPROVE PROGRAM STATEMENT FOR CONSTRUCTION OF AN ADDITION TO THE GEOLOGICAL CORE LIBRARY - KU

The University of Kansas received approval to amend the FY 2024 capital improvement plan and to accept the program statement for an addition to the Geological Core Library on the Lawrence West Campus. The need for additional core storage space, improved processing space, research space, and office space have led to this request. The 2023 Legislature appropriated funding for this project from ARPA funds. Total estimated costs, including architectural/engineering fees, construction, lab equipment, and contingencies, are \$3.8 million.

AMEND FY 2024 CAPITAL IMPROVEMENT PLAN AND APPROVE REVISED PROGRAM STATEMENT FOR UTILITY TUNNEL REPAIRS - PSU

Pittsburg State University received approval to amend its FY 2024 capital improvement plan and accept the revised program statement to reflect an increase in the total project cost for the Utility Tunnel Repair Project. The inflationary pressures in construction projects, materials availability and cost, and various design decisions to maintain steam service during the project resulted in an updated cost estimate of \$1.9 million for the first phase. To avoid additional cost escalation and prevent additional major emergency steam repairs, as were just completed in December 2023, PSU determined it best to proceed with the design and bid replacement of all remaining original brick tunnels. For budget protection, PSU will structure the project bid as a base project with additional scopes of work designated as alternates that can be included in the contract if bids are favorable to the budget. This expedited effort will result in an increase to the total project budget from \$4.5 million up to \$6 million. The University will add \$1.5 million of Capital Renewal Funds (SGF) to the original \$4.5 million from the allocation from the Educational Building Fund.

AMEND FY 2024 CAPITAL IMPROVEMENT PLAN AND APPROVE PROGRAM STATEMENT FOR TYLER PROVE-OUT FACILITY – PSU

Pittsburg State University received approval to amend its FY 2024 capital improvement plan to update the total project cost budget, accept the program statement, and approve changing the project name for the Tyler Research Center Expansion to Tyler Prove-Out Facility. In preparation for future growth and investment, the project program includes the potential for approximately \$9 million of additional lab and research space to be expanded as needed. The projected budget for both Phase 1 and 2 totals \$22 million, which includes an additional \$2 million buffer to accommodate donor enhancements or construction escalation. The project is being funded from a combination of private gifts and federal and state grants.

AMEND FY 2024 CAPITAL IMPROVEMENT PLAN FOR UNIVERSITY STADIUM PROJECT – WSU

Wichita State University received approval to amend its FY 2024 capital improvement plan for the multi-phased University Stadium project to be funded entirely with non-state money. Funding for Phase 1A/1B will be a combination of private gifts and \$11.8 million funded by the WSU Board of Trustees through a KDFA bond issue. The University will seek approval to utilize the Construction Manager at Risk delivery method for non-state funded projects as authorized in K.S.A. 76-7,131. The Board delegated authority to appoint individuals to the procurement committee, as authorized in K.S.A. 76-7,131(b), to the Director of Facilities in consultation with the Board President and CEO. Funding for Phase 2A/2B is yet to be determined.

AMEND THE FY 2024 CAPITAL IMPROVEMENT PLAN AND APPROVE REVISED PROGRAM STATEMENT FOR GLOBAL CENTER FOR GRAIN AND FOOD INNOVATION - KSU

Kansas State University received approval to amend the FY 2024 capital improvement project plan and accept the revised program statement for the Global Center for Grain and Food Innovation (GCGFI). The project has undergone subsequent developments and refinements to enhance its scope and address specific needs. With the revised project scope, the project cost has increased to \$166.2 million. The project will be completed in two phases. Phase one will include the demolition of Weber Arena and Weber 123 classroom, followed by the construction of the Global Center for Food and Grain Innovation, and is expected to be completed by August 2026. Phase two will include Call Hall and Weber Hall renovations and will follow phase one as funding is identified.

CONSIDERATION OF DISCUSSION AGENDA

Fiscal Affairs & Audit

REQUEST TO SUSPEND THE ANNUAL AUDIT REQUIREMENT FOR PITTSBURG STATE UNIVERSITY RESEARCH FOUNDATION (PSURF) - PSU

Elaine Frisbie, Vice President of Finance and Administration, introduced Pittsburg State University’s request to suspend the annual audit requirement contained within Board policy. PSURF is a controlled affiliate established to aid the university in its research and educational missions by owning, managing, protecting, and maximizing the impact of intellectual property generated by faculty, staff, and students at Pittsburg State University. The entity has no active operations currently and has not met for several years. Regent Benson stated PSU does not anticipate using this foundation for at least the next two to three years. Regent Dicus moved to suspend the audit requirement, and Regent Winter seconded the motion. The motion carried.

Governance

AMEND BOARD POLICIES RELATED TO APPOINTMENTS, NON-REAPPOINTMENTS, AND TERMINATIONS

John Yeary, General Counsel, presented amendments to Board policy related to appointments, non-reappointments, and terminations. The amendments would provide that any notice procedures for non-reappointment for all classes of employees other than tenured or tenure-track faculty members may be determined by the institution’s chief executive officer, subject to the limitation that for such employees hired on or after July 1, 2024, the service end date in any notice of non-reappointment shall not exceed 90 days from the date of the notice of non-reappointment. The 90-day limitation would apply on and after July 1, 2025, for each non-tenured and non-tenure-track employee regardless of when hired, unless any of four exceptions apply. Regent Benson moved to approve; Regent Lane seconded the motion. The motion carried. The following Board policy was adopted:

* * *

C CHIEF EXECUTIVE OFFICER, FACULTY AND STAFF

Unless otherwise specifically stated, as used in the following provisions, the term “unclassified staff” does not include those positions that have been converted from classified to unclassified pursuant to K.S.A. 2011 Supp. 76-715a, and amendments thereto (i.e. University Support Staff). The words “benefits-eligible” and “full-time” as used herein shall not include positions or employees who are deemed to be full-time exclusively by virtue of the state of Kansas Health Care Commission’s determination of eligibility for purposes of employer-provided

healthcare coverage. The terms “spouse” and “family” shall be defined in accordance with applicable United States Supreme Court holdings.

...

2 APPOINTMENTS

...

b Faculty and Staff

i General Provisions

(1) In accordance with K.S.A. 76-715, the Board has authorized each state university chief executive officer to make all employee appointment decisions at his or her institution. The chief executive officer may delegate that authority. Each faculty and staff appointment must be approved by the chief executive officer or the chief executive officer’s designee. The Board delegates to each chief executive officer the authority to appoint ~~unclassified~~ employees and to establish salaries for individual ~~unclassified~~ employees within the authorization provided by the Legislature and within any general guidelines issued by the Board.

(2) Provosts, vice presidents or executive vice chancellors, and deans shall serve at the pleasure of the university chief executive officer. Each state university chief executive officer shall designate a chief financial officer for the university, who shall serve at the pleasure of the university chief executive officer. Other university administrative staff positions may be designated as positions that serve at the pleasure of the chief executive officer or at the pleasure of the chief executive officer’s designee: provided, however, that such will and pleasure designation is stated in the administrator’s written ~~annual~~ notice of appointment. The Board shall be notified of the appointment of any provost, vice president, executive vice chancellor, chief financial officer, or other position that reports directly to the university chief executive officer. Such notice shall be given after the appointment occurs and prior to its announcement. The Board shall be notified of the departure of any provost, vice president, executive vice chancellor, chief financial officer, or other position that reports directly to the university chief executive officer at the time the university chief executive officer becomes aware of the departure or planned departure.

(3) ~~The following~~ With the conversion of all previously classified positions at each state university to unclassified University Support Staff pursuant to K.S.A. 76-715a, all employees of a state university shall be unclassified; ~~the Chancellor or President, provosts, vice presidents, executive vice chancellors, deans, all administrative officers, student health service physicians, all teaching and research personnel, health care employees and student employees. Except for those positions that have been converted from classified to unclassified service as a result of a change in duties, or those employees whose positions have been converted from classified to unclassified University Support Staff pursuant to K.S.A. 76-715a, these categories shall not encompass any custodial, clerical, or maintenance employees, or any employees performing duties in connection with the business operations of the institution, except administrative officers and directors.~~

... [Note: the agenda materials mistakenly omitted these ellipses indicating no changes were made to existing subparagraphs (3)(a) and (3)(b).]

(4) Each state university may determine the length of each employee appointment. Except as otherwise allowed by Board of Regents policy, non-faculty appointments shall be no longer than

annual. Such non-faculty appointments may be designated as at-will or otherwise at the pleasure of the appointing authority, and no annual appointment notice is required for any employee. Nothing in this policy shall prevent an institution from entering into a contract of employment with an employee, subject to any employment contract approvals as set forth by KBOR policy.

...

vi Annual and Multiple Year Appointments

(1) ~~Except as provided in this section, all appointments of unclassified non-tenure track and non-tenured personnel shall be annual. Every~~ Each appointment of more than one year that is funded with a state appropriation shall be subject, on an annual basis, to appropriations being provided by the Kansas Legislature.

(2) University of Kansas Medical Center Tracks

(a) Clinical Scholar Track:

The University of Kansas Medical Center may employ and appoint personnel with clinical responsibilities to non-tenure track positions as determined to be in the best interest of the Medical Center by the Chancellor. Faculty health care practitioners whose sole practice is in connection with a KU practice plan, and/or a KU-affiliated VA hospital or pediatric provider, may be considered full-time solely for purposes of appointment to the Clinical Scholar Track. Faculty health care providers whose sole medical practice is in connection with a KU physician practice plan and who are appointed by the chief executive officer of the University of Kansas Hospital Authority (“KUHA”) to hold the position of Senior Vice President for Clinical Affairs or Physician in Chief of the KU Cancer Center as part of the Medical Center’s clinical integration with KUHA may be considered full-time solely for purposes of appointment to the Clinical Scholar Track as determined by the Chancellor to be in the best interest of the Medical Center. A component of the clinical appointment may include teaching. Contracts shall be renewable and the lengths shall be: Instructor, one year; Assistant Professor, one to three years; Associate Professor and Professor, three years. ~~Three-year~~ Three-year contracts may be rolling contracts that, unless otherwise specified, annually shall roll over to create a new three-year term. The University may terminate a rolling contract by giving notice, prior to June 30th of any year, that the contract will terminate at the end of the then current contract term. Salary shall be determined each year by the availability of funds and by merit, which includes, but is not limited to, productivity. Contracts may be terminated by mutual agreement of the faculty member and the University. Prior to the expiration of the appointment, and except as provided above with respect to a rolling contract, the University may only terminate the contract for cause, including loss of clinical privileges or loss of clinical employment with the practice corporation or foundation, or financial exigency.

(b) Clinical Track:

The University of Kansas Medical Center may employ and appoint personnel with primarily clinical responsibilities to part-time or full-time non-tenure track positions as determined to be in the best interest of the Medical Center by the Chancellor. A component of the clinical appointment may include teaching. Initial contracts for appointments on this track shall range from one to ~~three-year~~ three-year terms and shall be renewable. This Clinical Track includes four ranks: Clinical Instructor, Clinical Assistant Professor, Clinical Associate Professor and Clinical Professor. Criteria for promotion in this track are specific to the applicable school

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(d) Research Track

The University of Kansas Medical Center may employ and appoint personnel to a Research Track whose primary effort is dedicated to research. Appointments may be part-time or full-time, non-tenure track positions as determined to be in the best interest of the Medical Center by the Chancellor. Contracts for appointment shall be one-year and are renewable. The Research Track includes four ranks: Research Instructor, Research Assistant Professor, Research Associate Professor and Research Professor. Criteria for promotion in this track are specific to the applicable school within the Medical Center. Salary shall be determined each year jointly by the dean and department head, and shall be consistent with applicable guidelines/limits of the funding organization and/or the specific grant/contract/award. Prior to the expiration of the contract, the University may only terminate the contract pursuant to the written agreement or for cause, including financial exigency or loss of clinical privileges or clinical employment, if any. Contracts may be terminated by mutual agreement of the faculty member and the University.

...

(4) Other Non-Tenure Track Faculty Appointments

(a) Each University may employ and appoint qualified personnel to other full-time or part-time, non-tenure track faculty positions as determined by the chief executive officer to be in the best interest of the university. The primary responsibility for persons on these appointments shall be one or more of the following: teaching, clinical service, research, outreach and service, or other creative endeavors in academic departments. Titles and ranks shall be determined by the university.

(b) Initial contracts for such appointments shall not exceed three years, may be renewable but may not be rolling. At the end of each ~~three-year~~ three-year period, the university shall determine whether to renew each individual appointment made pursuant to paragraph (a) of this subsection and, if so, whether for 1, 2 or 3 additional years. Salary shall be determined each year by availability of funds and by merit, which includes, but is not limited to, productivity. Criteria for promotion, if available, shall be determined by the university and set forth in university policy.

(c) Contracts for appointments made pursuant to paragraph (a) of this subsection may be terminated by mutual agreement of the faculty member and the University. Prior to the expiration of the appointment, the university may only terminate the contract for financial exigency or for cause in accordance with Board or university policy, including loss of clinical privileges, if any, or loss of clinical employment with practice corporation or foundation, if any.

(d) For purposes of the multiple year appointments made pursuant to paragraph (a) of this subsection, full-time faculty members may apply for a one-time, one-way transfer between

appointment categories (tenure track, non-tenure track). Once a transfer from non-tenure track to tenure track has occurred, the guidelines for earning tenure apply. Time and title in the non-tenure track does not count toward the probationary period to obtain tenure. A request for transfer from a tenure-track to non-tenure-track appointment must be made prior to but no later than September 1 of the penultimate year of the probationary tenure-track appointment. Any such appointments must be made in specific compliance with parameters approved by the Kansas Board of Regents.

~~(e) The Board shall review in 2019 the implementation by and impact on the university campuses of this Other Non Tenure Track Faculty Appointments policy.~~

...

6 SUSPENSIONS, TERMINATIONS AND DISMISSALS

a Felony Offenses

- i Felony Conviction. The chief executive officer of a state university has the authority to discharge any employee, including a tenured faculty member, immediately upon conviction of any felony.
- ii Felony Charge. The chief executive officer of a state university has the authority to discharge or place on leave without pay any employee, including a tenured faculty member, who has been charged with a felony offense. Prior to any such determination, the employee shall be given notice of the proposed action and an opportunity to respond.

b Other

- i Faculty and staff may also be suspended, dismissed or terminated from employment for reasons of significant reduction in or elimination of the funding source supporting the position, program discontinuance, financial exigency, or for just cause related to the performance of or failure to perform the individual's duties or for violation of the reasonable directives, rules and regulations, and laws of the institution, the Board and the State of Kansas or the United States.
- ii Employees who are employed at-will may be suspended, dismissed or terminated for any lawful reason.

iii. ...

...

c Grievance Procedure

- i Each state university shall establish and publish grievance procedures for use by faculty and staff in appealing ~~employment decisions~~ suspension, termination or dismissal decisions of the institution. The procedures shall provide the employee with notice of the action to be taken, the reasons for the action where appropriate, and an opportunity to be heard. A copy of all institutional grievance procedures shall be provided to the institution's general counsel for review prior to becoming effective. No such procedure shall be required for probationary employees, temporary employees, employees who serve at the will or at the pleasure of the appointing authority, or any employee whose specific term of appointment is otherwise specified in their appointment letter.

- ii The decision of the chief executive officer, or the chief executive officer's designee, concerning any grievance pursuant to paragraph i ~~appealing employment decisions of the university~~ shall be final and is not subject to further administrative review by any officer or committee of the university or by the Board of Regents.

7 NOTICE PROCEDURE FOR NON-REAPPOINTMENT

- a For tenure-track faculty, notice of non-reappointment should be given in writing in accordance with the following standards; such standards shall not be applicable to any administrative assignments held by the tenure-track faculty member.
 - i Not later than March 1 of the first academic year of service, if the appointment expires at the end of that year; or if a one-year appointment terminates during an academic year, at least three months in advance of its termination.
 - ii Not later than December 15 of the second academic year of service, if the appointment expires at the end of that year; or, if an initial two-year appointment terminates during an academic year, at least six months in advance of its termination.
 - iii At least twelve months before the expiration of an appointment after two or more years in the institution.
 - iv These statements shall apply even during periods of declared financial exigency, unless impossible, in which case notice shall be provided as early as feasible.
- b Any notice procedures for non-reappointment for all classes of employees other than tenured or tenure-track faculty members ~~shall~~ may be determined by the institution's chief executive officer, subject to the following limitations.
 - i For each non-tenured or non-tenure-track employee hired on or after July 1, 2024, the service end date in any notice of non-reappointment shall not exceed 90 days from the date of the notice of non-reappointment.
 - ii On and after July 1, 2025, for each non-tenured and non-tenure-track employee regardless when hired, the service end date in any notice of non-reappointment shall not exceed 90 days from the date of the notice of non-reappointment unless:
 - (1) a conflicting applicable Board-approved labor agreement provides for a longer period;
 - (2) a conflicting applicable Board-approved University Support Staff system of administration plan developed pursuant to K.S.A. 76-715a prior to July 1, 2023 provides for a longer period;
 - (3) the employee is in a grandfathered class established by a university prior to July 1, 2023, that provided employees in the grandfathered class a longer notice period; or
 - (4) the university chief executive officer determines a longer period is warranted in an individual circumstance.
 - iii On or before January 1, 2025, all university policies and handbook provisions containing any notice procedures for non-reappointment for all classes of employees other than tenure-track faculty members shall be brought into compliance with this policy.

...

12 COMMITMENT OF TIME, CONFLICT OF INTEREST, CONSULTING AND OTHER EMPLOYMENT

...

c Reporting Requirements

i Annual Reporting of Consulting Arrangements, Significant Financial or Managerial Interests, and Outside Employment

~~As part of the annual appointment process,~~All faculty and unclassified staff shall disclose annually to the university whether they or members of their immediate family (spouse and dependent children), personal household, or associate entities (e.g., corporations, partnerships or trusts in which they have a significant interest) have consulting arrangements, significant financial or managerial interests, or employment in an outside entity. This report and information shall be provided to the university no less than once each year. Each university shall be permitted to use a form of its administration’s own choosing to collect the required information so long as it contains the threshold requirements contained in this policy. The state university may, at its discretion, require its faculty and unclassified staff to submit information in addition to that required by this policy, but in no event shall the reporting faculty and staff be permitted to report less information than is required by this policy.

For purposes of this policy, significant financial or managerial interests (or significant financial or other interests) means all holdings greater than \$5,000 or more than 5% ownership in a company.

Failure to timely submit the required reporting form to the university shall result in denial of the opportunity to submit research proposals to external funding agencies and may result in discipline in accordance with university procedures. When the university determines that the information submitted indicates that an actual or apparent conflict of time commitment or conflict of interest does or may exist, the university may require the faculty or unclassified staff member to submit additional information and explanation regarding that conflict.

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Other Matters

LEGISLATIVE UPDATE

Kelly Oliver, Senior Director of Strategic Initiatives, presented the legislative update. She reported Fred Patton has been working on bill drafts introduced from the non-budgetary items approved at the December Board meeting. President Flanders testified to the House Committee on K12 Budget, providing information on the KS Degree Stats website and the Student's Right to Know Act. Director Oliver provided an update on HB 2495, which fully funds the pay plan passed last session. She reported they will begin providing higher education updates to the Senate Education Committee and the House Higher Education Budget Committee. She presented Governor Kelly's FY 2025 budget recommendations, which include over 76% of the Board's requests. President Flanders stated the need-based aid investments are beginning to pay off as institutions are able to attract and retain more students. The facilities renewal initiatives are beginning to pay off, he highlighted the partnerships and investments that make that possible. He thanked the Governor and Legislature for continuing to be partners.

NAMING REQUESTS- KSU

President Linton presented a request to name several spaces in Seaton Hall, home of the GE Johnson Department of Architectural Engineering and Construction Science. The naming requests include many generous companies and individuals who have shown their unwavering support for the Seaton Hall renovation project. Regent Parasker moved to approve and Regent Dicus seconded the motion, and the motion carried.

Spaces in Seaton Hall will be named: CAS Constructors, Stryker Family Classroom, DL Smith Electric Classroom, ICI LLC Classroom, Harvey J. and Peggy S. Page Classroom, Bob Tointon Classroom, Eby Construction Learning Lab, Henderson Engineers Electrical and Lighting Systems Lab, Rich and Hannah Kerschen Interview Room, Key Construction Interview Waiting Room, MMC Contractors & MW Builders Interview Room, Certus Student Study Room, The Korte Company Student Study Room, Olsson Study Room, Hutton Faculty Lounge, The Law Company Inc. Conference Room, Sunderland Foundation Student Lounge, Carl M. Coonrod Department Office and the Coonrod & Associates Construction Co. Inc. Office of the Department Head, AGC of Kansas Faculty Office, BHS Construction Inc. Faculty Office, Brack & Associates Consulting Engineers Faculty Office, Engineering Elements Faculty Office, Mike and Beth Gardner & Matt and Megan Foster Faculty Office, Jim Goddard Faculty Office, Hayden Tower Faculty Office, Patrick A. Johnston Faculty Office, KBS Constructors Inc. Faculty Office, Linbeck Faculty Office, McCownGordon Faculty Office, MCP Group Faculty Office, Professional Engineering Consultants PA Faculty Office, Purdy-McGuire Faculty Office, Rizza Engineering Inc. Faculty Office, Telios Corporation Faculty Office, and Wildcat Construction Company Inc. Men's and Women's Restrooms.

EXECUTIVE SESSION

At 4:40 p.m., Regent Ice moved followed by the second of Regent Johnston, to recess into executive session for ten minutes in the Kathy Rupp Conference Room to discuss matters deemed privileged in the attorney-client relationship. The subject of this executive session is a pending legal matter involving the Board, and the purpose is to maintain the confidence of attorney-client privileged communications. Participating in the executive session were members of the Board, President and CEO Blake Flanders, and General Counsel John Yeary. The motion carried. At 4:50 p.m., the meeting returned to open session.

At 4:51 p.m., Regent Ice moved followed by a second by Regent Benson to recess into executive session for five minutes in the Kathy Rupp Conference Room to discuss matters relating to security measures pursuant to K.S.A. 75-4319(b)(12). The subject of this executive session is matters relating to security measures to K.S.A. 75-4319(b)(12), and the purpose is to not jeopardize such security measures by discussing them in an open meeting. Participating in the executive session were members of the Board, President and CEO Blake Flanders, and Kansas State University President Richard Linton. The motion carried. At 4:56 p.m., Regent Ice moved to extend for five minutes, seconded by Chair Rolph. The motion carried. At 5:01 p.m., the meeting returned to open session.

At 5:04 p.m., Regent Ice moved followed by a second by Regent Parasker to recess into executive session for ten minutes in the Kathy Rupp Conference Room to discuss personnel matters of non-elected personnel. The subject of this executive session is a personnel matter, and the purpose is to protect the privacy of the individual Board employee involved. Participating in the executive session were members of the Board, President and CEO Blake Flanders, and General Counsel John Yeary. The motion carried. At 5:14 p.m., the meeting returned to open session.

PERSONNEL MATTER

Regent Ice moved to authorize the Chair to execute the agreement discussed during the executive session; Regent Johnston seconded the motion. The motion carried.

ADJOURNMENT

Chair Rolph called the meeting adjourned at 5:15 p.m.

CALL TO ORDER

Chair Rolph called the mid-year retreat of the Kansas Board of Regents to order on Thursday, January 18, 2024, at 9:45 a.m. The meeting was held in Kathy Rupp Conference Room located in the Curtis State Office Building, 1000 S.W. Jackson, Suite 520, Topeka. Proper notice was given according to law.

MEMBERS PRESENT:

Jon Rolph, Chair
Carl Ice, Vice Chair
Blake Benson
John Dicus
Alysia Johnston
Cynthia Lane
Diana Mendoza
Neelima Parasker
Wint Winter

WELCOME AND REVIEW BOARD GOALS

Chair Rolph welcomed everyone to the mid-year retreat and reviewed the agenda for the day. He introduced the facilitator, Matt Burchett, Vice President of Strategic Development for Thrive Restaurant Group. The group reviewed Board goals and progress toward those goals. It broke out into smaller groups to discuss what is going right, what is going wrong, what is missing, and what is confusing with each Board goal.

BREAK

At 11:10 a.m., the facilitator called for a break. At 11:20 a.m., the meeting resumed.

The group continued conversations on Board goal progress. Feedback on Board goals will be evaluated to create actionable steps in progress toward achieving Board goals. Chair Rolph requested feedback on any goals needing to be adjusted. The group discussed the goals at length and chose not to revise or adjust the Board goals. Chair Rolph expressed gratitude for the unity among Regents, institutions across the state, and staff, highlighting the impact and progress.

ADJOURNMENT

The Chair adjourned the mid-year retreat at 12:13 p.m.

Blake Flanders, President and CEO

Jon Rolph, Chair

REPORTS AND CONSENT AGENDA

III. Introductions and Reports

- A. *Introductions*
- B. *Report from the Chair* Regent Rolph, Chair
- C. *Report from the President & CEO* Blake Flanders, President & CEO
- D. *Report from Council of Faculty Senate Presidents* Donald Von Bergen
- E. *Report from Students' Advisory Committee* Caleb Stout

IV. Standing Committee Reports

- A. *Academic Affairs* Regent Lane
- B. *Fiscal Affairs & Audit* Regent Benson
- C. *Governance* Regent Rolph

V. Approval of Consent Agenda

- A. *Academic Affairs*
 - 1. **Act on Request to Offer Bachelor of Business Administration in Hospitality - WSU** **Karla Wiscombe
Interim VP, Academic Affairs**

Summary

Universities may apply for approval of new academic programs following the guidelines in the Kansas Board of Regents Policy Manual. Wichita 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. Kansas State University submitted letters of concern, and Wichita State University has responded. The letters can be found in Attachment A. Also included in Attachment B is a Program & Employment Analysis. 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** Wichita State University
- B. **Program Identification**
 - Degree Level: Bachelor's
 - Program Title: Hospitality
 - Degree to be Offered: Bachelor of Business Administration in Hospitality
 - Responsible Department or Unit: Barton School of Business, Department of Management
 - CIP Code: **52.0901**
 - Modality: Online & Hybrid
 - Proposed Implementation Date: Fall, 2024

Total Number of Semester Credit Hours for the Degree: **120 credit hours**

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

We do not consider the work site for students to be clinical sites. Students will be required to complete an applied learning component in establishments of the hospitality industry. Students will have to work at least 340 hours on their own on a job pre-approved by the Program Director as a part of a required course. The work hours will be verified by the employer in the same manner as other applied experiences for credit are verified at Wichita State University. Sites for the applied experience are readily available through our community partners including on campus.

III. Justification

Purpose:

The BBA in Hospitality is a business degree that prepares students to become hospitality professionals. Our graduates will possess business knowledge, managerial skills, and professional competencies to obtain management positions in a large array of businesses operating in the hospitality sector. We expect our graduates to seek careers in hotels, restaurants and other dining establishments, food and beverage businesses, lodging, residential facilities, senior living facilities, event planning, country clubs, resorts, and all aspects of the tourism sector. Our curriculum will offer core business education that assures competencies in business functions such as finance, accounting, marketing, human resource management, operations, information technology along with broad general education. Further, students will learn about the various aspects of the hospitality business and gain practical experience through the required work experiences at hotels, resorts, restaurants, or other hospitality-related businesses. The proposed curriculum provides students with a well-rounded education that prepares them for a variety of leadership roles in the hospitality sector.

This program was inspired by the stories of Wichita businesses that brought new ways of serving customers and created new models of hospitality. Names such as Pizza Hut, White Castle, Freddy's, Residence Inn, Candlewood Suites, and Value Place are household brands that were all born in Wichita.

Program Objectives

1. Provide students with core knowledge and skills in all business functions (management, marketing, accounting, finance, Human Resource Management).
2. Provide students with core knowledge and skills to be successful professionals in the hospitality sector.
3. Prepare students with cutting edge awareness about the fast-changing sector of the hospitality industry.
4. Equip students with technical and soft skills to become adaptive leaders in the hospitality field.
5. Expose students to practical aspects of pursuing careers in hospitality.

Partnerships. The program is designed to serve as a completion program for technical schools and community colleges with 2-year degrees in culinary arts, hospitality, and tourism. We have already established working relationships with WSU Tech and Butler Community Colleges. Both institutions have recently launched new programs to support the growth and prosperity of Greater Wichita. We will rely on these partners to offer the technical skills necessary for our graduates to become well-rounded professionals in the hospitality sector.

The initial interest for a business program in hospitality was brought to us by students who are already pursuing a business degree but were interested in more specialized industry knowledge as they were competing for jobs in the hospitality sector. As the idea of pursuing a new program matured, we met with many industry executives and practitioners. We sought their input on the skills and competencies necessary for their employees, the growth opportunities and challenges for their businesses, and finally the viability of a hospitality program in the Barton School of Business. The feedback was encouraging for us to begin building a curriculum for a program that can meet the global demands of the fast-changing hospitality sector while providing a local impact for our city and state. Some of the notable contributors to our market feasibility analysis and partners of the program are:

Scott Redler, Co-founder, Freddy's Frozen Custard & Steakburgers
Lynda Carrier-Metz, Chief Marketing Officer, Restaurant Management Company

Michelle Ruffin-Stein, General Manager, Wichita Marriott Hotel
 Jim Korroch, President, Waterwalk Management
 John Cantele, President, Lexima Hotel Management Services
 Mike Daood, President, LodgeWorks
 Susayn Brandes, President and CEO, Great Plains Ventures Inc
 Jeff Blackman, Founder and President, Bedford Lodging & Founder, Five Senses Hospitality Management
 Christopher Rea, Manager, Facility Operations, Foundation Properties
 Steve Johnson, Viva Chicken

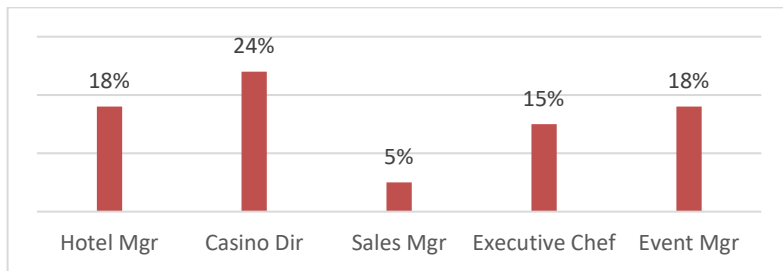
IV. Program Demand:

A. Survey of Student Interest

While we gauged the interest of students in high schools, community colleges, and technical schools, we chose to focus on the market analysis to inform our program development.

B. Market Analysis

The support from local stakeholders along with national and local employment trends demonstrated a strong and growing demand for hospitality graduates. The Bureau of Labor Statistics Occupational Outlook projects the U. S. economy will add 8.3 million jobs from 2021 to 2031. Further, the number of jobs for administrative services & facilities managers is expected to grow by 6% (faster than average) between 2019 and 2029. Additionally, a 2020 Hanover Research report found that a hospitality management bachelor’s program had the highest demand among bachelor’s degree students at an urban university that served a diverse student population. The BLS also predicts 1.9 million (or 23%) job growth by 2031 and 1 of 4 new jobs in 2031 to be in the hospitality sector. The Bureau of Labor Standards ranked the Hospitality Degree 8th of 20 business degrees based on average salary and expected job growth (<https://www.mydegreeguide.com/best-business-majors-for-the-future/>). The 2020 Hanover Research analysis reported that Hospitality bachelor’s programs have the highest demand among students pursuing a bachelor’s degree in urban universities that serve diverse student populations. Hospitality is also ranked Number 49 out of 363 degrees on popularity according to College Factual (based on search in September 2023; <https://www.collegefactual.com/>). Predicted job growth for selected management positions appears in the figure below (based on search in September, 2023; <https://www.indeed.com/career/hotel-manager/salaries/Wichita--KS>).



The promising job growth and the salaries of actual job postings demonstrate the viability of the program. While salaries vary across specific postings, listed salaries consistently exceed the \$38,000 median benchmark as shown below.

| Position | Average/Range Salary* | Source (details in references) |
|----------------------------|-----------------------|--------------------------------|
| Hotel manager, Kansas | \$51,942 | Indeed |
| Hotel manager, Wichita, KS | \$63,684 | Indeed |
| Hotel manager, Kansas | \$110,532 | Salary.com |
| Restaurant manager, Kansas | \$54,303 | Salary.com |

| | | |
|----------------------------------|-------------------|-----------|
| Restaurant manager, Kansas | \$56,521 | Indeed |
| Hospitality manager, Wichita, KS | \$48,000-\$73,000 | Glassdoor |

*The salary data was collected from the listed websites on October 10th, 2023.

Two other institutions in the state system offer Hospitality related degrees: Kansas State University offers a Bachelor of Science in Hospitality Management in the College of Health and Human Services and Fort Hays State University offers a Bachelor of Science and a Bachelor of Business Administration in Hospitality and Tourism from the Department of Applied Business Studies. Based on data from the National Center for Educational Statistics, KSU reported 47 graduates and FHSU reported 28 graduates in 2021 (<https://nces.ed.gov/ipeds/use-the-data>).

A search for management positions in hospitality on Indeed.com that require at least a bachelor’s degree varies between 400 and 600 for the Greater Wichita Area (positions listings in November 2023). This demonstrates a significant gap between college graduates with knowledge and skills in the hospitality field and the needs of the market. It is worth noting that hospitality jobs are harder to be outsourced in comparison to technical and analytical jobs. Further, the development of a prosperous service and entertainment industry adds to the quality of life and the likelihood for younger professionals to remain in the area.

The first distinctive characteristic of the program is the access to the amenities and opportunities of Wichita as a large metropolitan city. Related to the local landscape is the access to a thriving community of entrepreneurs and seasoned hospitality executive who are eager to engage with our students. Further, our students will benefit from outstanding faculty in an AACSB accredited Business School with a dual accreditation in business and accounting that only 1% of the business schools in the world have acquired. Finally, the program builds on the modern infrastructure offered by National Institute of Culinary Education at WSU Tech and Redler Institute of Culinary Arts at Butler Community College.

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

| Year | Headcount Per Year | | Sem Credit Hrs Per Year | |
|----------------|--------------------|------------|-------------------------|------------|
| | Full- Time | Part- Time | Full- Time | Part- Time |
| Implementation | 15 | 0 | 450 | 0 |
| Year 2 | 30 | 0 | 900 | 0 |
| Year 3 | 45 | 0 | 1350 | 0 |

VI. Employment

Graduates with a BBA in Hospitality can pursue a wide range of career opportunities. With the skills and knowledge gained from this program, graduates will be prepared to provide exceptional customer service, manage a variety of hospitality operations, and make strategic business decisions to drive growth and success. The hospitality sector is diverse and offers employment in hotels and long-stay facilities, senior living facilities, restaurants and food services, event planning, country clubs, casinos and resorts, theme parks and attractions, cruise services, travel services, and some of the emerging models of leisure.

Examples of specific jobs in selected industry segments include:

Hotel managers, assistant managers, front office managers, housekeeping managers, and revenue managers.

Restaurant and food establishments: service managers, restaurant managers, director of food and beverages, culinary managers, bar managers, and sommeliers.

Event planning and coordinators manage a wide range of events, such as weddings, conferences, trade shows, and corporate meetings.

Casinos and resorts offer positions such as casino managers, gaming supervisors, business development directors and marketing managers.

Golf courses hire catering managers, directors of operations, golf course maintenance managers, member services, and event planning for club members and guests.

Theme parks, attractions, and cruises employ professionals in roles such as guest experiences manager, hospitality services coordinators, entertainers, and event coordinators.

Each role comes with its own set of responsibilities, skill requirements, and potential for career growth. The hospitality industry also offers opportunities for entrepreneurship, such as launching food businesses, managing B&B or Airbnb, boutique hotels, or event planning businesses. As the industry evolves, new roles and niches are constantly emerging, making it a dynamic and exciting field for individuals with a passion for service and guest experiences. Individuals with strong business acumen will be able to recognize opportunities for creating new ventures as the consumer habits in society continue evolving.

VII. Admission and Curriculum

A. Admission Criteria

Qualified Admission criteria are used. This program does not have separate admission requirements.

B. Curriculum

Year 1: Fall

SCH = Semester Credit Hours

| Course # | Course Name | SCH.... |
|-----------------------------------|--|---------|
| ENGL 101 Gen Ed Bucket 1 | College English I | 3 |
| ENGL 102 Gen Ed Bucket 1 | College English II | 3 |
| Gen Ed Bucket 7 | First Year Seminar | 3 |
| MATH 111 / 112 Gen Ed Bucket 3 | College Algebra/ Precalculus Mathematics | 3 |
| ECON 201 Gen Ed Bucket 5 | Principles of Macroeconomics | 3 |

Year 1: Spring

| Course # | Course Name | SCH.... |
|-----------------------------|-------------------------------|---------|
| COMM 111 Gen Ed Bucket 2 | Public Speaking | 3 |
| MATH 144/ 242 | Business Calculus/ Calculus I | 3 |
| Gen Ed Bucket 6 | Humanities course – open | 3 |
| Gen Ed Bucket 6 | Fine art course | 3 |
| ECON 202 | Principles of Microeconomics | 3 |

Year 2: Fall

| Course # | Course Name | SCH.... |
|-----------------|--|---------|
| Gen Ed Bucket 4 | Natural & Physical Sciences class with lab | 4 |
| BADM 100 | Exploring the World of Business | 3 |
| ECON 231 | Introductory Business Statistics | 3 |
| BADM 162 | Business Software: Excel | 1 |

| | | |
|-----------------|--|---|
| ECON 232 | Statistical Software Applications for Business | 1 |
| Gen Ed Bucket 5 | Social and Behavioral Science (not Economics) | 3 |

Year 2: Spring

| Course # | Course Name | SCH.... |
|----------|----------------------------|---------|
| ACCT 210 | Financial Accounting | 3 |
| ACCT 220 | Managerial Accounting | 3 |
| MKT 300 | Marketing | 3 |
| FIN 340 | Financial Management I | 3 |
| IB 333 | International Business | 3 |
| ENTR 310 | Entrepreneurial Experience | 3 |

Year 3: Fall

| Course # | Course Name | SCH.... |
|----------|--|---------|
| DS 350 | Introduction to Prod & Operations Management | 3 |
| MGMT 360 | Principles of Management | 3 |
| | Free elective | 3 |
| | Free elective | 3 |
| | Free elective | 3 |

Year 3: Spring

| Course # | Course Name | SCH.... |
|----------|--------------------------------|---------|
| MGMT 411 | Introduction to Hospitality | 3 |
| BLAW 431 | Legal Environment of Business | 3 |
| MIS 395 | Management Information Systems | 3 |
| | Free elective | 3 |
| | Free elective | 3 |

Year 4: Fall

| Course # | Course Name | SCH.... |
|----------|--|---------|
| MGMT 412 | Advanced Concepts in Hospitality | 3 |
| MGMT 414 | Human Resource Management in Hospitality | 3 |
| MGMT 415 | Customer Experience in Hospitality | 3 |
| ENTR 455 | Entrepreneurial Finance | 3 |
| | Free elective | 3 |

Year 4: Spring

| Course # | Course Name | SCH.... |
|----------|---------------------------------|---------|
| MGMT 413 | Applied Learning in Hospitality | 3 |
| MGMT 681 | Strategic Management | 3 |
| | Elective for the major | 3 |
| | Elective for the major | 3 |
| | Free elective | 3 |

Total Number of Semester Credit Hours: 120 credit hours

VIII. Core Faculty

Note: * Next to Faculty Name Denotes Director of the Program, if applicable
 FTE: 1.0 FTE = Full-Time Equivalency Devoted to Program

| Faculty Name | Rank | Highest Degree | Tenure Track Y/N | Academic Area of Specialization | FTE to Proposed Program |
|-----------------|--------------------|----------------|------------------|---------------------------------|-------------------------|
| Gery Markova* | Professor | Ph.D. | Y | Human recourse management | 0.25 |
| Gaylen Chandler | Professor | Ph.D. | Y | Entrepreneurship | 0.25 |
| Brian Rawson | Associate Educator | Master’s | N | Management/ Customer Experience | 0.125 |
| | Lecturer | Ph.D. | N | Hospitality Management | 0.25 |
| | Lecturer | Master’s | N | Hospitality Experience | 0.25 |

Number of graduate assistants assigned to this program: **1 graduate assistant for 10 hours a week.**

IX. Expenditure and Funding Sources

| A. EXPENDITURES | First FY | Second FY | Third FY |
|--|---------------|---------------|---------------|
| Personnel – Reassigned or Existing Positions | | | |
| Faculty | | | |
| Administrators <i>(other than instruction time)</i> | | | |
| Graduate Assistants | | | |
| Support Staff for Administration <i>(e.g., secretarial)</i> | | | |
| Fringe Benefits <i>(total for all groups)</i> | | | |
| Other Personnel Costs | | | |
| Total Existing Personnel Costs – Reassigned or Existing | | | |
| Personnel – New Positions | | | |
| Faculty | 40,000 | 40,000 | 40,000 |
| Administrators <i>(other than instruction time)</i> | 8,000 | 8,000 | 8,000 |
| Graduate Assistants | 2,000 | 2,000 | 2,000 |
| Support Staff for Administration <i>(e.g., secretarial)</i> | | | |
| Fringe Benefits <i>(total for all groups)</i> | 15,000 | 15,000 | 15,000 |
| Other Personnel Costs | | | |
| Total Existing Personnel Costs – New Positions | 65,000 | 65,000 | 65,000 |
| Start-up Costs - One-Time Expenses | | | |
| Library/learning resources | | - | - |
| Equipment/Technology | 2,000 | | |
| Physical Facilities: Construction or Renovation | | - | |
| Other: Marketing and Branding | 22,000 | 22,000 | 22,000 |
| Total Start-up Costs | 24,000 | 22,000 | 22,000 |
| Operating Costs – Recurring Expenses | | | |
| Supplies/Expenses | 1,000 | 1,000 | 1,000 |
| Library/learning resources | | | |
| Equipment/Technology | | | |
| Travel | 4,000 | 4,000 | 4,000 |
| Other: Promotions & student experiences | 10,000 | 10,000 | 10,000 |

| | | | |
|------------------------------|----------------|----------------|----------------|
| Total Operating Costs | 15,000 | 15,000 | 15,000 |
| GRAND TOTAL COSTS | 104,000 | 102,000 | 102,000 |

| B. FUNDING SOURCES <i>(projected as appropriate)</i> | Current | First FY (New) | Second FY (New) | Third FY (New) |
|---|---------|-------------------|--------------------|-------------------|
| Tuition / State Funds | 0 | \$108,698 | \$217,395 | \$326,093 |
| Student Fees | 0 | \$74,028 | \$148,057 | \$222,085 |
| Other Sources | 0 | - | - | - |
| GRAND TOTAL FUNDING | | \$182,726 | \$365,452 | \$548,178 |
| C. Projected Surplus/Deficit (+/-) (Grand Total Funding <i>minus</i> Grand Total Costs) | | \$78,726 | \$263,452 | \$446,178 |

X. Expenditures and Funding Sources Explanations

A. Expenditures

Personnel - Reassigned or Existing Positions

Three of the required six classes in the program will be taught by current faculty as either overload or will accept the hospitality students in classes they already teach. The hospitality students will enroll in existing business classes. All elective courses in the program are existing courses and these existing courses will be optimized by accepting the additional students from the Hospitality major.

Personnel - New Positions

Three of the required courses will be taught by lecturers – industry professionals or academic experts from other institutions that will be paid per course. The typical pay for lecturers (adjunct faculty) is between \$4,000-\$8,000 dependent on their qualifications and experience. This approach assures diligent use of resources while the program is in its infancy. It is also the most effective way to bring cutting edge knowledge and practical experience to the students in the program. The program director will be a member of the current faculty. The Program Director will oversee the curriculum and assure continuous collaboration with the professional community in order to provide rich student experiences.

Start-up Costs - One-Time Expenses

We allocate a one-time expense for technology to be used by the Program Director. We also allocate resources to create appropriate branding, recruitment materials, and promotions during the initial stages of the program.

Operating Costs - Recurring Expenses

We allocate about \$1,000 for materials and supplies which will include printing promotional materials and other office supplies. We also allocate 4,000 for recruitment travel and \$10,000 for promoting the program.

B. Revenue: Funding Sources

Funding sources will be tuition and fees paid by the students majoring in the BBA in Hospitality. The funding calculations are based on the headcounts listed in the Projected Enrollment section (above)

Funding from tuition is based on \$241.55 per credit hour (the 2023-24 Kansas resident undergraduate tuition rate) - **\$7,246.50** per year for each full-time student.

Funding from student fees is **\$4,935.22** per student per year and is based on:

- \$2,075.32 per year for each full-time student
- \$73.00 per credit business course fee - \$2,190 per year per student
- \$20.58 per credit campus infrastructure and support fee - \$617.40 per year per student
- \$1.00 per credit technology fee - \$30 per year per student
- \$0.75 per credit transportation fee - \$22.50 per year per student

No additional source of funding is necessary. The new classes offered for the program may also generate revenue from non-degree seeking students.

C. Projected Surplus/Deficit

The program is projected to generate surplus from the first year of launch and the amounts are as follows:

Year 1: \$78,726

Year 2: \$263,452

Year 3: \$446,178

XI. References

College Factual, College Selection Simplified, 2023, <https://www.collegefactual.com/>

Kansas State University, Department of Hospitality Management, 2023, <https://www.hhs.k-state.edu/hm/>

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Fort Hays State University, Tourism & Hospitality Management, 2023, <https://www.fhsu.edu/academic/programs/tourism-hospitality-management>

Indeed, Build a Career You'll Love, Restaurant Manager Salary in Kansas, 2023, <https://www.indeed.com/career/restaurant-manager/salaries/KS>

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MyDegree Guide, 20 Best Business Majors for the Future (2023 Guide), 20 Best Business Majors for the Future [2023 Guide] (mydegreeguide.com)

National Center for Educational Statistic, 2023, <https://nces.ed.gov/ipeds/use-the-data>

Salary.com, Hotel Manager Salary in Kansas, 2023, <https://www.salary.com/research/salary/benchmark/hotel-manager-salary/ks>

Salary.com, Restaurant Manager Salary in Kansas, 2023, <https://www.salary.com/research/salary/benchmark/restaurant-manager-salary/ks>

Attachment A

From: Charles Taber <ctaber@ksu.edu>
Date: Wednesday, November 29, 2023 at 1:59 PM
To: Lefever, Shirley <Shirley.Lefever@wichita.edu>
Cc: Tanya Gonzalez <tgonzale@ksu.edu>, Debbie Mercer <dmercer@ksu.edu>
Subject: Hospitality Program Proposal

Shirley,

I wanted to pass on to you some concerns raised by our Hospitality Management department about the proposal from WSU for a program in Hospitality. Their concerns are about program duplication and already low enrollment numbers in the three related programs in the state (the two programs mentioned in your proposal and an emphasis area in HM at Pittsburg State). They agree that demand for graduates is growing in the industry, but they point out that the number of those seeking to major in Hospitality Management has fallen across the US in the last several years. This raises a concern for our program faculty, which has experienced significant enrollment decline over the past few years. It would be good if your proposal could address how this duplication would not further erode enrollment for the existing programs. Thanks,

Chuck

--
Charles Taber
Provost and Executive Vice President
Professor of Political Science
Kansas State University
108 Anderson

ACADEMIC AFFAIRS



December 7, 2023

Dr. Karla Wiscombe
Interim Vice President for Academic Affairs
Kansas Board of Regents
10000 SW Jackson St. #520
Topeka, KS 66612

Dear Dr. Wiscombe,

This letter is in response to concerns raised by Kansas State University regarding our proposed Hospitality program. We appreciate the opportunity to address concerns regarding program duplication and demand for the program. As mentioned by Provost Tabor, they agree that demand for graduates is growing in the industry. Results from our own comprehensive feasibility study that included analysis of market trends, industry demands, and educational needs concur with this conclusion. While Provost Tabor also references recent declines in enrollment in the existing programs, we feel the distinctive characteristics of our program that includes applied learning experiences, coupled with industry support and growing future demand will result in a robust enrollment that will address industry needs in the future. Additional feedback and input from industry partners provide further context.

Industry-Aligned Undergraduate Hospitality Major:

Insights from 20+ industry leaders have influenced the major's structure and curriculum, emphasizing key business functions for students' successful management roles that would give them competitive edge in the hospitality industry.

Stakeholder Support, Employer Interest, and Workforce Development:

Numerous employers have expressed interest and support (see attached) for their workforce pursuing a hospitality degree at Wichita State. These local leaders have expressed a need to address the industry talent pipeline and existing shortages and are eager to hire graduates from this program.

Strategic Location and Partnerships:

Situated in Kansas' largest metropolitan center, our major aligns with WSU's economic and workforce development initiatives. Employers are keen to provide educational opportunities and hire graduates. Strong partnerships in our hospitality-concentrated city offer real-world exposure and industry resources.

1845 Fairmount Street | Wichita, Kansas 67260-0013
tele: (316) 978-3010

wichita.edu

December 7, 2023
Page 2 of 2

Enriching Student Experience:

Industry partnerships will enhance the student experience, providing exposure, mentorship, and access to industry resources through numerous applied learning experiences.

Scalability and Sustainability:

Planned enrollments are designed to be scalable and sustainable, supported by industry partners and a robust curriculum.

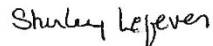
Unique Wichita Dynamics:

The recent launch of WSU Tech's NICHE and Butler Community College's Redler Institute of Culinary Arts will offer an opportunity to create 2+2 articulation agreements with both institutions.

In closing, the Wichita State proposed major is strategically designed to complement existing programs at the 2-year institutions, leverage local opportunities, and respond effectively to the dynamic needs of the hospitality industry.

Please let me know if I can provide additional information regarding the unique qualities of this proposed program.

Sincerely,



Shirley Lefever, Ph.D.
Executive Vice President and Provost



Office of the President

November 15, 2023

Kansas Board of Regents

Dear Regents,

I am pleased to share this letter of support for the Barton School of Business proposed degree in Hospitality Management. Butler Community College has a long-standing and collaborative partnership with Wichita State University (WSU) and is their largest transfer institution from among the community colleges. A significant number of students come to Butler from the southcentral Kansas counties, including Sedgwick County, and have every intention when they enroll at Butler, they will return to WSU to finish a bachelor's degree.

The development of this bachelor's degree pathway has the potential to make a significant and positive impact on the restaurant and hospitality industry in Wichita and the surrounding area. There is a defined need for workforce in these industries and the partnership between the Redler Institute of Culinary Arts at Butler and Barton School of Business will work to address these needs.

We have had a number of conversations with leaders in the Barton School of Business and have appreciated the innovative approach to engage graduates of the Redler Institute into this degree pathway. We are committed to continued collaborative work to ensure a smooth transition for our Butler students. The restaurant, hospitality and hotel management industries are the gateway to lifetime success for students.

Again, I am pleased to be able to provide this letter of support for your sincere consideration for the Barton School of Business Hospitality Management degree. It aligns closely with both our institution's mission to change our students' lives.

Please feel free to contact me by phone at (316) 322-3100 or by email at kkrull@butlercc.edu if you have further questions.

Sincerely,

A handwritten signature in cursive script that reads 'Dr. Kimberly W. Krull'.

Dr. Kimberly W. Krull



November 13, 2023

Kansas Board of Regents
1000 SW Jackson St.
Suite 520
Topeka, KS 66612

Dear Regents,

I offer my strong support for the BBA in Hospitality Major at the Barton School of Business, Wichita State University. My team and I collaborated with the faculty of the Barton School as they were conceptualizing the idea of this program. We are already working to ensure that the resources of both of our institutions are used wisely to promote the growth of our communities. Students from our National Institute of Culinary and Hospitality (NICHE) programs can complete their bachelor's degrees in hospitality while Barton School students can complete their technical training in NICHE. Thus, eliminating the need for resource duplication.

A rising tide lifts all ships. Having a pathway for students to continue their culinary education and help them find the best fit for them in the field will lead to greater personal and professional growth. Many of our students aspire to pursue management positions in the hospitality and leisure industry. Partnering with the Barton School will open new opportunities for our students and allow them to prosper further.

We are excited to have another fruitful partnership with the Barton School of Business as we further grow and develop the workforce of Kansas.

Sincerely,

A handwritten signature in black ink that reads 'Sheree Utash'.

Dr. Sheree Utash
President, WSU Tech





**1525 N Veranda Street
Wichita, KS 67206
scott@redlerhospitality.com**

November 15, 2023

To: Kansas Board of Regents

Dear Regents,

I have been in the hospitality industry for my entire career experiencing everything from fast casual to upscale dining. I have a degree in Restaurant & Hotel Management, and it benefited me greatly as our industry is always changing to exceed the expectations of our guests. As it did for me, studying the hospitality industry in a classroom and experiential setting is a great advantage. Creating a bachelor's degree in Hospitality will not only support the expanding hospitality industry in southcentral Kansas but also prepare students for the workforce across the country.

At the end of 2022, there were 15 million jobs in foodservice and industry sales were \$937 billion. Eighty percent of restaurant owners started their careers in entry-level positions.

In Kansas, the foodservice industry creates thousands of jobs, supports career growth, and plays a vital role in every community across the state. In 2022, 9% of the employment (128,400 jobs) in Kansas was in the foodservice industry and the number is projected to grow 7.6% by 2030. Every dollar spent in Kansas's restaurants contributes \$1.98 to the state economy.

Our industry needs strong managers to lead this workforce. Roughly half of all restaurant operators say they are having a tough time filling managerial positions. By graduating students with knowledge and skills needed to succeed in our industry, the Hospitality program designed by the Barton School of Business at Wichita State University will make significant contributions to the continued economic growth of the region while providing fulfilling jobs for thousands of people.

Sincerely,

A handwritten signature in black ink that reads 'Scott Redler'. The signature is fluid and cursive, written over a horizontal line.

Scott Redler
Co-founder, Freddy's Frozen Custard & Steakburgers
Board Chair, National Restaurant Association



NEW BBA IN HOSPITALITY MAJOR TESTIMONIALS AND ENDORSEMENTS FROM INDUSTRY LEADERS

1. "The restaurant and foodservice industry employs 15 million people and is on track to add another 500,000 jobs by the end of this year. Our industry needs strong managers to lead this workforce. In fact, roughly half of all restaurant operators say they are having a tough time filling manager positions. The Hospitality Major at the Barton School of Business could make important contributions to our industry's talent development by preparing graduates to efficiently lead operations, ensure superb customer experiences, and operate financially sound enterprises." **Michelle Korsmo, President & CEO, National Restaurant Association; CEO, National Restaurant Association Educational Foundation**
2. "I have been in the hospitality industry for my entire career experiencing everything from fast casual to upscale dining. I have a degree in Restaurant & Hotel Management, and it benefited me greatly as our industry is always changing to exceed the expectations of our guests. As it did for me, studying the hospitality industry in a classroom and experiential setting is a great advantage. Creating a bachelor's degree in Hospitality will not only support the expanding hospitality industry in southcentral Kansas, but prepare students for the workforce across the country." **Scott Redler, Co-founder, Freddy's Frozen Custard & Steakhburgers**
3. "The pandemic was rough on the hospitality industry. But it also showed everyone how important well-managed, well-run, innovative and reliable businesses were. The leaders of those businesses and their ability to adapt quickly literally saved them from shutting down." **Lynda Carrier-Metz, Chief Marketing Officer, Restaurant Management Company**
4. "Not only could this be good for the Barton School and its students, but it could be great for the economic development of the region." **Susayn Brandes, Chairman and CEO, Great Plains Ventures Inc**
5. "There are so many opportunities in this industry. Opportunities that are just waiting for the right people with the right education to take them and run with them." **Michelle Ruffin-Stein, General Manager, Wichita Marriott Hotel**
6. "Having a deeper pool of talent in hospitality is essential to the success of the industry." **John Cantele, President, Lexima Hotel Management Services**
7. "Having a larger pool of educated talent in the industry is imperative to its success. We are a people-first industry and need a new generation of leaders to innovate and take on the challenges of rapid change." **Jim Korroch, President, Waterwalk Management**
8. "A key component of our success is hiring the right people. Once on board, we deliver training, challenge and the opportunity to grow. The right candidates thrive and become long-tenured leaders, ensuring our hotel experiences are differentiated." **Mike Daood, President, LodgeWorks**
9. "As restaurant owners, the experience in our restaurants is the top priority - both for our guests and our teams. In order to achieve the ultimate guest and work experience, we need leaders who can articulate a vision, manage and develop the potential of all types of individuals to collectively reach that goal." **Ryan Bond, Chief People Officer, Thrive Restaurant Group**

**Wichita State University BBA in Hospitality (CIP 52.0901)
Program & Employment Analysis**

1. Market-Share Figures

| Number of Bachelor's Degree in Hospitality Completers by Year Kansas Public and Private Universities with Market-Share (MS) Percentage | | | | | | |
|---|------|------|------|------|-------|---------|
| Institution | 2019 | 2020 | 2021 | 2022 | Total | 4-Yr MS |
| Fort Hays State University | 17 | 23 | 28 | 10 | 78 | 31.7% |
| Kansas State University | 54 | 27 | 47 | 40 | 168 | 68.3% |

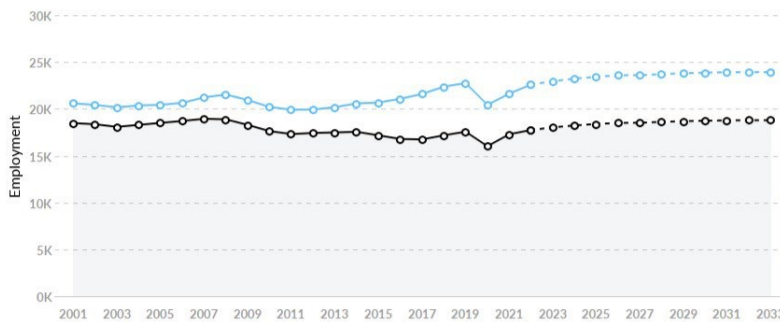
There are several “target occupations” as identified by Lightcast for this program of study; the top 10 are:

- Receptionists and Information Clerks
- Managers, All Other
- Hotel, Motel, and Resort Desk Clerks
- Food Service Managers
- Meeting, Convention, and Event Planners
- First-Line Supervisors of Entertainment and Recreation Workers (not including gambling services)
- Lodging Managers
- Concierges
- Tour and Travel Guides
- First-Line Supervisors of Gambling Services Workers

2. State & National Projections for Employment Linked to the Proposed Degree Program 2024-2026

Regional Employment Is Lower Than the National Average

An average area of this size typically has 23,225* jobs, while there are 18,232 here. This lower than average supply of jobs may make it more difficult for workers in this field to find employment in your area.

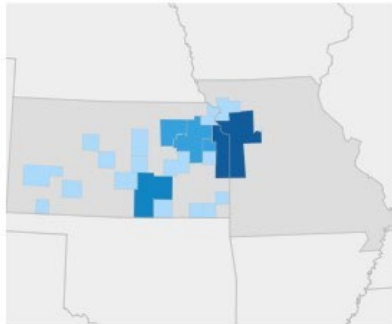


| Region | 2024 Jobs | 2026 Jobs | Change | % Change |
|--------------------|-----------|-----------|--------|----------|
| ● Kansas | 18,232 | 18,498 | 267 | 1.5% |
| ● National Average | 23,225 | 23,576 | 351 | 1.5% |

*National average values are derived by taking the national value for your occupations and scaling it down to account for the difference in overall workforce size between the nation and Kansas. In other words, the values represent the national average adjusted for region size.

3. Kansas Geographical Information on Projected Employment Linked to the Degree Program Proposal

Regional Breakdown

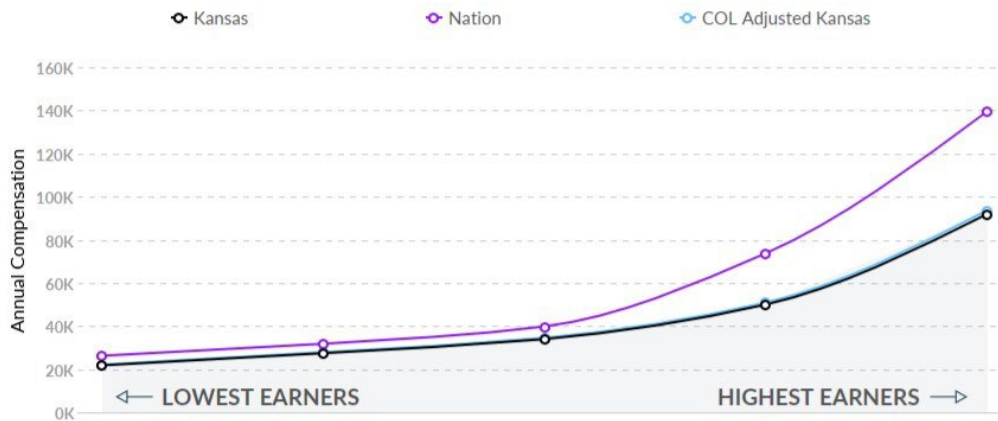


| MSA | 2024 Jobs |
|--------------------|-----------|
| Kansas City, MO-KS | 14,569 |
| Wichita, KS | 4,017 |
| Topeka, KS | 1,089 |
| Manhattan, KS | 786 |
| Lawrence, KS | 767 |

4. 2022 Regional & National Employment Wage Information Linked to the Degree Program Proposal

Regional Compensation Is 15% Lower Than National Compensation

For your occupations, the 2022 median wage in Kansas is \$33,941, while the national median wage is \$39,797.



5. Minimum Education Breakdown for Jobs Posted Sept. 2022 – Sept. 2023

Minimum Education Breakdown

| Minimum Education Level | Unique Postings (minimum) | Unique Postings (max advertised) | % of Total (minimum) |
|------------------------------|---------------------------|----------------------------------|----------------------|
| High school or GED | 4,456 | 0 | 26% |
| Associate degree | 693 | 338 | 4% |
| Bachelor's degree | 4,026 | 1,148 | 23% |
| Master's degree | 176 | 1,104 | 1% |
| Ph.D. or professional degree | 54 | 229 | 0% |

Lightcast. (n.d.). *Program Overview*. Retrieved January 22, 2024, from https://analyst.lightcast.io/analyst/?t=4YWPj#h=v6Mzb&page=program_market_demand&vertical=standard&nation=us

Lightcast. (n.d.). *Occupation Overview*. Retrieved January 22, 2024, from https://analyst.lightcast.io/analyst/?t=4YWPj#h=v6NJd&page=occupation_snapshot&vertical=standard&nation=us

Lightcast. (n.d.). *Job Posting Analytics*. Retrieved January 22, 2024, from https://analyst.lightcast.io/analyst/?t=4Y0vQ#h=tzQ7n&page=postings_report&vertical=standard&nation=us

2. Act on Request to Offer PhD in Clinical & Translational Science - KUMC

Summary

Universities may apply for approval of new academic programs following the guidelines in the Kansas Board of Regents Policy Manual. The University of Kansas Medical Center has submitted an application for approval and the proposing academic unit has responded to all of the requirements of the program approval process. The Review Team's final report for this doctoral program proposal has been submitted and is included as Attachment A. KUMC's response addresses all the Review Team's concerns and is also included. 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 University of Kansas Medical Center

B. Program Identification

| | |
|---------------------------------|--|
| Degree Level: | <u>Doctoral Program</u> |
| Program Title: | Clinical and Translational Science |
| Degree to be Offered: | PhD in Clinical and Translational Science |
| Responsible Department or Unit: | School of Medicine, Department of Biostatistics & Data Science |
| CIP Code: | 51.1402 |
| Modality: | Face-to-Face, Online, Hybrid |
| Proposed Implementation Date: | Fall 2024 |

Total Number of Semester Credit Hours for the Degree: 61

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

III. Justification

The University of Kansas Medical Center (KUMC) is committed to improving lives and communities in Kansas and beyond through innovation in education, research, and health care. To fulfill this mission, KUMC is proposing to establish a PhD program in Clinical and Translational Science (CTS). CTS is an emerging field of research that focuses on translating scientific discoveries into new treatments and cures for disease. The proposed PhD program will prepare graduates to lead and conduct research that improves the overall quality of healthcare and the health of patients. A successful PhD program in CTS at KUMC will attract top predoctoral students interested in the clinical and translational aspects of diseases such as Alzheimer's and related dementias, brain aging, polycystic kidney disease, and cancer, and serve as a source of postdoctoral fellows to lead future clinical and translational research at KUMC. Research shows that investments in educational channels to train clinician scientists have a high rate of positive return in the form of increased research funding and institutional reputation (1,2), thus a successful PhD program in CTS positions KUMC to become a first-tier medical school based on Blue Ridge Institute rankings (brimr.org) and to recruit and train the next generation of biomedical and clinician-scientists to serve the education, research, and health care needs of Kansans.

KUMC is one of the leading medical schools in the U.S. and is home to several National Institutes of Health (NIH)-funded research programs, including the National Cancer Institute-designated Comprehensive Cancer Center (KUCC), Frontiers Clinical and Translational Science Institute, KU Alzheimer's Disease Research Center, KU Polycystic Kidney Disease Research and Translation Core Center, Kansas-Institutional Development Award (IDeA) Networks of Biomedical Research Excellence (INBRE), and Kansas Institute for Precision Medicine Centers of Biomedical Research Excellence (COBRE). KUMC has a strong research infrastructure, including state-

of-the-art research facilities and a large pool of highly skilled researchers, providing students with the mentoring and resources they need to conduct cutting-edge clinical and translational research. The institutional environment is also highly collaborative, giving students the opportunity to work with researchers from a variety of disciplines and develop the skills they need to conduct interdisciplinary research or ‘team science.’ Furthermore, KUMC has a diverse patient population, preparing students for careers in CTS which require an understanding of the needs of patients from all backgrounds. KUMC also has strong student support services, including the ASCEND program funded by the Office of Academic and Student Affairs. This program provides students with the opportunities and resources to develop successful careers and transferrable skills.

KUMC currently offers a 33-credit hour Master of Science in Clinical Research, a 1- to 2-year program that includes didactic coursework in biostatistics, clinical research, and epidemiology, and a culminating master’s thesis. The proposed PhD in CTS is a 61-credit hour program with curriculum derived from competencies established by the Clinical and Translational Science Award Enhancing Clinical Research Professionals’ Training and Qualifications Consortium (3). The curriculum focuses on biostatistics and analytics, clinical and translational research methods, leadership, and team science. In addition to the increased coursework, the proposed PhD degree includes preliminary, qualifying, and comprehensive exams and a dissertation. The PhD degree provides students with an in-depth understanding of clinical research and translational science, along with practical and experiential research training focusing on scientific rigor and reproducibility. There is substantial curriculum overlap of the MS in Clinical Research with the proposed PhD. All 33 credit hours required for the MS could be pulled from the curriculum of the PhD program, making the MS in Clinical Research a potentially efficient pathway program for the PhD in CTS.

KUMC is one of 67 medical research institutions that have active NIH National Center for Advancing Translational Sciences (NCATS) Clinical and Translational Science Awards (CTSA). These institutions work together to speed the translation of research discovery into improved patient care. Each CTSA institution has a linked KL2 program (early-stage investigators) and an optional TL1 (pre- and post-doctoral trainees) program. Through these programs, institutions provide training and educational opportunities in clinical and translational research, including graduate degrees. Given the heterogeneous training components implemented by individual institutions, the types of degrees offered vary greatly. According to NCATS (nih.ncats.gov), as of 2022, 93% of CTSA institutions offer a relevant master’s degree (MS or MPH) and 64% offer a PhD. As in the proposed PhD program, most institutions have a major training/education focus on team science (80%), career development (58%), and cross-/inter-/multi-disciplinary training (46%). However, few provide competency-based training (30%), experiential learning (24%), entrepreneurship (20%), rigor and reproducibility (14%), community engagement (14%), or a competencies-based curriculum (6%), all of which exist in the proposed PhD program curriculum and are explicit strengths of the KUMC CTSA, Frontiers.

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

A. Survey of Student Interest

| | |
|---|----------------|
| Number of surveys administered: | <u>Unknown</u> |
| Number of completed surveys returned: | <u>138</u> |
| Percentage of students interested in program: | <u>61.4%</u> |

We distributed an electronic RedCAP survey through various channels, including the KUMC Office of Graduate Medical Education, Postdoctoral Affairs and Graduate Studies, the University of Kansas Cancer Center, and Frontiers. We also shared the survey with several select regional academic institutions.

Out of the 137 respondents who completed the survey, 70 (50.7%) indicated that clinical and translational research was a career goal. To explore their degree aspirations further, we presented a series of questions to those who answered positively. The results showed that 29 (21.2%) were undergraduate students, two (1.5%) were medical

students, 50 (36.5%) were graduate students, 30 (21.9%) were medical residents, nine (6.6%) were medical doctors, 16 (11.7%) were post-doctoral fellows, three (2.2%) were staff, and five (3.6%) were faculty.

Of those who expressed interest in clinical and translational research, 43 (61.4%) replied "Yes" to our question about whether they would be interested in pursuing a PhD in Clinical and Translational Science if the University of Kansas School of Medicine offered a program that could be completed within 3 to 4 years.

B. Market Analysis

The landscape of biomedical research and education is changing rapidly, with an increasing emphasis on interdisciplinary collaboration to improve clinical care and population health outcomes. To achieve these goals, basic, clinical, and population sciences must be closely aligned and integrated. Basic science research needs to be made more immediately applicable to clinical problems, while health challenges observed in populations must be rapidly integrated into rigorous basic and clinical science investigation. In response to these changes, the PhD program in clinical and translational science has been developed both in North America and worldwide.

The demand for medical scientists is projected to grow significantly in the next decade, with an estimated 17 percent growth from 2021 to 2031, which is much faster than the average for all occupations (4). On average, about 10,000 openings for medical scientists are projected each year. These openings will be driven by the greater demand for healthcare services as the population ages and the rates of chronic diseases continue to increase. Medical scientists will be needed to research and treat diseases such as Alzheimer's and cancer, and to address issues related to treatment, such as antibiotic resistance. Moreover, as the world becomes more interconnected and the population travels globally, medical scientists will continue to be needed for medical research to help prevent and mitigate the spread of diseases.

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 | 1 | | 20 | |
| Year 2 | 2 | | 40 | |
| Year 3 | 3 | | 60 | |

The program anticipates matriculating one full-time student per year for the first three years, growing to cohorts of 3 – 5 per year over time. Assuming these students are on a three-year timeline to defense, each student would take approximately 20 credit hours in each of their three years.

VI. Employment

The largest employers of clinical and translational researchers are research and development in the physical, engineering, and life sciences (36%), universities and professional schools (23%), and hospitals (17%) (3). Program graduates will be highly recruited by academia and industry. As most of our anticipated matriculated students will be from clinical biomedical sciences (e.g., medicine, nursing, physical therapy, and psychology), we anticipate that most of our graduates will obtain positions in hospital/university-based academic centers with solid track records for clinical and translational science. Many will have combined clinical and research appointments; however, some will likely solely perform research. We also anticipate that with the skills and knowledge obtained from our educational program, the biomedical industry may recruit a proportion of students to perform in-house clinical and translational science. Successful completion of this program will provide a highly competitive advantage to all graduates seeking careers in clinical and translational biomedical research.

VII. Admission and Curriculum

D. Admission Criteria

All applicants must meet the following criteria:

- Bachelor's degree from a regionally accredited institution (or international equivalent) with cGPA $\geq 3.0/4.0$
- One of: MD, DDS, DO, PharmD, PhD, DNP, or other professional degree *OR* enrolled in clinical professional doctoral degree program
- Demonstrated high level of interest/potential for innovative clinical and translational research
- Calculus I
- Course-by-course and degree equivalency performed by WES (or equivalent), if applicable
- TOEFL/IELTS or ECFMG certificate for applicants with an MD, if applicable
- Personal statement describing research interests and how the program aligns with goals
- CV/Resume
- Contact information for at least two references
- A background check, as required

Applicants who are employed by KUMC must also provide:

- Contact information of division chief/chair
- Confirmed protected time

Applicants seeking an accelerated time to degree (less than 4 years) must also provide:

- Contact information for research mentor
- Confirmed protected time
- Demonstrated research experience (beyond labs associated with lecture courses)

E. Curriculum

The curriculum of the PhD Program in Clinical and Translational Science is built upon four pillars: clinical and translational research methods, statistics and analytics, professional skills, and mentored experiential research. The program is designed to allow students to engage simultaneously in didactic coursework and practical research experiences. The proposed PhD program will prepare graduates to *lead* and *conduct* clinical and translational research.

Credit requirements. The PhD Program in Clinical and Translational Science is an approximately 61-credit hour program designed for full-time study. Coursework is divided into required and elective courses in the student's area to allow maximum flexibility. Students will begin participating in mentored research and developing their research projects from their first semester.

Mentoring. All students will participate in a Mentoring Workshop at the start of their program. The workshop aims to ensure a clear understanding of mentoring's purpose, define student expectations, establish consistent mentoring practices, formalize team mentoring and non-negotiable aspects of the mentoring agreement, and provide professional skills training such as negotiation and active listening. Students will meet with mentors to develop an Individual Development Plan (IDP). IDPs will consider students' interests, strengths, and the necessary skills and qualifications for their chosen career. IDPs will serve as a shared reference for students, mentors, exam committees, and program leadership.

Research Training. Students are expected to actively pursue training in critically reading research literature within their field of interest. They can achieve this by participating in a monthly journal club organized by their home department or a department related to their research area. Additionally, students are encouraged to enroll in PRVM 869: Systematic Reviews. Students are expected to deliver at least one public research presentation annually, preferably at a national conference. To support their professional growth, students are encouraged to attend KUMC ASCEND (Achieving Successful Careers, Exploring New Directions) Program seminars and workshops sponsored

by the Office of Graduate Studies and Postdoctoral Affairs. The KUMC ASCEND Program offers career development opportunities, transferable skill training, and career exploration. Students are also encouraged to attend the KUMC Research Institute Research and Discovery Grand Rounds, which are co-sponsored by Frontiers. These activities will be integrated into the students' IDPs.

Mentored Research. Students will begin participating in mentored research and developing their research projects beginning in Year 1. The goal of having students engage in mentored research early in the program is to ensure that they actively participate in planning data collection, gathering data, and analyzing results while completing the didactic training that complements these activities. Students must also enroll in six credit hours of BIOS 899: Clinical/Translational Mentored Research.

Research Skills and Responsible Scholarship Requirement. Students are required to complete and maintain training in Human Subjects Protections, Good Clinical Practice, and Responsible Conduct of Research through Institutional Training. Students must also enroll in the one-credit course PRVM 853: Responsible Conduct of Research. At the time of graduation, students must be current on all training and have completed PRVM 853 to be eligible to graduate.

Required Clinical and Translational Research Methods Courses. These required courses (10 credits) emphasize research methods, grant writing, and scientific communication, equipping students with essential skills to write grant proposals, conduct high quality research, and effectively communicate their findings through presentations and manuscripts. In PRVM 872: Grant Writing, students learn how to build an NIH-style grant application around a research question, identify human subject protection concerns, and prepare an Institutional Review Board protocol. The outcome is a finalized grant application adhering to the PHS-398 format, in preparation for the *Comprehensive Exam*.

PRVM 853: Responsible Conduct of Research (1 CH)
 BIOS 811: Scientific Rigor and Reproducibility (3 CH)
 BIOS 810: Clinical Trials (3 CH)
 PRVM 872: Grant Writing (3 CH)

Required Analytics Methods Courses. These required courses (9 credits) provide students with training in methodology, biostatistics, and measurement. These prepare students to critically analyze academic and research literature, understand most statistical and measurement approaches used, perform and interpret common statistical analyses using their own or existing data, and effectively collaborate with biostatisticians in planning and executing statistical analyses for their projects.

BIOS 714: Fundamentals of Biostatistics 1 (3 CH)
 BIOS 717: Fundamentals of Biostatistics 2 (3 CH)
 BIOS 715: Introduction to Data Management using RedCap and SAS (3 CH)

Required Professional Skills Courses. This required course (3 credits) provide students with practical knowledge crucial for developing professional skills and advancing their careers.

NRSG 880/HP&M 840: Organizational Foundations for Leading Change (3 CH)

Required Clinical Trials/Translational Research Mentored Research Course. The required clinical trials/translational mentored research course (6 credits) gives students course credit for an early mentored research experience. Students will become part of a research team and learn how studies or trials are designed, implemented, managed, analyzed, and results disseminated. This course provides students with practical experience critical for developing clinical and translational research skills to inform and advance their research projects.

BIOS 899: Clinical/Translational Mentored Research (6 CH)

Required Advanced Elective Coursework. Students must take at least 15 advanced elective credits, including at least six credits of advanced analytics and six credits of advanced CT research methods. The PhD advisor and Program Director must approve advanced electives before enrollment.

Dissertation Proposal Credits. In preparation for the dissertation proposal defense ('Comprehensive Oral Examination for PhD'), students may take BIOS 998: Doctoral Research. Enrollment in this course will provide credit for mentored guidance through preparing and submitting the written dissertation proposal and preparation for the oral proposal defense.

Dissertation Credits. Students must take at least 18 credits of BIOS 998: Doctoral Research and BIOS 999: Doctoral Dissertation, with at least nine credits from BIOS 999: Doctoral Dissertation, to be eligible for graduation. Only students who have passed the dissertation proposal defense ('Comprehensive Oral Examination for PhD') and submitted a dissertation proposal report are eligible to enroll in BIOS 999: Doctoral Dissertation.

Milestones. Each trainee is expected to meet specific curriculum and program expectations and milestones. The expectations and milestones are:

Preliminary Examination. By the end of Year 1, the trainee will be expected to have a research plan, including specific aims for research, and undergo a Preliminary Examination. This preliminary evaluation of student progress is conducted by the Program Director(s) and the student's mentor to ensure that he/she is meeting program milestones. The evaluation will involve a review of the student's academic and research progress and result in development of an action plan for any areas of concern.

Comprehensive Examination. By the end of Year 2, students are expected to accomplish several milestones in their program. These include establishing an Advisory Committee, undergoing a comprehensive examination, and submitting a Comprehensive Examination report. The purpose of the comprehensive exam is to assess the student's knowledge and readiness to embark on their dissertation project. The written portion of the comprehensive exam follows the format of an NIH R01-style proposal and should include an abstract, specific aims, draft research strategy covering significance, innovation, and approach, and reference materials. The oral portion of the comprehensive exam will be conducted like an NIH study section review. The written portion of the exam and the evaluation report, prepared by the Advisory Committee using NIH peer review guidelines, must be submitted to the Program Directors. Successful completion of the Comprehensive Examination is a program requirement and precedes the defense of the dissertation proposal.

Dissertation Proposal Defense. By the end of Year 3, students are expected to achieve important milestones in their doctoral program. This includes preparing and submitting a dissertation proposal, completing a dissertation proposal defense ('Comprehensive Oral Examination for PhD') and submitting a dissertation proposal report. Using the preliminary evaluation from the Comprehensive Examination and considering any progress made since, the student must create a written proposal and deliver an oral defense to their doctoral advisory committee during a formal dissertation proposal defense. The written proposal follows the format of an NIH R01-style proposal, encompassing an abstract, specific aims, research strategy covering significance, innovation, and approach, protection of human subjects, and reference materials. During the meeting, the student presents their final research plan and progress to the Advisory Committee. The committee members offer guidance to further refine the conceptualization and methodology of the plan. Unanimous approval of the dissertation topic and research plan by the advisory committee is necessary. If the proposed research involves human subjects, it must receive approval from the University Institutional Review Board (IRB) before being conducted.

Dissertation Defense. The student will be expected to complete the dissertation project, which includes writing and revising the dissertation, applying for graduation, and completing the dissertation defense ('Final Oral Examination for PhD'). The dissertation may take one of two formats. The first format includes three first-authored manuscripts that are at least submission ready for publication in peer-reviewed journals. The three manuscripts must be thematically related to one another and to the dissertation proposal approved by the student's Dissertation Committee. The manuscripts must be accompanied by an introductory chapter that discusses the context in which the research was performed and a concluding chapter that discusses the implications of the research findings and provides a description of plans for future research. The second option is to submit a more traditional dissertation that includes, at a minimum, chapters describing the background, methods, analyses/results, and conclusions of the dissertation project. The dissertation defense is an oral presentation and examination of the student's research. In the defense, the student should provide an overview of the aims, literature, significance, methods, analysis, results, and implications.

F. Typical Program Plan

Year 1: Fall

SCH = Semester Credit Hours

| Course # | Course Name | SCH |
|----------|---------------------------------|-----|
| BIOS 714 | Fundamentals of Biostatistics I | 3 |
| PRVM 872 | Grant Writing | 3 |

Year 1: Spring

| Course # | Course Name | SCH |
|----------|----------------------------------|-----|
| BIOS 810 | Clinical Trials | 3 |
| BIOS 717 | Fundamentals of Biostatistics II | 3 |
| PRVM 853 | Responsible Conduct of Research | 1 |

Year 1: Summer

| Course # | Course Name | SCH |
|----------|--------------------------------------|-------|
| BIOS 811 | Scientific Rigor and Reproducibility | 3 |
| | Elective(s) | 1 – 3 |

Year 2: Fall

| Course # | Course Name | SCH |
|----------|--|-------|
| BIOS 715 | Introduction to Data Management using RedCap and SAS | 3 |
| HP&M 840 | Organizational Foundations for Leading Change | 3 |
| | Elective(s) | 1 – 3 |

Year 2: Spring

| Course # | Course Name | SCH |
|----------|--|-------|
| BIOS 899 | Clinical and Translational Mentored Research | 3 – 6 |
| | Elective(s) | 3 – 6 |

Year 2: Summer

| Course # | Course Name | SCH |
|----------|-------------------|-------|
| BIOS 998 | Doctoral Research | 3 – 6 |
| | Elective(s) | 1 – 3 |

Year 3: Fall

| Course # | Course Name | SCH |
|----------|-----------------------|-------|
| BIOS 999 | Doctoral Dissertation | 6 – 9 |
| | Elective(s) | 1 – 3 |

Year 3: Spring

| Course # | Course Name | SCH |
|----------|-----------------------|-------|
| BIOS 999 | Doctoral Dissertation | 6 – 9 |
| | Elective(s) | 1 – 3 |

Total Number of Semester Credit Hours 61

G. Program Review, Assessment, and Accreditation

The program will be reviewed in accordance with Kansas Board of Regents, KUMC Graduate Studies, and Higher Learning Commission policies. The Program Directors and Curriculum Committee will be responsible for annual curriculum review, program assessment, and the creation and execution of plans to address necessary improvements. Student- and peer-reviews of classes will be part of the annual review. Students and mentors will be interviewed by the Program Directors bi-annually to track progress, satisfaction, and identify any unmet needs. A database will be created to track student demographics and outcome metrics, including course grades, the completion of IDP milestones, engagement with non-didactic program components, mentor/committee assessments of progress, publications, presentations, awards, accomplishments, time-to-milestone completion (exams, graduation), annual retention rates, milestone passing rates (exams, graduation), employment, and research-related career outcomes. All information will be summarized and reviewed by the Program Directors, the Department Chair, and the Department of Biostatistics & Data Science External Advisory Board. External accreditation will be conducted by the Higher Learning Commission as part of the institutional accreditation.

VIII. Core Faculty

Note: * Next to Faculty Name Denotes Director of the Program, if applicable
 FTE: 1.0 FTE = Full-Time Equivalency Devoted to Program

Due to the inherent interdisciplinary nature of the proposed PhD program, it was developed under the ‘hub-and-spoke’ model of program administration. The KUMC Department of Biostatistics & Data Science serves as the centralized administrative hub, providing a cost-effective, consistent, and efficient mechanism for ensuring student success. Mentors and committees will most certainly cross disciplines and departments (spokes). This model of administrative support and oversight is cost-effective, efficient, and ensures consistency across all students in the program. Further, the Department of Biostatistics & Data Science currently serves in this capacity for clinical and translational research at KUMC, housing six NIH-funded cores that support the KU Cancer Center, Frontiers, the Kansas-INBRE, the Kansas Institute for Precision Management, and the KU Alzheimer’s Disease Research Center. The Department also supports clinical and translational research that falls outside these centers, and frequently pools resources (including software, personnel, and administration) across all centers and projects. The core faculty listed are all associated with one or more of the major clinical and translational research and educational programs at KUMC.

| Faculty Name | Rank | Highest Degree | Tenure Track Y/N | Academic Area of Specialization | FTE to Proposed Program |
|---------------------|---------------------|----------------|------------------|---|-------------------------|
| Jo Wick | Professor | PhD | Y | KU Cancer Center, Biostatistics, Clinical Research, Education | 0.3 |
| Andrea Chadwick | Associate Professor | MD, MS | N | Clinical Research, Medicine | 0.3 |
| Lynn Chollet-Hinton | Assistant Professor | PhD, MSPH | Y | MS in Clinical Research, KU Cancer Center OPTIK, Epidemiology | 0.05 |

| | | | | | |
|------------------|---------------------|----------|---|--|------|
| Simon Lee | Professor | PhD, MPH | Y | MS in Clinical Research, Implementation Science | 0.05 |
| Ed Ellerbeck | Professor | MD, MPH | Y | Frontiers, KU Cancer Center, Epidemiology, Clinical and Translational Research, Medicine | 0.05 |
| Doug Wright | Professor | PhD | Y | Kansas-INBRE, Translational Research | 0.05 |
| Jeffrey Thompson | Associate Professor | PhD | Y | Kansas Institute for Precision Medicine, KU Cancer Center C3OD, Research Informatics, Precision Medicine, Translational Research | 0.05 |
| Jonathan Mahnken | Professor | PhD | Y | Frontiers, KU Alzheimer’s Disease Research Center, Biostatistics, Clinical Research | 0.05 |
| Devin Koestler | Professor | PhD | Y | Kansas Institute for Precision Medicine, Kansas INBRE, KU Cancer Center, Molecular Epidemiology | 0.05 |
| Jianghua He | Professor | PhD | Y | Frontiers, Biostatistics, Translational Research | 0.05 |

Number of graduate assistants assigned to this program1

IX. Expenditure and Funding Sources

| A. EXPENDITURES | First FY | Second FY | Third FY |
|---|----------|-----------|----------|
| Personnel – Reassigned or Existing Positions | | | |
| Faculty (0.6 FTE at AAMC Multiplier \$125,544) | 75,326 | 77,586 | 79,913 |
| Administrators (<i>other than instruction time</i>) (0.4 FTE at AAMC Multiplier \$125,544) | 50,218 | 51,724 | 53,276 |
| Graduate Assistants | | | |
| Support Staff for Administration (0.5 FTE at median range for Academic Program Specialist \$67,000) | 33,500 | 34,505 | 35,540 |
| Fringe Benefits (assuming 32%) | 50,894 | 52,420 | 53,993 |
| Other Personnel Costs | 0 | 0 | 0 |
| Total Existing Personnel Costs – Reassigned or Existing | 209,938 | 216,235 | 222,722 |
| | | | |
| Personnel – New Positions | | | |
| Faculty | 0 | 0 | 0 |
| Administrators (<i>other than instruction time</i>) | 0 | 0 | 0 |
| Graduate Assistants | 37,400 | 38,522 | 39,678 |

| | | | |
|---|---------|---------|---------|
| Support Staff for Administration (0.5 FTE at median range for Academic Program Specialist \$67,000) | 33,500 | 34,505 | 35,540 |
| Fringe Benefits (assuming 32%) | 22,688 | 23,368 | 24,069 |
| Other Personnel Costs | | | |
| Total Existing Personnel Costs – New Positions | 93,588 | 96,395 | 99,287 |
| Start-up Costs - One-Time Expenses | | | |
| Library/learning resources | 0 | 0 | 0 |
| Equipment/Technology | 0 | 0 | 0 |
| Physical Facilities: Construction or Renovation | 0 | 0 | 0 |
| Other | 0 | 0 | 0 |
| Total Start-up Costs | 0 | 0 | 0 |
| | | | |
| Operating Costs – Recurring Expenses | | | |
| Supplies/Expenses | 0 | 0 | 0 |
| Library/learning resources | 0 | 0 | 0 |
| Equipment/Technology | 0 | 0 | 0 |
| Travel | 10,000 | 10,000 | 10,000 |
| Other | 0 | 0 | 0 |
| Total Operating Costs | 10,000 | 10,000 | 10,000 |
| | | | |
| GRAND TOTAL COSTS | 313,526 | 322,630 | 332,009 |

| B. FUNDING SOURCES <i>(projected as appropriate)</i> | Current | First FY (New) | Second FY (New) | Third FY (New) |
|---|---------|-------------------|--------------------|-------------------|
| Tuition / State Funds (\$534.84 per CH) | | 10,697 | 21,394 | 32,091 |
| Student Fees (\$421.77 per student per F/Sp) | | 843 | 1,687 | 2,531 |
| Other Sources | | | | |
| GRAND TOTAL FUNDING | | 11,540 | 23,081 | 34,622 |
| | | | | |
| C. Projected Surplus/Deficit (+/-) (Grand Total Funding <i>minus</i> Grand Total Costs) | | (301,986) | (299,549) | (297,387) |

X. Expenditures and Funding Sources Explanations

A. Expenditures

Personnel – Reassigned or Existing Positions

Drs. Wick and Chadwick will co-direct the program. All associated personnel are currently in existing positions at the institution paid and effort will be reallocated to support this program. Faculty mentoring and advising effort not explicitly listed in this proposal will be paid through dollars allocated to their home department by the School of Medicine funding model. Salary increases assume 3% annual cost of living increase.

Personnel – New Positions

1 FTE Academic Program Specialist (median salary \$67,000) will be necessary to support this program, with 0.5 existing FTE paid by the Department of Biostatistics & Data Science reallocated to this program. Funding for 1 PhD GRA (0.5 FTE) is included. However, the program directors will apply for other funding sources [e.g., training programs (existing and new)] and will encourage eligible students to apply for fellowships.

Start-up Costs – One-Time Expenses

None.

Operating Costs – Recurring Expenses

Presentations at scientific conferences is expected, so funds are allocated to provide travel support.

B. Revenue: Funding Sources

Calculations assume an 80/20 resident/non-resident mix, yielding \$534.84 tuition revenue per credit hour (resident KUMC graduate rate is \$421.15 per credit hour, non-resident is \$989.60 per credit hour). For the sake of simplicity, we assume all students are on campus for the calculation of fees. On campus students are assessed \$421.77 in campus fees in spring and fall semesters. In Year 1, total tuition revenue from 1 full-time student will be $\$534.84 \times 20$ credit hours = \$10,697. Campus fees for 1 student will be $\$421.77 \times 1$ student $\times 2$ terms = \$843.54. Therefore, the total revenue including tuition and fees will be $\$10,697 + \$843.54 = \$11,540$. In Year 2, this amount increases by 2-fold to \$23,081, reflecting the addition of 1 full-time enrolled student. In Year 3, 1 additional student is added for a total of 3 full-time enrolled students, so the amount increases 3-fold to \$34,621.

Program directors will apply for new sources of funding [e.g., training programs (existing and new)] and will encourage eligible students to apply for fellowships.

D. Projected Surplus/Deficit

Given the planned limit on program size at start-up, the program is expected to run at a deficit until the program size reaches 8 full-time students (across all 4 – 5 years of the program). This can be reasonably achieved by year 7 if the program matriculates 2-3 new students each year beginning in year 4. However, program directors will actively apply for new sources of funding [e.g., training programs (existing and new)] and will encourage eligible students to apply for fellowships with the goal of achieving a self-sustaining funding model.

XI. References

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Attachment A



December 3, 2023

From: Brad H. Pollock, PhD, MPH, Distinguished Professor and Chair, Department of Public Health Sciences, School of Medicine, University of California, Davis
 Daniel J. Clauw, MD, Professor of Anesthesiology, Medicine and Psychiatry, Director, Chronic Pain & Fatigue Research Center, University of Michigan
 Michael S. Gold, PhD, Professor, Department of Neurobiology, University of Pittsburgh School of Medicine

To: Samantha Christy-Dangermond, Director of Academic Affairs

RE: Review of the Proposed Program for a new Doctorate in Clinical and Translational Research at the University of Kansas Medical Center (KUMC)

Our External Review Panel (Panel) conducted a remote site visit of the proposed Ph.D. in Clinical and Translational Research for the University of Kansas Medical Center on October 25, 2023. The panel met with the proposed program's leaders, Dr. Jo Wick and Dr. Andrea Chadwick as well as other stakeholders who will be involved or impacted by the new PhD program. The Panel also met with Dr. Robert Simari, KUMC Executive Vice Chancellor on October 26, 2023.

The Panel would like to thank the organizers as well as the faculty and staff who participated in the review process. The remote site visit was well organized. The schedule allowed for sufficient time with each group to discuss their perspectives and solicit input. Overall, the Panel was very enthusiastic about the proposal and noted many strengths and advantages to establishing the new degree program. Also noted were some challenges that should be addressed to ensure the program's success.

1: Program Justification

The proposed PhD in Clinical and Translational Research would address the critical need to grow the clinical translational research workforce both at KUMC and nationally. It would efficiently leverage existing infrastructure and aligns with the University of Kansas Medical Center's (KUMC) major focus on expanding the research enterprise.

The new degree program would also help attract outside established clinical translational scientist faculty to the institution as well as new students. There is a dearth of clinical and translational research PhD programs in the U.S. so this KUMC PhD program will be very attractive with an emerging emphasis on clinical and translational research in biomedical research.

The proposed program would directly help fill the gap of individuals that need to be trained to lead clinical and translational team science. Other doctoral programs often have holes in the curriculum and preparation needed to lead clinical and translational research efforts. Graduates of this program would be very attractive to other universities, especially those with academic medical centers. Other anticipated impacts are a likely increase in collaborations between the basic sciences and

clinical/translational/population-based researchers at KUMC, a higher success rate for submissions of institutional training grants like T32s and the K-12 Paul Calabrese fellowship program.

The new PhD leverages talent/resources from the existing graduate degree programs at KUMC such as in data science, biostatistics, epidemiology, and public health practice, and health policy and management. Therefore, the new PhD in Clinical and Translational Research would require a much lighter lift in contrast to creating *de novo* degree program infrastructure. In addition, the success of the KUMC PhD in Biostatistics program bodes well for the proposed PhD in clinical and translational research.

2: Curriculum of the Proposed Program

The proposed curriculum is based on published competencies from the Clinical and Translational Science Award Consortium's consensus derived *Enhancing Clinical Research Professionals' Training and Qualification* project and requires 61-credit hours. There is a strong emphasis on research and career mentoring which begins in the first semester. This curriculum includes courses that have already been developed for the related MS in Clinical Research, the MPH and biostatistics graduate degrees. A faculty biostatistician will serve on all dissertation committees. The program should strongly emphasize increasing the students' likelihood of successfully obtaining training grants (K-awards). This in turn would set the stage for eventual submission of R-grants. Students should be required to write a training grant as part of the curriculum (e.g., NIH F31).

The curriculum should be tailored to the needs of the type of PhD student enrolled, e.g., post-MD vs. Medical Scientist Training Program (MSTP) students. As it is currently described, the curriculum would work for post-MD candidates but not those in the MSTP track. The program should help students identify opportunities to shorten/optimize the training duration by leveraging accelerated research tracks in certain fellowships, and residencies. For example, residents in specialties such as Internal Medicine can enter an accelerated research track and skip two years of clinical training (one in Internal Medicine and one in fellowship) by doing research. This type of opportunistic recruitment strategy should be integrated into the PhD program. Finally, more consideration should be given to the implications of running this PhD program across the various schools at KUMC (medicine, nursing, and health professions) and even across campuses (e.g., pharmacy on the Lawrence campus); each school may benefit from custom modification of the proposed curriculum.

3: Program Faculty

The Department of Biostatistics & Data Science will serve as a central hub to coordinate this program but because of its highly interdisciplinary nature, core faculty from other departments will be involved. The core faculty are all highly qualified. Protected time is needed for KUMC faculty and staff to support the educational effort for this PhD. For the core faculty, the two Co-Directors will have 30% effort dedicated to administering this program. As the program launches, there will not be an overwhelming number of students, however, the proposed faculty 5% effort might be insufficient to accommodate expansion of the class size. Therefore, support should be proportional to the growth of the program. Thought should also be given to the possibility of expanding the pool of mentors by incentivizing them with pilot funding. Incremental support will be necessary to avoid mentor fatigue and burnout.

Although there appear to be more than adequate faculty in biostatistics and data science to serve as mentors, there is presently a dearth of mid-career or more senior clinical and translational researchers at KUMC to serve as mentors. Of the few established investigators at the institution, most hold significant administrative leadership roles that will make it difficult for them to be effective mentors. For this program to be most effective, KUMC will need to recruit more

established mid-career (e.g. those on NIH K24 awards) or senior clinical researchers to augment the needed pool of clinician scientist mentors.

4: Academic Support

The Department of Biostatistics & Data Science already have a well-established hub that provides cost-effective educational support services to ensure student success. The program needs to ensure access to critically-needed research support services for the students. This is not specifically presented in the description but would include biostatistical, informatics, and IT collaboration/consultation resources.

The Panel sees a number of advantages to hosting this new degree program in the School of Medicine (SOM). The SOM's funds flow model incorporates distribution for all of the university's missions including education/mentoring/advising. Also, grant matching funds and budget offset set-aside funds are available for some departments; some of these funds might be used to directly support this program.

The panel was unanimous in the position that the success of the program would depend on the ability of KUMC to provide sufficient protected time for trainees to complete the program. This will be by far the biggest lift if this program is going to serve MDs transitioning into the program through fellowships rather than defaulting to an additional training route for MSTP students. Furthermore, student support and mentoring should to be viewed broadly more and include social support, means of ensuring work-life balance and associated issues such as dealing with family obligations, establishing career goals, and scoping the workload appropriately, etc. This is broader view of support is also especially germane for a doctoral program targeted toward working health professionals and academics. Similarly, the mentoring should be tailored to the individual student to account for the heterogeneity of the student population who are likely to differ in age, past training, professional and academic experience, and with very different career goals than the typical graduate or MSTP student.

5: Facilities and Equipment

Budget is provided for staff administration and some travel, but no other expenses are included in the proposed budget.

6: Program Review, Assessment and Accreditation

Internally, an appropriate structure is described for ongoing program review. Annual reviews will be done by the Program Directors and the Curriculum Committee. Student- and peer-review are included in the annual review.

Summary:

The Panel is strongly supportive of the creation of the Ph.D. in Clinical and Translational Research. KUMC has the resources to make this a very successful program that will be nationally attractive.

Brad H. Pollock, MPH, PhD
Arline Miller Rolkin Chair in Public Health Sciences
Distinguished Professor and Chairman, Department of
Public Health Sciences
School of Medicine

Daniel J. Clauw, MD
Professor of Anesthesiology, Medicine and Psychiatry Director,
Chronic Pain & Fatigue Research Center, University of Michigan

Michael S. Gold, PhD
Professor, Department of Neurobiology, University of
Pittsburgh School of Medicine



January 4, 2024

Samantha Christy-Dangermond, MS
Director of Academic Affairs,
Kansas Board of Regents
1000 SW Jackson Street, Suite 520
Topeka, KS 66612-1368

Dear Ms. Christy-Dangermond,

We are very appreciative of the work of the external review committee and their strong support of the PhD in Clinical and Translational Science. We have carefully considered their recommendations in preparation for the launch of the program in Fall, 2024. The reviewers' concerns are in italics, and our responses are below each concern:

More consideration should be given to the implications of running this PhD program across the various schools at KUMC (Medicine Nursing, and Health Professions) and even across campuses (e.g., The School of Pharmacy on the Lawrence campus); each school may benefit from custom modification of the proposed curriculum.

Dr. Michael Werle, Dean of Postdoctoral Affairs and Graduate Studies, has guided this program through our internal review process, including approval by the Graduate Council with representatives from all graduate programs at KUMC, including the School of Pharmacy. From the beginning, the Graduate Council has viewed this PhD as an all-campus program with opportunities for qualified learners to achieve a career trajectory in the ever-growing field of clinical and translational research. Graduate Council review includes all courses included in the new curriculum.

Program leadership will be marketing and working with all schools and departments across the KUMC campus and the PharmD program on the Lawrence campus, among others, to recruit students for this PhD program. We have already had discussions and have received very positive feedback for recruiting with the MD/PhD, KU Cancer Center K12, and our Clinical Translational Science Award (CTSA) training programs, as well as the leaders of other NIH-funded training programs at KUMC.

The program should help students identify opportunities to shorten/optimize the training duration by leveraging accelerated research tracks in certain fellowships, and residencies. This type of opportunistic recruitment strategy should be integrated into the PhD program.

Our program has the adaptability to tailor to the needs of each student dependent upon their previous training. The PhD program will be used as a recruitment tool to attract residents and fellows with a strong interest in a clinical and translational research career. Program leaders will collaborate with the Dean of Postdoctoral Affairs and Graduate Studies and Graduate Medical Education leadership to identify opportunities to optimize and shorten the duration of residency and fellowship training to integrate the PhD program. This will be a key element for the growth of the program.

Thought should also be given to the possibility of expanding the pool of mentors by incentivizing them with pilot funding. Incremental support will be necessary to avoid mentor fatigue and burnout.

KUMC research leadership is strongly supportive of this program. Consideration will be given to incentivize mentoring through pilot funding or released clinical time. The KUMC School of Medicine uses a mission-based budgeting system that allocates resources to each department. In this model, the school credits mentors with 0.1 FTE for each student. The program will be attractive to mentors because the degree product must be published, enhancing the curriculum vitae of both the learner and the mentor. In addition, we anticipate that once a student graduates from the program they will become a mentor. The program is vital to our efforts to continue the growth of our clinical research enterprise. Clinical Research is of critical importance for our institution and the State of Kansas.

The program needs to ensure access to critically needed research support services for the students. This is not specifically presented in the description but would include biostatistical, informatics, and IT collaboration/consultation resources. Access to these, if needed, are available.

Given that each student will have to write and submit a grant proposal, the appropriate Co-Investigators on these grants will be identified to meet these needs. Biostatistical, informatics, and IT support is available from the Department of Biostatistics & Data Science and other Departments and programs across campus. Furthermore, students in the program will be trained in the basic principles of data management in REDCap and data analysis in R.

The success of the program depends on the ability of KUMC to provide sufficient protected time for trainees to complete the program.

Students and their mentors will need to show this exists as part of each Individual Development Plan (IDP) that is required for all PhD students. We agree that the time for the student to perform the research is critical to the success of the program, the student, and the institution.

Student support and mentoring should be viewed broadly more and include social support, means of ensuring work-life balance and associated issues such as dealing with family obligations, establishing career goals, and scoping the workload appropriately, etc.

Mentoring programs within the schools and departments across campus emphasize these components. The ASCEND (Achieving Successful Careers, Exploring New Directions) program is KU Medical Center's professional development program for graduate students and postdocs. The program's mission is to provide strategic career training, resources, and opportunities for experiential and elevated learning, preparing KUMC students and postdoctoral scholars for successful careers. ASCEND includes an online career and professional development resource library, available 24/7, with videos and exercises that include work-life harmony, as well as in-person, synchronous, and asynchronous programming. Students in this program, like all other learners at KUMC, will have the availability of Counseling and Educational Support Services and the outstanding academic science librarians in the Dykes Library.

For this program to be most effective, KUMC will need to recruit more established mid-career (e.g., those on NIH K24 awards) or senior clinical researchers to augment the needed pool of clinician scientist mentors.

Active recruitment of clinician scientists is part of the KUMC strategic plan as well as the plans developed by the three schools. There has been dramatic growth in research across the Medical Center. According to a recent report by the KUMC Office of Enterprise Analytics, the number of "biomedical research faculty" at KUMC is approaching 450 (this number includes tenure track faculty as well as non-tenure track faculty

with research funding in the last 5 years), with most of the research having translational relevance. With respect to recruitment, according to the School of Medicine, Office of Faculty Affairs and Development, the School has recruited twelve faculty with established records of translational research within the last two years, and there are at least fifteen ongoing recruitments for similar faculty. The two finalists for the KUSON Dean position have expressed a strong interest in this PhD program to extend the career trajectories of experienced nurses.

Thank you for this opportunity to respond to the considerations raised by the external review committee.

Sincerely,



Robert M. Klein, PhD, FAAA
Vice Chancellor for Academic and Student Affairs
Chancellor's Club Professor of Cell Biology and Physiology
Henry Gray Distinguished Educator, AAA

B. Fiscal Affairs & Audit

1. Act on Request to Enter into Real Estate Lease and Interlocal Agreement - KSU **Chad Bristow,
Director of Facilities**

Kansas State University requests approval to enter into a real estate lease and interlocal agreement with the City of Manhattan. Currently, the City of Manhattan fire department headquarters, fire station and training grounds are located on property owned by K-State, with a ground lease executed in 1983. That ground lease expires June 30, 2034. K-State and the city also have a 1994 interlocal agreement in which the city agrees to provide fire services to university property located outside city limits. The city intends to relocate its training grounds to a different site but retain the headquarters and fire station at the current location. To accommodate this change, the proposed lease splits the current leased premises into a north tract, which includes the training area and parking lot, and a south tract, which includes the headquarters building, fire house and surrounding parking lot. The proposed lease would expire December 31, 2028, for the north tract and December 31, 2075, for the south tract. The new interlocal agreement does not require the university to pay for fire services provided by the city.

2. Act on Request to Approve Program Statement for Equipment Storage Building - KSU

Kansas State University requests approval to accept the program statement to construct an equipment storage building at the Hays Agricultural Research Center. The building will replace the previous hay storage barn, which was razed following extensive damage as a result of a windstorm in December 2021. The new 6,072 gross square foot non-insulated, non-conditioned shed will feature a gravel pad suitable for equipment storage. Sliding doors and an overhead door will provide equipment access. The estimated project cost is \$372,500 which will be paid for by Federal Emergency Management Agency and departmental funds. The project is expected to be completed in September 2024.

3. Act on Request to Amend the FY 2024 Capital Improvement Plan for the Wilkins Stadium Expansion Project Phase 1 - WSU

Wichita State University (WSU) requests authorization to amend the FY 2024 capital improvement plan for the Wilkins Stadium Phase 1 project to update the funding source for the project. The project will be funded by a combination of private gifts and \$3 million from the WSU Board of Trustees. The project scope has not changed from what was approved by the Board of Regents at the March 2023 meeting. WSU anticipates requesting approval to utilize the Construction Manager at Risk delivery method for projects funded entirely with non-state money as authorized by the State Educational Institution Project Delivery Construction Procurement Act in K.S.A. 76-7,131. Board staff requests that the Board delegate to the Director of Facilities, in consultation with the Board President and CEO, authority to appoint individuals to serve on a state educational institution procurement committee, as authorized by K.S.A. 76-7,131(b), to consider that request.

4. Act on Request to Amend the FY 2024 Capital Improvement Plan and Approve Program Statement for Clinical Research Center Imaging Suite Renovation - KUMC

The University of Kansas Medical Center (KUMC) requests approval to amend its FY 2024 capital improvement plan to add the Clinical Research Center (CRC) Imaging Suite Renovation and to accept the program statement. The University of Kansas Medical Center has received grant funding for purchase and implementation of research imaging equipment including a new MRI and a new CT. Specialized construction is required for each imaging suite including vibration isolation, shielding, HVAC, electrical, and cleanable durable finishes. The master plan of research imaging is most favorable in the existing CRC building due to its proximity to patients who are participating in

research studies. The total project cost is \$7,528,467 and has a proposed renovation area of 9,250 square feet. The funding source is non-general fund KUMC sources.

5. Act on Request to Amend the FY 2024 Capital Improvement Plan and Approve Revised Program Statement for Axe Library Student Success Center Expansion Project - PSU

Pittsburg State University (PSU) requests approval to amend the FY 2024 capital improvement project plan and to accept the revised program statement for the Axe Library Student Success Center Expansion project to reflect an increase in the total project cost from \$2,000,000 to \$2,228,000. This change supports the renovation of an additional 2,000 square feet of space on the first floor of Axe Library bringing the total project area to approximately 9,500 square feet.

The Axe Library Master Plan completed in 2016 resulted in a phased renovation of the building consisting of small capital renovation projects completed over the summer for the past several years. In September 2023, the Board approved PSU's request to increase the budget of the Axe Library Phase 7 small capital improvement project from under \$1 million up to \$2 million and add the project to its 5-year capital plan. The project encompassed approximately 7,500 square feet of existing space, created additional advisement spaces necessary for delivery of coordinated and expanded Student Success services, and created flexible classroom, computer, and tutoring spaces for use by both Student Success and Axe Library programs. Additionally, the project scope included the replacement of an original air handling unit (AHU) dating back to 1967, as well as eliminated rooftop cooling units.

Now, due to successful recruitment of staff and students and improvements in student retention, the university wishes to complete additional renovation scope of work now ahead of the Fall 2024 Semester to accommodate advisors, expand an existing classroom, integrate the Writing Center with the Student Success Center, and provide the associated support spaces to serve students at this single location during this next academic year. Completing the work now would also fully integrate the new air handler within the remaining spaces that would have previously needed to wait for a future phase of renovation. Consolidating this effort also avoids additional construction disruptions, a second mobilization, and associated cost escalation.

The construction cost to complete the remaining renovations as a change order to the existing construction project will be \$518,705, funded by EBF, and with design documents will raise the total project cost budget to \$2,228,000. In January 2024, PSU sought and received approval from the Joint Committee for State Building Construction (JCSBC) for a change order to this large capital improvement project, contingent on the Board's approval.

6. Act on Request to Amend the FY 2025 Capital Improvement Plan to Remove Gorilla Rising-Student Housing - PSU

The Board has previously approved the Gorilla Rising projects. The overall project planning includes both the Gorilla Rising - College of Business and the Gorilla Rising - Student Housing to expand and build on the Block 22 development. The student housing portion of the project will now be completed via renovation of the Besse Hotel which is located adjacent to Block 22. In order to utilize available historic tax credits as a funding source, this portion of the project will be delivered as a public private partnership (P3) project with the renovation being completed by a private entity and then leased to the University for operation as additional student housing. The project is not located on state property and will not use ARPA or State funds (all of which will be used in the College of Business project). Funding for the Student Housing portion will include tax credits, private donations, city funds, and the direct investment or debt obtained by the developer/property owner. As a result of the delivery approach, the student housing portion can be removed from PSU's 5-year capital plan as it is no longer a University capital project or on state property. The University will bring the lease agreement with the property owner to the Board for approval in

mid-2024. Additional updates and approvals for other portions of the Gorilla Rising project will also be coming in 2024.

C. Retirement Plan

Act on Selection of Replacement for Discontinued Investment Option in the Board’s Voluntary Retirement Plan

Gage Rohlf, Associate General Counsel

Summary and Staff Recommendation

The Board of Regents has fiduciary responsibility for oversight of its retirement plans, including selecting the investment options available within the plans. The Board’s Vendor Management Document establishes a schedule under which fund changes are typically proposed by either of the two investment providers (TIAA and Voya), reviewed by the Board’s Retirement Plan Committee (RPC), and acted upon by the Board.

Fund line-up changes are historically discussed at the March RPC meeting. On February 5, 2024, Board staff received information from Voya about a fund in the KBOR Voluntary Plan lineup that will be closed and liquidated as of March 8, 2024, at the direction of the fund company, and a replacement fund needs to be identified by March 1, 2024.

Advanced Capital Group (ACG), the Board’s investment consultant, performed a search to determine an appropriate replacement fund into which the fund assets can be mapped. Because of the short notice and deadline, following the typical process is not feasible, and the RPC has not met to review ACG’s recommendation. However, it has been provided to the RPC.

Board staff recommends the Board approve the replacement fund as recommended by ACG.

Background on the Kansas Board of Regents Retirement Plan

The Kansas Board of Regents Retirement Plans are essential components of the benefits and compensation package available to faculty and certain staff who serve at the six state universities and the Board office. There are four components: (1) a mandatory 403(b) retirement plan; (2) a voluntary 403(b) retirement plan; (3) a long-term disability plan; and (4) a phased retirement plan. This issue paper addresses the Board’s oversight of the Retirement Plans and the work of the Board-created Retirement Plan Committee (RPC).

Formed in 2005, the RPC’s assigned duties include oversight of the Mandatory and Voluntary Retirement Plans, including the Plans’ administration and investments. The RPC is also responsible for creating and reviewing plan documents and investment provider agreements, implementing an investment policy with performance standards, and reviewing the investment performance on a semi-annual basis. In 2023, after a competitive bid process, Advanced Capital Group (ACG) was awarded a new five-year contract to provide the RPC with consulting services regarding the oversight and performance of investment options for the Mandatory and Voluntary Plans.

As of December 31, 2023, the total value of the retirement funds in the Board’s Mandatory Plan was \$4.80 billion. The total value of the funds in the Board’s Voluntary Plan with TIAA and Voya was \$1.30 billion.

Board Process for Retirement Fund Lineup Changes

In April 2007, the Board approved the RPC Vendor Management Document, which addresses the protocol for making fund changes proposed by TIAA, Voya, or the consultant. These protocols include the guidelines for submission of suggested fund changes to be reviewed by the RPC during its March meeting with any recommendations presented to the Board in the spring for changes to be effective July 1st.

On February 5, 2024, Voya informed Board staff it received information the prior week that Columbia Funds is closing and liquidating a few of their funds because of low usage. The KBOR Voluntary Plan currently includes one of the impacted funds, the Columbia Large Cap Value Fund Class R. As of February 2, 2024, the fund had \$219,569 invested with 21 participants.

Previously, participants in the KBOR Voluntary Plan held participant-controlled contracts. Those contracts were replaced by an employer-controlled contract in 2021. With participant-controlled contracts, participants could not be forced to move assets into the new contract. As a result, assets remain in the participant-controlled contracts, but no new contributions have been allowed into those contracts. The Columbia Large Cap Value Fund Class R assets are held only in participant-controlled contracts, which currently offer six other large cap value options.

As an impacted plan sponsor, KBOR is required to select a replacement fund, no later than March 1st, into which the impacted Columbia fund assets can be mapped. Board staff requested ACG to perform a search to determine an appropriate replacement fund. ACG utilized both qualitative and quantitative analysis to evaluate three potential fund options against one another as well as against style specific benchmarks and peer groups.

ACG recommends the Vanguard Value Index Fund-Admiral Shares as the replacement fund for the following reasons:

- Lowest cost alternative evaluated at 5 basis points – nearly 1% less expensive than the other options.
- Longest tenured portfolio management team at 18.5 years.
- Style consistency - tracks the CRSP US Large Cap Value Index with low overall tracking error to the index.
- Strongest consistency of performance as measured by its rolling three-year returns.
- Strongest five- and seven-year risk-return results of the group.
- Strongest rolling three- and five-year peer group ranks.

Additionally, Voya recommended the Vanguard Value Index Fund-Admiral Shares as a potential substitute, as it was added to the investment menu under the employer-controlled KBOR Voluntary Plan contract in July 2023.

Based on the information and analysis provided by Voya and ACG, Board staff supports ACG's recommendation. Because of the short notice and the deadline given, the typical vendor management schedule cannot be followed, and the RPC has not met to review ACG's analysis and recommendation. However, the analysis and recommendation have been provided to the RPC.

If approved by the Board, assets from the Columbia Large Cap Value Fund Class R fund will be mapped to Vanguard Value Index Fund-Admiral Shares replacement fund effective on or about March 8, 2024. Voya advisors will work directly with the 21 impacted participants to explain what is happening and why.

D. Other Matters

Act on Appointment to the Retirement Plan Committee

Gage Rohlf, Associate General Counsel

Summary and Staff Recommendation

The Board established the Retirement Plan Committee (RPC) in 2005 to help fulfill the Board’s fiduciary responsibility for oversight of its retirement plans. To fulfill that fiduciary responsibility, appropriate management and periodic review of the investment options provided is required. To better provide such oversight, the Board created the “Retirement Plan Committee” (RPC) to serve as a co-fiduciary, and it delegated responsibility for plan administration and investment oversight to the RPC. Board Policy and the RPC’s Charter establish the composition of that Committee.

Jay Stephens, the RPC’s HR representative, who also represents Kansas State University, is leaving K-State. President Linton has nominated Shanna Legleiter, K-State’s Chief Human Resources Officer, to serve on the RPC.

Board staff recommend that the Board appoint Shanna Legleiter to the remainder of Jay Stephens’ term ending June 30, 2026.

Background on the Kansas Board of Regents Retirement Plan Committee

Formed in 2005, the Retirement Plan Committee and its members are co-fiduciaries to the Mandatory and Voluntary Retirement Plans. The assigned duties include oversight of the Plans, including their administration and investments, as well as creating and reviewing Plan documents and investment provider agreements, implementing an investment policy with performance standards, and reviewing the investment performance on a semi-annual basis.

The RPC is comprised of ten individuals. Eight members represent the universities, and one Regent serves as the Committee’s Chairperson and ninth voting member. One Board staff member serves as a non-voting ex officio member. As required by Board policy, the eight university members include: one member of the Council of Presidents, or designee; two Council of Business Officers members; one state university human resource director; two at-large members and two individuals nominated from the state universities who are experts in the subject matter of investments and retirement planning.¹ The RPC is currently chaired by Regent Carl Ice.

As of December 31, 2023, the total value of the retirement funds in the Board’s Mandatory Plan was \$4.80 billion. The total value of the funds in the Board’s Voluntary Plan with TIAA and Voya was \$1.30 billion.

New Appointment is Needed

Jay Stephens was appointed to the RPC to serve as the representative for Human Resources and also as the Kansas State University representative. As Jay Stephens is leaving K-State, President Linton has nominated Shanna Legleiter to fill that role.

Shanna Legleiter currently serves as K-State’s Chief Human Resources Officer where she provides strategic and operational human resources leadership to the university’s Division of Human Resources. She joined the K-State family in 2014 as a Learning and Development Manager. Later, Shanna was promoted to Director of Learning and Development where she worked to establish a supervisory program for K-State’s supervisory workforce. She also served as K-State’s Associate Vice President for Human Resources overseeing the areas of Talent Acquisition, Compensation and Organizational Effectiveness and Learning and Development.

Prior to K-State, Shanna spent a number of years at Barton Community College where she was a full-time coordinator/instructor of business programs and developed a variety of professional development training programs in the areas of supervision, customer service, and leadership excellence. Shanna is a graduate of Barton Community

¹ See Board Policy Manual Chapter I.A.4.a.(3).

College where she earned her Associate in Applied Science degree in Office Technology, Friends University where she earned her Bachelor of Science degree in Organizational Management and Leadership, and Emporia State University where she earned a Master in Science degree in Business Education.

Shanna holds a variety of certifications including Myers-Briggs Type Indicator (MBTI), Intercultural Development, Lean Six Sigma yellow belt, Korn Ferry Leadership Architect and Korn Ferry Voices 360. Shanna is a member of the Society for Human Resource Management (SHRM) and the College and University Professional Association of Human Resources (CUPA-HR). Additionally, Shanna was a founding member of the Kansas CUPA-HR chapter, and she is engaged as an executive board member of the CUPA-HR Midwest Region Board.

Recommendation

Board staff recommend that the Board appoint Shanna Legleiter to the RPC to serve Jay Stephens' remaining term, through June 30, 2026.

DISCUSSION AGENDA

VI. Consideration of Discussion Agenda

A. Other Matters

Receive Report from Universities on Research & Development Activities - System

Elaine Frisbie, VP, Finance & Administration

Summary

One of the Board’s legislative initiatives is to increase state support of the research function at the public universities. The Board will hear presentations from representatives of the three regional universities (Fort Hays State University, Emporia State University and Pittsburg State University) on their funding for research and development (R&D) activities, and some examples of how R&D impacts Kansans and the Kansas economy.

Background

The Kansas public higher education system is unique in the state for the quality and breadth of the research it provides. The National Center for Science & Engineering Statistics conducts an annual Higher Education Research and Development Survey (HERD) to collect information from U.S. colleges and universities that have spent at least \$150,000 for R&D in the prior fiscal year.

According to the 2022 survey, the Kansas regional universities increased their total research and development activity by a combined \$500,000 (14.1 percent) from FY 2017 to FY 2022. The table below details the most recent year of funding sources.

| Sources of R&D Funds - Fiscal Year 2022 | | | | | | | |
|---|---------------------|---------------------|--------------------------|-------------------|-------------------------|-------------------|---------------------|
| | Federal | Business | State & Local Government | Institution Funds | Nonprofit Organizations | All Other Sources | Total R&D Dollars |
| Emporia State University | \$ 291,000 | \$ -- | \$ 4,000 | \$ 203,000 | \$ -- | \$ 12,000 | \$ 510,000 |
| Fort Hays State University | \$ 342,000 | \$ 29,000 | \$ 152,000 | \$ 108,000 | \$ 3,000 | \$ 7,000 | \$ 641,000 |
| Pittsburg State University | \$ 1,167,000 | \$ 1,051,000 | \$ 666,000 | \$ -- | \$ -- | \$ -- | \$ 2,884,000 |
| Regional Universities | \$ 1,800,000 | \$ 1,080,000 | \$ 822,000 | \$ 311,000 | \$ 3,000 | \$ 19,000 | \$ 4,035,000 |

Source: Higher Education Research and Development (HERD) Survey, FY 2022

B. Academic Affairs

1. State Universities and Washburn University Service Areas Policy Revision

Regent Lane
Karla Wiscombe
Interim VP, Academic
Affairs

Summary and Recommendation

The Johnson County Education Research Triangle Authority (JCERTA) Act was implemented in November 2008 when Johnson County residents voted to establish JCERTA and to approve a one-eighth cent sales tax. The sales tax proceeds fund undergraduate and graduate programs through a partnership between Johnson County, the University of Kansas, and Kansas State University. JCERTA-funded programs include degree programs at the Edwards campus of the University of Kansas, the International Animal Health and Food Safety Institute at KSU's Innovation campus in Olathe, and the medical education and life sciences and cancer research programs at the University of Kansas Medical Center's Johnson County locations. The Act was amended in 2022 to also allow for the sales tax to support other undergraduate and graduate programs, subject to the approval of Kansas State University, the University of Kansas and the JCERTA board of directors. However, this new authorization excludes the following programs offered at the Johnson County location of Kansas State University: pre-baccalaureate programs and lower-division courses or courses for students attending high school. Board staff recommends updating the Board's course and program approval policies applicable to universities' out-of-service area, face-to-face offerings to align with the amended statute.

Background

Revisions to the Johnson County Education Research Triangle Authority Act require a Board policy revision in Chapter III, A.8.e.ii.(1) if the Board desires to align the policy's treatment of JCERTA-funded courses with the expanded, permissible use of JCERTA funds under a 2022 amendment to K.S.A. 19-5005. This amendment will only impact courses and programs offered by Kansas State University at its Johnson County location. In addition, Board staff recommend including a stipulation that those courses and programs must be approved by the Board Vice President of Academic Affairs, which approval shall only be given if the courses and programs are properly supported by JCERTA funds.

e. State Universities and Washburn University

i Credit awarded by a state university or Washburn University for off-campus academic courses shall be accepted for transfer by one another. Application of transfer credit toward fulfilling degree requirements shall remain the prerogative of the faculty of the receiving institution.

ii Service Areas

(1) In-State Responsibilities and Requirements

(a) The State shall be divided into three geographic areas to ensure that needs for off-campus face-to-face courses and programs are met without unnecessary duplication. These areas shall be served dually by the University of Kansas and Pittsburg State University, Wichita State University and Emporia State University, and Kansas State University and Fort Hays State University. These geographic service areas shall be established by the Board. (See "Map of State University and Washburn University Service Areas" at the end of this policy.) In addition, the University of Kansas, Kansas State University, Emporia State University, and Washburn University will share responsibility for serving Shawnee County. Instances of apparent duplication in Shawnee County among the state universities and Washburn University shall be evaluated and resolved by the Board's Vice President for Academic Affairs.

- (b) Assignment of particular service areas to specific state universities and Washburn University applies only to off-campus academic courses and programs that are offered for credit and delivered on a face-to-face basis. These service areas do not apply to distance education courses or programs or to credit courses offered as part of a conference.
- (c) The universities that share a service area have primary responsibility, in coordination with one another, for meeting the needs of the area that are within the university's mission, and have priority in offering off-campus face-to-face academic courses and programs within the area over other state universities and Washburn University.
- (d) The universities that share a service area have the responsibility, in coordination with one another, to request that other public institutions in Kansas serve identified or expressed needs in that area when the home institutions are unable to do so.
- (e) ~~With the exception of the Kansas City metropolitan area, off-campus face-to-face academic courses that are not part of an approved off-campus academic specialty program and offered by a state university or Washburn University outside the university's service area must be approved by the home universities and by the Vice President for Academic Affairs prior to any public announcement of the course or program. This paragraph shall not apply to off-campus face-to-face academic courses and programs offered by a state university or Washburn University outside the university's service area in the Kansas City metropolitan area of Johnson and Wyandotte Counties, which are subject to paragraph (f).~~
- (f) Off-campus face-to-face academic courses and programs that are not part of an approved off-campus academic specialty program and offered by a state university or Washburn University outside the university's service area in the Kansas City metropolitan area must be approved by the Board and require additional documentation concerning the need/demand and a justification for any duplication. This paragraph (f) shall not apply to face-to-face academic courses or programs that Kansas State University seeks to offer at its Olathe location, which are subject to paragraph (g). Animal health and food safety and security courses and programs may be offered by Kansas State University at its Olathe location in accordance with the approval requirements of K.S.A. 19-5001 et seq.
- (g) Johnson County Education Research Authority Act (JCERTA Act): Any face-to-face academic course or program that Kansas State University seeks to offer at its Olathe location shall be subject to approval by the Vice President of Academic Affairs prior to any public announcement of the course or program. Before receiving such approval, the university shall demonstrate compliance with any applicable requirements of the JCERTA Act, K.S.A. 19-5001, et seq. The Vice President of Academic Affairs shall not approve the course or program unless it is an animal health or food safety and security course or program as described by K.S.A. 19-5005(a)(2); or an undergraduate or graduate course or program, not including pre-baccalaureate programs, lower-division courses or courses for students attending high school, as described by K.S.A. 19-5005(a)(3).

~~(g)~~(h) Institutions shall maintain a record of off-campus academic courses and programs and provide information to the Board as requested.

Staff Recommendation

Staff recommends approval of the policy revision to account for changes to the JCERTA Act.

2. Act on Request for Approval of Off-Campus Face-to-Face Programs in KC Metro for Kansas State University

Summary and Recommendations

In accordance with KBOR policy, Kansas State University has requested approval to offer a degree completion program for the Bachelor of Science in Aeronautical Technology - Professional Pilot, which is currently offered at the K-State Salina Campus. The request is to offer program courses at the New Century Airport, located in the Kansas City metropolitan area. K-State has received approval from the Johnson County Education Research Authority (JCERTA) to offer the degree completion program. Board staff has reviewed the requested proposal and recommends approval.

Background

In November 2007 the Board amended the geographic jurisdiction policy to require Board review and approval, rather than approval by institutions in that service area, for courses and programs offered in the Kansas City metropolitan (KC metro) area. The KC metro area is defined in policy as “Johnson and Wyandotte Counties” and includes the K-State Olathe campus.

Current policy, Ch. III, Section A.8.e.ii(1)(f), requires the following.

“Off-campus face-to-face academic courses and programs that are not part of an approved off-campus academic specialty program and offered by a state university or Washburn University outside the university’s service area in the Kansas City metropolitan area must be approved by the Board and require additional documentation concerning the need/demand and a justification for any duplication. Animal health and food safety and security courses and programs may be offered by Kansas State University at its Olathe location in accordance with the approval requirements of K.S.A. 19-5001 et seq.”

The courses K-State is requesting to offer through the Olathe Campus (many of which are field experience courses, and all of which are to be taught at the New Century Airport) do not fall under the Animal Health and Food Safety and Security programs. As such, Board approval is required for K-State to offer the degree completion program at the Olathe Campus.

Demand for Programs and Justification for Duplication

The Bachelor of Science degree in Aeronautical Technology – Professional Pilot was approved by the Johnson County Educational Research Triangle Authority (JCERTA) in April of 2023. K-State has indicated the program is in high demand in the KC metro area and that it will help to address a critical shortage of aviation professionals. K-State’s documentation for this request includes the following statement: *“It has been estimated that if every flight school in the U.S. operated at maximum capacity, the annual demand for U.S. pilots alone would still not be met.”* St. Louis University is the only other institution currently offering a similar bachelor’s degree (utilizing the same Classification of Instructional Program, or “CIP” code) in the region as the Aeronautical Technology – Professional Pilot program. No other institutions offer such a degree program in the Kansas City metropolitan area. Pittsburg State University and the University of Kansas have indicated their support for K-State to offer this degree completion program.

Recommendation

Board staff recommends approval of this request.

3. Literacy Education

Regent Lane

C. Strategic Plan

Receive Annual Report on the Board’s Strategic Plan, *Building A Future*

Blake Flanders, President & CEO

In June 2020, the Board adopted its new strategic plan, *Building a Future*. *Building a Future* aims to maximize the benefit of higher education for Kansas families, businesses and the economy. This month, the fourth annual report will be presented, covering the system’s progress through a review of key metrics and an overview of promising practices and initiatives.

D. Governance**Act on Student Health Insurance Benefits and Premium Rates for Plan Year 2024-2025**

Regent Rolph
**Wesley Wintch, Chair,
 Student Insurance Advisory
 Committee**

Summary and Staff Recommendation

Under authorization granted by K.S.A. 75-4101, the Board of Regents has made available health insurance to each eligible student attending a state university, and to certain eligible students' eligible dependents, since 2007. The plan is currently offered through MHECare and is underwritten by UnitedHealthcare – Student Resources (UHC-SR). The Board's Student Insurance Advisory Committee (SIAC), the Council of Business Officers, and the Council of Presidents have reviewed the alternatives provided for Plan Year (PY) 2024-2025 benefits and premiums.

After reviewing and assessing UHC-SR's PY 2024-2025 renewal proposal, that reflected no changes in the premiums and no change to the benefit package or eligibility, for any of the Plan Options, the SIAC recommends approval.

The Council of Business Officers, the Council of Presidents, and Board staff support this recommendation. The Governance Committee is scheduled to review the recommendation on February 14th.

Background

During the 2006 Session, the Kansas Legislature enacted K.S.A. 75-4101, authorizing the Board of Regents to enter into group health insurance contracts to provide voluntary health and accident insurance coverage for students attending state universities and such students' dependents. Previously, student health insurance coverage was offered through the State of Kansas Health Care Commission.

In February 2007, the Board approved the recommendation of Board staff, the Council of Presidents (COPs) and the Council of Business Officers (COBO) to select UnitedHealthcare - Student Resources (UHC-SR), by competitive bid, as the provider for the Board's student health insurance plan.

In February 2012, the Board approved the recommendation of Board staff, COPs and COBO to move away from a stand-alone plan and enter a consortium contract with MHECare. The MHECare plan offered several advantages to students and to the Board's plan including compliance with federal health care reform regulations, enhanced benefits, participation in a contingency arrangement for premiums, being part of a larger insurance group umbrella (which helps to stabilize rates and spread risk), and an improved target loss ratio. MHECare selected UHC-SR as the underwriter through its own competitive bid process. MHECare re-bid the contract in 2020 and again selected UHC-SR to provide the services. The current MHECare contract with UHC-SR commenced in 2021, is for a 10-year term, and allows for termination with or without cause upon proper notice.

Student Insurance Advisory Committee

The Student Insurance Advisory Committee (SIAC) was created in 2007 by COBO to serve in an advisory capacity to COBO for the student health insurance plan. Each of the six state universities, as well as the University of Kansas Medical Center, has its own university advisory subcommittee and the chair of each of those subcommittees sits on the SIAC. Two student representatives, appointed by the Student Advisory Council, also sit on the SIAC. Students may serve on university advisory subcommittees as well. The Committee is chaired by a COBO member.

Student Insurance Plan Background

There are currently four different Plan Options for KBOR students: Option 2 is for students whose academic discipline requires them to have health insurance (e.g., students in pharmacy, veterinary medicine, nursing, dental

hygiene, etc.); Option 3 is for graduate students who meet eligibility criteria and receive the university’s 75% per semester student premium contribution; Option 4 is for international students; and Option 1 is for all other students.

Options 2, 3 and 4 are in a single risk pool, as those students are incentivized to participate in the Plan. Option 1 is in a separate risk pool, making it self-supporting of claims’ costs for those participants’ experience. Beginning with Plan Year (PY) 22-23, dependent coverage for Option 1 was eliminated because the loss ratio historically had insufficient premiums paid to cover the claims experienced.

UHC-SR provided the following membership, enrollment and loss ratio (ratio of claims paid to premiums collected) information, as of December 2023, for the various Plan Options:

Annualized Membership (for all Plan Options combined):

| | PY 20-21 | PY 21-22 | PY 22-23 | PY 23-24 |
|------------|----------|----------|----------|----------|
| Student | 5,210 | 5,642 | 6,116 | 5,842 |
| Dependents | 256 | 208 | 139 | 112 |

Loss Ratio Information (for all Plan Options combined):

| | PY 20-21 | PY 21-22 | PY 22-23* | PY 23-24* |
|------------|----------|----------|-----------|-----------|
| Student | 81.78% | 74.94% | 57.27% | 29.36% |
| Dependents | 329.15% | 513.49% | 265.89% | 100.57% |
| Overall | 94.88% | 92.52% | 62.68% | 31.10% |

*The loss ratio data for PY 22-23 and PY 23-24 is incomplete because submission and payment of claims occurs for an additional eight to twelve months beyond the policy expiration date.

UHC-SR’s target loss ratio for the Plan is 84%. The 0% underwriting renewal proposal for PY 24-25 includes medical and prescription inflationary trend numbers which, on a combined basis, is 8%.

PY 2024-2025 Proposals

For PY 23-24, the annual premium for Plan Option 1 is \$5,431. The annual premium for Plan Options 2, 3 and 4 is \$2,831. UHC-SR’s renewal proposal for PY 24-25 reflected no changes in the premiums, and no change to the benefit package or eligibility, for any of the Plan Options. The SIAC unanimously voted to accept this renewal proposal.

The SIAC recommendation was presented to COBO at its January 3, 2024, meeting, and to COPs at its January 17, 2024, meeting. COBO, COPs, and Board staff support this recommendation.

E. Other Matters

Approve Memorandum of Agreement with Kansas State Board of Education

**Elaine Frisbie
VP, Finance & Administration**

The Kansas Advisory Council for Indigenous Education (KACIE) is seeking approval of an agreement between the State Board of Education and the Board of Regents to set expectations for how the two boards and the Council will collaborate on matters related to Indigenous education in Kansas:

- Establish the Council’s membership with up to 18 representatives specified in the agreement;
- Declare an intent to meet at least twice a calendar year; and
- Share relevant information and policy recommendations on the Boards’ websites.

Once the Chair of the State Board of Education and the Chair of the Board of Regents sign the agreement, it will take effect and continue until terminated upon written notice from one party to the other.

DISCUSSION AGENDA

VII. Executive Session

Board of Regents - Matters Related to Security Measures - KSU

Kathy Rupp Room

VIII. Adjournment

AGENDA

ACADEMIC AFFAIRS STANDING COMMITTEE

Meeting Agenda

Wednesday, February 14, 2024

10:30 a.m. – 12:00 p.m.

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

- I. Call to Order** Regent Lane, Chair
 - A. Roll Call and Introductions
 - B. Approve minutes from January 30, 2024

- II Other Matters**
 - A. Review Academic Program Review Framework Sam Christy-Dangermond
 - B. Review AY 2024 – AY 2026 Performance Agreements Regent Lane & Sam Christy-Dangermond
 - C. Program to Program Articulation Heather Morgan
 - D. Academic Affairs Update Karla Wiscombe
 - E. Good News on Campus (Universities) Regent Lane

- III. Next BAASC Meeting – March 5th Virtual Meeting**

- IV. Adjournment**

Date Reminders:

- February 14: Higher Education Day at the Capitol

MINUTES

Board Academic Affairs Standing Committee MINUTES Tuesday, January 30, 2024

The January 30, 2024, meeting of the Board Academic Affairs Standing Committee (BAASC) of the Kansas Board of Regents was called to order by Regent Lane at 9:00 a.m. The meeting was held virtually through Zoom, with an in-person option at the Board Office.

In Attendance:

Members: Regent Lane Regent Mendoza Regent Ice

Approval of Minutes

Regent Mendoza moved to approve the January 17, 2024, meeting minutes, and Regent Ice seconded the motion. The motion passed.

Consent Items

Larissa Genin, Gerald Graham, and Gery Markova presented the request for a BBA in Hospitality at Wichita State University and answered questions. Regent Ice moved to approve the request and Regent Mendoza seconded. The motion passed.

Robert Klein, Jo Wick, and Matthew Mayo presented the University of Kansas Medical Center's request for a PhD in Clinical & Translational Science. Regent Ice moved to approve the requests and Regent Mendoza seconded. The motion passed.

Both proposal requests will be placed on the February 14, 2024, Board Consent Agenda.

Discussion Items

Karla Wiscombe presented proposed changes to the State Universities and Washburn University portion of the Off-Campus Delivery of Courses and Programs policy. The main changes are being proposed to align policy with recent changes to the state statute regarding the Johnson County Research Triangle Authority Act. Other changes are proposed to provide clarification on what is required for Board approval. Gage Rolf indicated a correction will be made to "K.S.A. 19-5001(a)(2)" at the top of p. 40 to "K.S.A. 19-5005(a)(2)" before the policy revisions go to the Board. Regent Mendoza moved to approve the changes and Regent Ice seconded. The motion passed.

Debbie Mercer and Ben Wolfe presented K-State's proposal to create a bridge program for the K-State Salina campus's BS in Aeronautical Technology, Professional Pilot option, and the K-State Olathe campus. This proposal is to create a degree completion option in the Kansas City metro area. Most of the program will be offered at the New Century Airport in Johnson County; most prerequisites and general education courses will be completed at the Salina campus or partner colleges in the Kansas City metro area. Regent Ice moved to approve and Regent Mendoza seconded. The motion passed.

Both items will be placed on the Feb. 14 Board Discussion Agenda.

Strategic Plan Pillar 1 Dashboard Update

Regent Lane presented on metrics for Pillar 1: Family (Affordability, Access, and Success). She would like the state universities to report on a support metric from each of the three areas on a quarterly basis.

Academic Affairs Update

Karla Wiscombe informed attendees the Math Pathways Task Force met yesterday and reviewed priorities for Math Pathways projects and meetings. Karla and Sam are still working through some Systemwide General Education Framework exceptions. Master course list revisions for the Systemwide General Education Framework are due February 1, and the General Education Council will meet on February 16 to review them. Dual Credit Reports are due tomorrow, January 31, to Mistie Knox.

Adjournment

The next BAASC meeting is scheduled February 14, 2024.

Regent Ice moved to adjourn the meeting, and Regent Mendoza seconded. The meeting was adjourned.

AGENDA

**Fiscal Affairs and Audit Standing Committee Agenda
Wednesday, February 14, 2024, 10:15 am
Kansas Board of Regents' Office, Topeka**

I. Old Business

- A. Approve minutes of January 17, 2024 committee meeting
- B. Follow up on issues raised during the January 30 teleconference call

II. New Business

- A. **FAA 24-03** Receive Internal Audit Plans and Meet with State University Internal Auditors – Tammy Norman, Emporia State University Internal Auditor
- B. **FAA 24-04** Review State Universities' Annual Financial Reports, including Composite Financial Index and Current Year Budget Outlook
 - 1. Troy Bruun, Associate Vice President for Financial Services, Wichita State University: *Overview of the Composite Financial Index*
 - 2. Doug Ball, CFO & Vice President for Administration, Pittsburg State University
 - 3. Werner Golling, Vice President for Finance & Administration, Wichita State University
 - 4. Jeff Dewitt, CFO & Executive Vice Chancellor for Finance, University of Kansas
- C. Review Board Agenda Items under Fiscal Affairs
- D. **FAA 24-08** Capital Renewal Initiative (standing item)
- E. Audits for committee review and discussion (standing item)
- F. Other Committee Business

Next meeting dates:

- March 5** – 12:15 pm, Agenda planning conference call
- March 20** – 10:15 am Committee Meeting, Board Office, Topeka

- April 2** – 12:15 pm, Agenda planning conference call
- April 17** – 10:15 am Committee Meeting, Fort Hays State University

- April 30** – 12:15 pm, Agenda planning conference call
- May 15** – 10:15 am Committee Meeting, Board Office, Topeka

- June 4** – 12:15 pm, Agenda planning conference call
- Tuesday, June 18** – 2:00-4:00 pm, Committee Meeting, Zoom

AGENDA

**Board Governance Committee
Wednesday, February 14, 2024
9:15-10:00 am
Kathy Rupp Conference Room**

- I. APPROVE MINUTES FROM January 17, 2024**
- II. OTHER MATTERS** Act on Plan Year 2024-2025 Student Health Insurance proposal
- III. CONSIDER 2023-2024 GOVERNANCE COMMITTEE TOPICS**
GOV 24-06, Receive Campus Safety & Security Report – KU/KUMC
- IV. NEXT MEETING DATES**
 - A. March 20
 - B. April 17
 - C. May 15

MINUTES

Governance Committee Minutes January 17, 2024

The Kansas Board of Regents Governance Committee met on Wednesday, January 17, 2024. Regent Rolph called the meeting to order at 9:15 a.m. Proper notice was given according to law.

Members Present: Jon Rolph, Chair
 Carl Ice
 Cynthia Lane
 Blake Benson

MINUTES

Regent Ice moved to approve the minutes of the December 13, 2023, meeting. Regent Benson seconded the motion. The motion carried.

POLICY ON NON-REAPPOINTMENT OF UNIVERSITY EMPLOYEES

John Yeary, General Counsel, presented the request to amend Board policies related to appointments, non-reappointments, and terminations. Proposed changes were discussed at meetings of Board and university attorneys in April and October of 2023, and a workgroup of some Board and university attorneys met several times since then to further refine the proposed changes. The Governance Committee received reports on the progress toward finalizing the proposed amendments in its November and December 2023 meetings. General Counsel Yeary stated these amendments would provide that any notice procedures for non-reappointment for all classes of employees other than tenured or tenure-track faculty members may be determined by the institution's chief executive officer, subject to the limitation that for such employees hired on or after July 1, 2024, the service end date in any notice of non-reappointment shall not exceed 90 days from the date of the notice of non-reappointment. The 90-day limitation would apply on and after July 1, 2025, for each non-tenured and non-tenure-track employee, regardless of when hired, unless any of the four exceptions contained in the policy apply. He stated that the policy amendment would promote more uniform practices. Regent Lane asked for clarification on language within the policy. General Counsel Yeary stated Wichita State University established a grandfathered class in 2016, which is not impacted by the policy change. Don Von Bergen, Chair of the Council of Faculty Senate Presidents, shared his concerns regarding Board policy amendment. He stated the 12-month notice at KSU is an incentive to attract and retain quality faculty at institutions. Von Bergen mentioned the Faculty Senate Presidents support flexibility with notice of non-reappointments. Regent Rolph thanked him for his comments. Regent Benson inquired about neighboring state policies. General Counsel Yeary reported the 12-month notice was an outlier in comparison to others within the state and outside of the state. Regent Lane asked about the scale of the impact of the policy amendment. Regent Ice stated that policy is not an attempt to make institutions the same but rather to set boundaries. Regent Benson made the motion to approve, Regent Lane seconded the motion. The motion carried. Chair Rolph thanked General Counsel Yeary.

WICHITA STATE UNIVERSITY CAMPUS SAFETY AND SECURITY REPORT

Stacia Boden, WSU General Counsel, introduced presenters for the WSU campus safety and security report. University Police Captain Corey Herl reported they are not asking for any temporary security measures and stated they have not seen any issues with concealed carry. For the Cleary Act report they saw a reduction in every category except drug law disciplinary referrals. They continue to see increases in mental health calls. He stated there have not been any security-related events. They are expanding their camera system and emergency call boxes across the university. Electronic door access is being expanded as they bring more buildings online. He stated their department expanded their in-car camera system to work with their body cameras. Athletics has upgraded scanners for events to limit contact with attendees. They are bringing FEMA's Integrative Public

Awareness System to campus which would allow them to geofence emergency alerts even to individuals not signed up for their emergency alert system. Captain Herl stated they are providing training for civilian response to active shooter events. They have trained over 600 community members so far. Dr. Courtney McHenry, Associate Vice President and University Title IX Coordinator for WSU's Office of Civil Rights, Title IX, and ADA Compliance, presented updates made over the past year. He is attempting to make the office more visible based on feedback from stakeholders. He stated that the office has conducted over 80 in-person trainings on sexual misconduct, gender-based discrimination, Title XI, and Title XII. He reviewed the process for handling complaints on campus. The office established partnerships with the general counsel, human resources, faculty and staff senate presidents, and the student body president. The office is conducting a Dean's tour to meet with departments regarding improvement. Regent Benson thanked Dr. McHenry for his presentation and enthusiasm.

COMMUNICATION AND ADVOCACY PLAN FOR ALL SECTORS OF THE HIGHER EDUCATION SYSTEM

Matt Keith, Director of Communications, presented the importance of public communication alignment at the Board with university government relations staff and CEOs. On systemwide issues, the Board issues the first statement then the state universities build upon that. He outlined the process for communication. He reported last month in the System Council of Presidents, President Linton presented an item regarding communication and marketing of the system of higher education, specifically using a common messaging to positively influence the college-going rate. Regent Benson inquired about the process of messaging as it pertains to the Governor's budget. Director Keith stated communications start in September with the Board's requests. After the Governor's budget is released, they follow up with highlights. President Flanders stated his appreciation in reference to the *Building a Future* Pillars being included in budget-related communications.

ADJOURNMENT

At 9:49 a.m., Chair Rolph adjourned the meeting.

AGENDA

**System Council of Presidents
Kansas Board of Regents
February 14, 2024
10:30 a.m.
Suite 530**

1. Approve minutes of the January 17, 2024, meeting
2. Report from System Council of Chief Academic Officers: Dr. Mickey McCloud
3. General Education Exceptions: Dr. Karla Wiscombe
4. Communicate plans on value proposition of higher education: President Linton
5. Other matters

MINUTES

**System Council of Presidents
January 17, 2024
10:30 a.m.**

Upon a motion made and seconded, the minutes from the December 13, 2023, meeting minutes were approved.

Report from System Council of Chief Academic Officers (SCOCAO): Dr. Mickey McCloud

- TAAC Update - The group is examining the next group of classes for TAAC evaluation for KCOG alignment. They are reaching out to faculty leaders and chief academic officers across the state on new courses to be looked at.
- Systemwide General Education - SCOCAO received an update that included deadlines for the finalization of the education pathway.
- Math Pathways - A group will attend the Dana Center National Convention to help with the initial launch years of math pathways. They are making progress in defining courses for pathways. They are convening a group to assist in the evaluation of courses to include within the various disciplines.
- Out-of-Service Area Policy - There will be proposed language coming from KCIA on out-of-area service agreements to ensure alignment. This will be on the agenda for next month.
- Kansas Micro-internship – An update was given on the progress of micro-internships. Some internships have been virtual, connecting students to businesses out of their area.

State Universities and Washburn University Service Area Policy Revision: Dr. Karla Wiscombe

Karla Wiscombe presented updates to the Board policy to reflect changes to the Johnson County Education Research Triangle Authority (JCERTA) Act amendment in 2022. Chancellor Girod asked if this is a change for Johnson and Wyandotte Counties. Dr. Wiscombe stated it is a change in how proper permissions are received within those counties. President Flanders articulated his hope that institutions will communicate before coming to the Board. SCOCAO reviewed and approved the revisions; after approval, the policy will go to BAASC.

Level Up: Mark Hutton and Lori Bower

Mark Hutton, Chair of the Board of Directors, introduced Level Up Kansas, an initiative funded by the legislature last session. They aim to strengthen and grow the Kansas workforce and economy by leveling up Kansans' skills. He introduced Lori Bower, Project Manager from BowerComm, who provides marketing for Level Up. Bower presented what led to the program, funding and administration, communication, marketing, and results. The group heard ways colleges could help with the Level Up initiative, which included ensuring a 5-star handoff of a student, keeping Promise scholarship programs up to date, keeping website information up to date, making institutional staff aware of the Kansas Promise Act, and Level Up, and by sending them program information to share with their team and promote. There was discussion about the importance of Level Up having conversations with college admissions at institutions. Hutton stated they give students a list of colleges that fit their interests, and then the student decides who they want to connect with. Level Up then connects them with the college. President Flanders reported the Promise Act is a last-dollar scholarship and inquired about communication on whether students enrolled. Hutton indicated difficulties tracking students due to privacy laws. President Flanders stated he would follow up with our attorneys. Bowers reported they are creating marketing materials in Spanish and have a bilingual Navigator. Hutton asked if each institution could give them a single point of contact.

Value Proposition of Higher Education Communication Plans: President Linton

President Ruda summarized last month's conversation and presented the approach to enhance communication. President Linton explained the goal of developing a communication strategy to articulate the value of higher education. He presented a draft charge proposal called the "Development of a Communication Strategy to Highlight the Public Value of Higher Education in Kansas." They will be talking about what a degree in higher education would lead to relative to the quality of life in general and influencing the trends. President Hush inquired about what has been done in this area in the last 3-5 years. President Linton stated he is unaware of a holistic approach relative to this charge. The group discussed the strategy, highlighting the importance of school counselors, admissions, communications, and marketing.

The meeting was adjourned.

AGENDA

**Council of Presidents
Kansas Board of Regents
February 14, 2024
11:00 a.m. or adjournment of SCOPs
Suite 530**

1. Approval of Minutes of January 17, 2024, meeting
2. Report from Council of Chief Business Officers: Ethan Erickson
3. Report from Council of Chief Academic Officers: Debbie Mercer, Ph.D.
4. Report from Council of Student Affairs Officers: Thomas Lane, Ed.D.
5. Report from Council of Government Relations Officers: Marshall Stewart, Ed.D.
6. Report from Council of Diversity Officers: Rana Johnson, Ph.D.
7. Other matters

MINUTES

**Council of President
Kansas Board of Regents
January 17, 2024
Suite 530**

Members Present:

President Richard Linton, Kansas State University - Chair
Chancellor Doug Girod, University of Kansas
President Ken Hush, Emporia State University
President Tisa Mason, Fort Hays State University
President Rick Muma, Wichita State University
President Dan Shipp, Pittsburg State University

President Linton called the meeting to order.

1. Approve minutes of December 13, 2023 meetings

President Mason moved to approve, seconded by Chancellor Girod. The minutes were approved unanimously.

2. Council of Chief Business Officers (COBO)

Jeff Dewitt, University of Kansas Chief Financial Officer & Executive Vice Chancellor for Finance, provided the report to the Council of Presidents.

Wesley Wintch provided an update on the Student Insurance Advisory Committee recommendations for the upcoming plan year. United HealthCare is planning to keep rates flat with no premium increases and benefit decreases. The SIAC recommends accepting the proposed plan. Recommendation from COBO is to keep all of the premiums and benefits the same as last year. This topic will need to be voted on by COPS today. Chancellor Girod asked about premiums for students with dependents. DeWitt reported that due to increased costs, the option to cover dependents had to be removed. President Mason made a motion to approve the insurance program with no increase in premiums and no change in benefits. President Muma seconded the motion. The motion carried.

COBO received a presentation from Gallagher related to cyber liability insurance. The KBOR program currently purchases \$20M of cyber insurance with a total premium of \$1.3M. Gallagher reported the cyber insurance market has improved and stabilized and they recommend increasing coverage to \$30M to ensure the system is adequately insured. The \$20M limit was purchased last year based on pricing.

- Gallagher plans to have final proposals finished by Feb. 1 and will report back to COBO at the February meeting. They will bring a recommendation to COPs next month.

COBO discussed the construction manager at risk delivery method for entirely non-state money funded projects. A small working group met to define funding sources and map the appropriate process based on funding.

3. Report from the Council of Chief Academic Officers (COCAO)

Dr. Howard Smith, Pittsburg State University Provost & Vice President for Academic Affairs, provided the report from this morning's Council of Chief Academic Officers. They received a report from the Council of

Faculty Senate Presidents. One of the topics discussed was possibly moving the August meeting as it falls during the first week of classes which is generally a very busy time on all campuses. WSU's BBA in Hospitality had a second read and was passed unanimously by COCAO. It will be presented to COPs for approval today. A second reading was held on KUMC's Ph.D. in Clinical and Translational Science and passed unanimously by COCAO. It will also be presented to COPs for approval. As this is a Ph.D. program, further vetting is required by a KBOR appointed review team after approval by COPS. Dr. Flanders will follow up with additional information on the process.

Chancellor Girod motioned to approve both programs. President Linton seconded the motion. The motion passed carried.

Three other requests were approved by COCAO:

- Request for approval to create the Department of Clinical Child Psychology program at KU
- Request for approval to change the name of the Department of Sport Management to the Department of Sport and Leadership Studies at WSU
- Request for approval to move the BA in Physical Education: K-12 from Human Performance Students to the School of Education at WSU

COCAO also discussed the timeline for the AY 2024 Program Review.

4. **Report of the Council of Student Affairs Officer (COSAO)**

Council of Student Affairs Officers met this morning. Dr. Thomas Lane, Kansas State University Vice President and Dean of Students, provided a report to COPs. COSAO discussed an update on student fees in preparation for the May Board meeting. They also discussed Fall to spring retention, and the important role academic advisors and those providing wrap around services on each of our campuses play in helping ensure students are moving forward successfully in their academic progress and being retained on campus. COSAO heard updates on Food Service RFP process from Emporia State University and Fort Hays State University. Those processes are moving along well. The last topic was the high demand for mental health services on all campuses. They discussed the continued importance of institutions promoting supportive services to student, making sure faculty and staff who are supporting students know about university resources for their emotional wellbeing such as EAP benefits, and ways they as executive colleagues can support each other while providing care to their campuses.

5. **Council of Government Relations Officers**

Matt Casey, Kansas State University Executive Director of Government Relations, provided the report from the Council of Government Relations Officers. The Legislative Session is fully underway. Last week the Governor gave her State of the State on Wednesday and unveiled her budget on Thursday. Governor Kelly recommended \$230 million in Higher Education budget increases. It is believed that this is the largest budget increase ever recommended by a Governor. The House Higher Education Budget Committee and the Senate Subcommittee on Higher Education are working to schedule the CEOs budget presentations. The Governor also included a 5% salary increase in her recommendation, which is on top of the \$230 million. It will be structured as a salary pool. The legislature has put together a tax package. EBF is not included in the tax package. COGRO is watching this closely. Matt said the conversations on the Governor's Budget has been positive. So far there has not been any pushback on higher education items. He cautioned the group that it is early in the Legislative Session, and changes can always happen. Chancellor Girod asked about getting some consistent systemwide talking points that can be used when the CEOs talk to legislators. KBOR will put out a statement on the budget. Matt will work with Kelly Oliver at KBOR to send a request to the CEOs for information to use in the talking points. COGRO/SCGRO will continue to meet weekly during the Legislative Session.

6. Council of Diversity Officers (CDO)

Dr. Rana Johnson, Vice President for Diversity, Equity, Inclusion and Belonging, provided an update to the Council. Kansas Chief Diversity Officers met Wednesday, January 10 and provided update discussed data requests, shared spring campus initiatives, as well as plans to support diversity, equity, inclusion and belonging at their respective institutions in 2024. Observance of Martin Luther King, Jr. took place this week, and will continue throughout the month of January, at Kansas' public universities. Events include, but are not limited to: community service activities, award ceremonies, breakfast ceremonies, lunch and learn initiatives, and lectures series. Universities partnered with numerous businesses, organizations, and community agencies to introduce civic engagement. Student volunteers participated - or will participate in in-service activities that assist with efforts at local schools, food pantries, distribution centers, rehabilitation facilities and other organizations with affiliates in our local regions. Over the next few weeks Dr. Johnson will work to create a common template for the 2023-24 Diversity, Equity, and Inclusion Annual Report. Kansas Council of Diversity Officers will meet with their Community & Technical College partners at the end of the month to host the community college roundtable.

Dr. Flanders said the American Jewish Councils' Jewish Relations Board of Kansas City reached out to KBOR many of the university's DEI programs have not emphasized antisemitism at the level it has been increasing on campuses. They have a training in April that Dr. Flanders would like to encourage all CDOs to participate in.

7. KBOR Policy Relative to University Notice of Non-Reappointments

President Flanders reported on the status. The Board has worked on this policy for the last few months to determine a reasonable amount of time for an employee who is not reappointed. They settled on 90 days. This would be effective July 1, 2025. This new policy is comparable with other peer institutions. The Governance Committee has forwarded the new policy to the Board for action today.

Chancellor Girod moved to adjourn the meeting. President Shipp seconded. President Linton adjourned the meeting at 11:46 a.m.

AGENDA

SYSTEM COUNCIL OF CHIEF ACADEMIC OFFICERS

Virtual Meeting Agenda

Wednesday, February 14, 2024

8:30 – 9:00 a.m.

The System Council of Chief Academic Officers (SCOCAO) will meet virtually via Zoom. An in-person option will be available at the Curtis State Office Building at 1000 SW Jackson, Suite 530, Topeka, Kansas, 66612.

- I. Call to Order** Mickey McCloud, Co-Chair
 - A. Roll Call and Introductions
 - B. Approve Minutes from January 17, 2024

- II. Systemwide Updates**
 - A. Apply Free Days and Apply Kansas Update Mistie Knox
 - B. Transfer and Articulation Council (TAAC) Report Jane Holwerda
 - C. Math Pathways Sam Christy-Dangermond
 - D. Systemwide Elementary Education Transfer Associate Sam Christy-Dangermond
 - E. Performance Agreements/Reports & Performance Funding Guidelines Sam Christy-Dangermond

- III. Other Matters**
 - A. Off-Campus Delivery of Academic Courses and Programs Mickey McCloud

- IV. Next SCOCAO Meeting – March 20th**

- V. Adjournment**

Date Reminders:

- July 1st Performance Reports are due (including **Degree Maps** for all programs)

MINUTES

System Council of Chief Academic Officers MINUTES Wednesday, January 17, 2024

The January 17, 2024, System Council of Chief Academic Officers (SCOCAO) meeting was called to order by Co-Chair Mickey McCloud. The meeting was held virtually through Zoom with an in-person option at the KBOR offices.

In Attendance:

| | | |
|-------------------------------|----------------------------|-------------------------------|
| Members: Mickey McCloud, JCCC | Laura Stephenson, Washburn | Phil Speary, Butler CC |
| Barbara Bichelmeyer, KU | Howard Smith, PSU | Luke Dowell, Seward County CC |
| Brent Thomas, ESU | Jill Arensdorf, FHSU | Jane Holwerda, Dodge City CC |
| Shirley Lefever, WSU | Scott Lucas, WSU Tech | Laura Stephenson, Washburn |
| Karla Wiscombe, KBOR | | |

Approval of Minutes

Jill Arensdorf moved to approve the December 13, 2023, meeting minutes. Brent Thomas seconded the motion, and the motion passed.

Systemwide Updates

- Jane Holwerda provided the Transfer and Articulation Council (TAAC) Report. Karla Wiscombe added that an email would be sent regarding certifying the preliminary courses submitted for the four new Systemwide Transfer courses approved by the Board in December.
- Karla Wiscombe stated the General Education Council met on January 11 and determined a deadline of February 1 for any revisions to the master course lists. Revisions will be considered at their February 16 meeting.
- Sam Christy-Dangermond provided an update on math pathways. The Math Pathways Task Force will meet this month. The Dana Center is assisting work, and five representatives will attend the Dana Center Convening in February to gain insight, network, and discuss with the other 21 states that are part of the [Launch Years Initiative](#).

Other Matters

- Mickey McCloud noted work is underway to update language and processes for the [Off-Campus Delivery of Academic Courses and Programs policy](#) and will be on the February agenda.

Adjournment

Brent Thomas moved to adjourn the meeting; Jane Holwerda seconded, and the motion passed.

AGENDA

COUNCIL OF CHIEF ACADEMIC OFFICERS
Virtual Meeting Agenda
Wednesday, February 14, 2024
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. An in-person option will be available at the Curtis State Office Building at 1000 SW Jackson, Suite 530, Topeka, Kansas, 66612.

- I. Call to Order** Debbie Mercer, Chair
 - A. Roll Call & Introductions
 - B. Approve Minutes from January 17, 2024

- II. Council of Faculty Senate Presidents Update** Don Von Bergen,
K-State

- III. Other Requests**
 - A. Request to change name of BS in Agricultural Communications & Journalism to BS in Agricultural & Natural Resources Communications – K-State Debbie Mercer
 - B. Request to change name of BS in Social Work to Bachelor of Social Work (BSW) - PSU Howard Smith
 - C. Request to change name of BBA in Computer Information Systems to BBA in Data Science & Information Systems - PSU Howard Smith
 - D. Request to change name of MS in Teaching to MS in Curriculum & Instruction – PSU Howard Smith

- IV. Other Matters**
 - A. Supportive Metrics Karla Wiscombe
 - B. Breakfast with the Board COCAO Members
 - C. Discuss Opportunities (new degree programs, partnerships, strategic initiatives, etc.) that Universities are Considering or Planning to Pursue in the Future COCAO Members
 - D. Academic Affairs Update Karla Wiscombe

- V. Next COCAO Meeting – March 20th**

- VI. Adjournment**

Date Reminders:

- February 15: Breakfast with the Board (8:30 a.m.)
- February 21st: New program requests due date for the April 17th meeting
- March 27th: Institutional materials due date for the April 17th meeting

MINUTES

Council of Chief Academic Officers MINUTES Wednesday, January 17, 2024

The January 17, 2024, Council of Chief Academic Officers (COCAO) meeting was called to order by Chair Debbie Mercer at 8:54 a.m. The meeting was held virtually through Zoom with an in-person option at the KBOR offices.

In Attendance:

| | | | |
|----------|-------------------------|----------------------|----------------------------|
| Members: | Debbie Mercer, K-State | Jill Arensdorf, FHSU | Robert Klein, KUMC |
| | Barbara Bichelmeyer, KU | Howard Smith, PSU | Laura Stephenson, Washburn |
| | Brent Thomas, ESU | Shirley Lefever, WSU | Karla Wiscombe, KBOR |

Approval of Minutes

Jill Arensdorf moved to approve the December 13, 2023, meeting minutes, and Barb Bichelmeyer seconded the motion. The motion passed.

Council of Faculty Senate Presidents (CoFSP) Update

Don Von Bergen, Chair of Council of Faculty Senate Presidents, provided the update. The Council suggests the timing of the January Board meetings in the future not coincide with the first week of classes. They are determining criteria for the Faculty of the Year Award to be presented to KBOR soon.

Second Readings

Shirley Lefever presented the second reading for a BBA in Hospitality at WSU. Provost Lefever indicated K-State had communicated some concerns about the program and WSU has responded to those concerns. Barb Bichelmeyer moved to approve the proposal and Jill Arensdorf seconded. The motion passed unanimously, and the proposal will be reviewed by COPS today. If approved by COPS, the proposal will be reviewed at the next BAASC meeting.

Robert Klein and Jo Wick presented the second reading for a PhD in Clinical & Translational Science. The external review team provided a report on the proposal and KUMC addressed the team's minor concerns. Brent Thomas moved to approve, and Shirley Lefever seconded. The motion passed unanimously, and the proposal will be reviewed by COPS today. If approved by COPS, the proposal will be reviewed at the next BAASC meeting.

Other Requests

Barb Bichelmeyer presented a request for KU to create the Department of Clinical Child Psychology. Jill Arensdorf moved to approve, and Howard Smith seconded. The motion passed.

Shirley Lefever presented a request for WSU to change the name of the Department of Sport Management to the Department of Sport & Leadership Studies. Barb Bichelmeyer moved to approve, and Jill Arensdorf seconded. The motion passed.

Shirley Lefever presented a request for WSU to move the BA in Physical Education: K-12 from Human Performance Studies to the School of Education. Brent Thomas moved to approve and Howard Smith seconded. The motion passed.

Other Matters

Karla Wiscombe and Sam Christy-Dangermond discussed Program Review for AY 2024. The written reports with recommendations are due April 19. Reports should include details supporting the recommendation and outlining expected outcomes for each program/recommendation. Details can be found on page 2 of the Program Review document provided. Sam will provide a template for the reports and requested they be submitted to her at schristy@ksbor.org. BAASC will review the reports at the May 15 meeting, and the Board will review and make a final decision on the programs on June 19.

Provosts discussed coming up with a list of agenda topics for the breakfast with the Board on February 15.

Adjournment

Barbara Bichelmeyer moved to adjourn the meeting, and Shirley Lefever seconded. With no further discussion, the meeting adjourned.

CURRENT FISCAL YEAR MEETING DATES

Fiscal Year 2024

Board of Regents Meeting Dates

July 31-August 2, 2023

September 20-21, 2023

October 18, 2023 (KU)

November 15, 2023 (ESU)

December 13-14, 2023

January 17-18, 2024

February 14-15, 2024

March 20-21, 2024

April 17, 2024 (FHSU)

May 15-16, 2024

June 20, 2024

Agenda Materials Due to Board Office

August 30, 2023 at noon

September 27, 2023 at noon

October 25, 2023 at noon

November 22, 2023 at noon

December 27, 2023 at noon

January 24, 2024 at noon

February 28, 2024 at noon

March 27, 2024 at noon

April 24, 2024 at noon

May 29, 2024 at noon

MEETING DATES FOR FY 2025

Fiscal Year 2025

Meeting Dates

September 18-19, 2024

November 20, 2024

December 18-19, 2024

January 15-16, 2025

February 19-20, 2025

March 19-20, 2025

April 16, 2025

May 14-15, 2025

June 18, 2025

COMMITTEES (2023-2024)

Jon Rolph, Chair
Carl Ice, Vice Chair

Standing Committees

| <u>Academic Affairs</u> | <u>Fiscal Affairs and Audit</u> | <u>Governance</u> |
|-------------------------|---------------------------------|-------------------|
| Cynthia Lane – Chair | Blake Benson – Chair | Jon Rolph – Chair |
| Carl Ice | Wint Winter | Carl Ice |
| Diana Mendoza | Neelima Parasker | Blake Benson |
| Alysia Johnston | John Dicus | Cynthia Lane |

Regents Retirement Plan

Carl Ice – Chair

Board Representatives and Liaisons

| | |
|---|-----------------|
| Education Commission of the States | Cynthia Lane |
| Postsecondary Technical Education Authority | Mark Hess |
| | Keith Humphrey |
| | David Reist |
| Midwest Higher Education Compact (MHEC) | Cindy Hoover |
| | Wint Winter |
| Washburn University Board of Regents | Blake Flanders |
| Transfer and Articulation Advisory Council | John Dicus |
| Governor’s Education Council | Alysia Johnston |
| | Diana Mendoza |