

**KANSAS BOARD OF REGENTS
ACADEMIC AFFAIRS STANDING COMMITTEE
MEETING AGENDA
January 14, 2026
10:45 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 with a live broadcast to the Board of Regents' YouTube Channel.

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| I. Call to Order | Regent Johnston, Chair | |
| A. Roll Call and Introductions | | |
| B. Approve Minutes from December 2, 2025, and December 17, 2025, Meetings | | |
| | | |
| II. Board Consent Items | | |
| A. Request to Approve BS in Applied & Interdisciplinary Studies | Jesse Mendez, KSU | Pg.8 |
| B. Request to Approve BS in Pharmaceutical & Biomedical Science | Barbara Bichelmeyer, KU | Pg.34 |
| | | |
| III. Board Discussion Agenda Items | | |
| A. Request to Approve BS in Cybersecurity | Brent Thomas, ESU | Pg.45 |
| | | |
| IV. Other Matters | | |
| A. Proposed Amendments to Board Policies on Tenure and Post-Tenure Review, and Workload | Rusty Monhollon | |
| B. Systemwide Associate Transfer Degrees- Additional Considerations | Jenn Bonds-Raacke | |
| C. Reduced-Credit Baccalaureate Degree Update | Rusty Monhollon | |
| D. Blueprint for Literacy Update | Cindy Lane | |
| E. Academic Affairs Updates | Academic Affairs Staff | |
| | | |
| V. Announcements | | |
| Next BAASC Meeting – January 27, 2026 | | |
| | | |
| VI. Adjournment | | |

BOARD ACADEMIC AFFAIRS STANDING COMMITTEE

Three Regents serve on the Board Academic Affairs Standing Committee (BAASC), established in 2002. The Regents are appointed annually by the Chair and approved by the Board. BAASC meets virtually approximately two weeks before each Board meeting. The Committee also meets on the morning of the first day of the monthly Board meeting. Membership includes:

Alysia Johnston, Chair

Pamela Ammar

Diana Mendoza

Regent Blake Benson

Board Academic Affairs Standing Committee

AY 2026 Meeting Schedule

<i>BAASC Academic Year 2025- 2026 Meeting Dates</i>			
Meeting Dates	Location	Time	Agenda Materials Due
September 3, 2025	Virtual Meeting	10:30 a.m.	August 13, 2025
September 17, 2025	Topeka	10:45 a.m.	August 27, 2025
September 30, 2025	Virtual Meeting	10:30 a.m.	September 9, 2025
November 4, 2025	Virtual Meeting	10:30 a.m.	October 14, 2025
November 19, 2025	Virtual Meeting	10:45 a.m.	October 29, 2025
December 2, 2024	Virtual Meeting	10:30 a.m.	November 11, 2025
December 17, 2025	Topeka	10:45 a.m.	November 24, 2025
January 6, 2026	Virtual Meeting	10:30 a.m.	December 16, 2025
January 14, 2026	Topeka	10:45 a.m.	December 22, 2025
January 27, 2026	Virtual Meeting	10:30 a.m.	January 6, 2026
February 11, 2026	Topeka	10:45 a.m.	January 21, 2026
February 24, 2026	Virtual Meeting	10:30 a.m.	February 3, 2026
March 11, 2026	Topeka	10:45 a.m.	February 18, 2026
March 31, 2026	Virtual Meeting	10:30 a.m.	March 10, 2026
May 5, 2026	Virtual Meeting	10:30 a.m.	April 14, 2026
May 20, 2026	Topeka	10:45 a.m.	April 29, 2026
June 2, 2026	Virtual Meeting	10:30 a.m.	May 12, 2026
June 17, 2026	Topeka	10:45 a.m.	May 27, 2026

Please note that virtual meeting times are 10:30 a.m. and Board Day meetings are 10:45 a.m., unless otherwise noted.

**KANSAS BOARD OF REGENTS
ACADEMIC AFFAIRS STANDING COMMITTEE
MEETING MINUTES
December 2, 2025**

Regent Alysia Johnston called the December 2, 2025, Board Academic Affairs Standing Committee meeting to order at 10:30 a.m. The meeting was held via Zoom.

MEMBERS PRESENT: Regent Alysia Johnston, Chair
 Regent Pamela Ammar
 Regent Diana Mendoza

APPROVAL OF MINUTES

Regent Mendoza moved to approve the minutes from the November 19, 2025, meeting. Regent Johnston seconded the motion, and it carried unanimously.

Consent

Request for Approval BA in Religious Education & Community Engagement

Jill Arensdorf, Provost at Fort Hays State University (FHSU), introduced Dr. Rob Byer, Assistant Professor of Philosophy at FHSU. Dr. Byer shared that the program is interdisciplinary and non-denominational. The RPK Report, as well as local religious organizations, have demonstrated a need for religious workers to provide services such as marketing, leadership, and grant writing. This program would be offered face-to-face and online, and at a lower cost compared to private universities in Kansas. Provost Arensdorf highlighted that the program will utilize existing resources and faculty.

Regent Ammar moved to approve the proposal. Regent Mendoza seconded the motion, and carried unanimously.

Request for Approval BA & BGS in Intelligence & National Security Studies

Barbara Bichelmeyer, Provost at the University of Kansas (KU), shared that KU began enrolling students in a minor in Intelligence & National Security Studies in 2020, with more than 100 students currently enrolled in this program. KU is seeking to expand the program to provide a skilled workforce for intelligence agencies and to build on the university's research capabilities. She introduced Dr. Mike Wuthrich, Associate Professor of Political Science at KU, who added that KU has the capacity to offer all essential courses recommended by the U.S. Department of Defense as well as courses through the KU's Department of Political Science, which align with the essential courses. He noted high demand for this program among students currently enrolled in the minor. Students in the program will have access to internships at the Kansas Bureau of Investigation, as well as the 16 agencies in Washington D.C.

Regent Ammar asked if the surplus noted in the financial section of the proposal was for the hiring of new positions or if it will be used for new positions. Dr. Wuthrich responded that the surplus will be used for developing additional courses and also new positions.

Regent Ammar moved to approve the proposal. Regent Mendoza seconded the motion, and it carried unanimously.

Request for Approval BS in Diversified Agriculture

Jesse Mendez, Provost at Kansas State University (KSU), introduced Dr. Jonathan Ulmer, Associate Dean of Academic Affairs for the College of Agriculture at KSU. Dr. Ulmer shared that the program allows for a broader understanding of agriculture. Students receive foundational knowledge with the ability to choose specializations across the different pathways of agriculture. The program will be offered online and face-to-face and is transfer-friendly. It is also an integral part of the Garden City Community College and KSU cooperative agreement. The university has received internal funding for marketing and to assist faculty in developing online sections of their courses. Provost Mendez noted that this proposal passed unanimously through COCAO with a letter of concern from Fort Hays State University. Provost Mendez has been in communication with Provost Arensdorf to address FHSU's concerns.

Regent Mendoza moved to approve the proposal. Regent Ammar seconded the motion, and it carried unanimously.

Other Matters

Transfer and Articulation Advisory Council (TAAC) Quality Assurance Report

Dr. Jennifer Bonds-Raacke, Director for Academic Affairs at KBOR, introduced Dr. Sarah Robb, Vice President of Student Learning at Neosho County Community College. She highlighted the work of the Quality Assurance Subcommittee, which presented a quality assurance report at the October Kansas Core Outcomes Groups (KCOG) conference.

Dr. Robb gave the [2025 Quality Assurance Subcommittee Report](#). Chair Johnston expressed appreciation for the efforts from the Council, as well as the participating faculty members.

KU Program Review 2024 & 2025 Follow-up

Provost Bichelmeyer gave updates on undergraduate and graduate program action plans. Undergraduate programs reviewed in 2024 include BA/BFA/BM Music, BA/BGS African & African American Studies, BA/BGS American Studies, BA Jewish Studies, BA/BGS Religious Studies, BA/BGS Geography, and BA/BS Astronomy. Action plans for these programs include some program and/or department mergers, targeted marketing campaigns, curriculum redesign, and creation of career pathways. For the BA/BGS Astronomy, student exit interviews to improve understanding of career plans are scheduled to begin in Spring 2026.

Graduate programs reviewed in 2025 include the MS/PhD Environmental & Water Resources Science & Engineering, MSE Social and Philosophical Foundations of Education, African & African American Studies MA, Classics MA, East Asian Languages & Cultures MA, and Film & Media Studies MA. Action Plans for these programs include some program and/or department mergers, new course options, curriculum changes, modifications to admission requirements, and increased publicity.

The University of Kansas is working closely with departments and the College of Liberal Arts & Sciences to develop strategies to meet student enrollment targets, provide direct inquiry support, and enhance outreach for these programs.

Three clusters of mergers are in progress. Cluster one includes the Departments of Environmental Studies, Geography & Atmospheric Science, and Geology. A new School of Earth, Energy, & Environment is being proposed internally to replace the individual departments to increase administrative efficiencies and

interdisciplinary opportunities. Cluster two includes French, Francophone, & Italian Studies; East Asian Languages & Cultures; Slavic, German, & Eurasian Studies; Spanish & Portuguese; and Classics. Provost Bichelmeyer noted the importance of keeping the distinctions between the specific languages and cultures in this merger. KU is starting with French, Francophone, & Italian Studies and Spanish and Portuguese and is considering a single Department of Romance Languages, and would look to add to that in the future. Provost Bichelmeyer reiterated that it was important to faculty to consider merging departments while maintaining distinct degree programs. Cluster three includes Jewish Studies, Religious Studies, American Studies, African & African American Studies, and Global & International Studies. KU is still working on ideas with faculty, but under consideration is a program merger for Jewish Studies, Religious Studies, and Global & International Studies into one program, possibly named Global Cultures, while maintaining distinct concentrations within the major. Also under consideration is a merger of African & African American Studies, and American Studies, along with the major of Liberal Arts & Sciences. Focuses for these mergers include administrative efficiencies and cost savings, enhanced academic opportunities, and addressing leadership challenges. Internal discussions and approval processes are still underway on campus, though some changes will be rolled out as soon as Fall of 2026.

Adjournment

Regent Ammar moved to adjourn the meeting. Regent Mendoza seconded the motion, and the meeting was adjourned at 11:55 a.m.

**KANSAS BOARD OF REGENTS
ACADEMIC AFFAIRS STANDING COMMITTEE
MEETING MINUTES
December 17, 2025**

Regent Alysia Johnston called the December 17, 2025, Board Academic Affairs Standing Committee meeting to order at 10:45 a.m. The meeting was held in the Board Office located in the Curtis State Office Building, 1000 S.W. Jackson, Suite 520, Topeka. *Proper notice was given according to law.*

MEMBERS PRESENT: Regent Alysia Johnston, Chair
 Regent Diana Mendoza

Discussion

Approve New Systemwide Transfer Courses

Director for Academic Affairs Dr. Jennifer Bonds-Raacke recapped that the annual KCOG conference was held on October 10, 2025, with over 500 faculty members in attendance. TAAC has reviewed the reports from this conference and recommends that the following five newly developed courses be recognized by the KBOR system for transfer:

- ART1060 CERAMICS I
- CSC1040 DATA STRUCTURES
- ENG 2040 WORLD LITERATURE
- MUS1040 AURAL SKILLS I
- MUS1050 AURAL SKILLS II

KBOR staff also recommends approval of these courses to take effect in Summer 2026. If approved, the total number of courses in systemwide transfer will increase from 126 to 131.

The Committee members present would recommend that the new system-wide transfer courses be brought forward to the full board for discussion this afternoon.

Remove MAT0990 Intermediate Algebra from Systemwide Transfer Courses

Director Bonds-Raacke shared that policy was updated in May 2023 to specify that course content from Intermediate Algebra is not college-level and may not be applied toward degrees beginning Fall 2026. The mathematics discipline group, TAAC, and KBOR staff support the recommendation to remove this course from systemwide transfer. If approved, along with the addition of the five aforementioned new courses, the total number of courses in systemwide transfer will be 130.

The Committee members present would recommend this item be brought forward to the full board for discussion this afternoon.

KSU Program Review 2025 Follow-up

Dr. Jesse Mendez, Provost for Kansas State University, began the presentation by sharing that KSU has been working deliberately on administrative efficiencies. A task force has provided recommendations around academic innovation and the NextGen strategic plan has aggressive student and learner goals. Several colleges within the university will be internally reviewing their structures and considering options for improved efficiencies.

KSU is analyzing the structural efficiency in each department through various metrics, including but not limited to faculty FTEs. Departments that do not meet a minimum threshold will be considered for merging. A previous

merger of seven different departments into the College of Human and Health Sciences resulted in an overall savings of \$400,000.

Dr. Margaret Mohr-Schroeder, Vice Provost for Academic Affairs and Innovation at KSU, added that KSU has 120 total master's and doctoral degree programs, 20 of which are experiencing low enrollment (12 or less for master's programs and 7 or less for doctoral programs.)

KSU has focused on improving graduate enrollment through a program-specific graduate student recruitment team, digital advertising, targeted webinars, scholarship programs, and increasing pay for graduate teaching and research assistants. KSU has established a working group and engaged a consultant to work on policies for competency-based education. KSU plans to share new policies for competency-based education with the Board for approval in May.

Private Postsecondary Report

Director for Academic Affairs Crystal Puderbaugh highlighted that the Board has regulatory authority over private and out-of-state institutions operating in Kansas under the Kansas Private and Out-Of-State Postsecondary Education Act. Independent institutions are exempt from this act.

Institutions seeking approval will submit an application and pay a fee, subject to annual renewal. For FY 2024, there were a total of 1,785 approved programs. Student enrollment has remained steady, with the majority of enrollment being in health-related programs. Ninety-five percent of program completions for FY 2024 were at the certificate/diploma level.

Qualified Admissions Report

Director for Academic Affairs Samantha Christy-Dangermond shared that up to 10% of students admitted in a given category may be admitted by exception. Students are admitted by exception if they do not meet the minimum requirements for admission. None of the state universities exceeded this limit, the highest being 8.9% for non-resident transfer admits at one state university. Given the low percentages of students denied admission, and the fact that students may attend community or technical colleges and apply as transfer students after completing 24 transferable hours, this information does not show that access to higher education for Kansas students is an issue. KBOR Staff will submit tables one through three of the report, starting on page 11 of the agenda, to the legislature in January, as required by state statute.

Academic Affairs Updates

Vice President for Academic Affairs Rusty Monhollon shared that the workgroup for the reduced-credit bachelor's degrees met on December 8. The workgroup emphasized the need for transferability and preserving the value of a traditional bachelor's degree. They suggested classifying these programs as a "Workforce Specialist" degrees rather than bachelor's degrees. There was also discussion around implementing a pilot program for these degrees. The committee is working with the Docking Institute at FHSU to conduct a statewide survey of Kansas businesses to measure their level of support.

VP Monhollon also shared that following his retirement on January 30, Dr. Jennifer Bonds-Raacke will assume the role of Vice President for Academic Affairs.

Chair Johnston emphasized the need for data regarding the demand and salary differentials for reduced-credit bachelor's programs. She expressed support for a pilot program. She highlighted that the Board has requested policy before moving forward.

Adjournment

Chair Johnston reminded attendees that the BAASC meeting, scheduled for January 6, 2025, has been cancelled. The next meeting will be held in-person on January 14, 2025. The meeting was adjourned at 11:45 a.m.

Program Approval

Summary

Universities may apply for approval of new academic programs following the guidelines in the Kansas Board of Regents Policy Manual. Kansas State University has submitted an application for approval and the proposing academic unit has responded to all of the requirements of the program approval process. The University of Kansas has submitted a letter of concern (Attachment B). K-State provided a letter responding to KU's concerns (Attachment C). Board staff concurs with the Council of Presidents and the Council of Chief Academic Officers in recommending approval.

I. General Information

A. Institution Kansas State University – Olathe

B. Program Identification

Degree Level:	Bachelor
Program Title:	Bachelor of Science
Degree to be Offered:	Applied and Interdisciplinary Studies
Responsible Department or Unit:	K-State Olathe Innovation Campus, School of Applied & Interdisciplinary Studies
CIP Code:	30.0000
Modality:	Online
Proposed Implementation Date:	Summer 2026

Total Number of Semester Credit Hours for the Degree: 120

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

III. Justification

The primary objective of the program is to enable students with an associate's degree, including Associate of Applied Science (AAS) and Associate of General Studies (AGS), to transfer and complete a bachelor's degree at Kansas State University. Due to the Johnson County Education Research Triangle (JCERT) legislation, the Olathe campus is restricted from offering 100- and 200-level courses. Consequently, the only undergraduate program available at the K-State Olathe Innovation campus is a degree completion program. Traditionally, the AAS degree has been difficult to transfer and is often seen as a terminal associate degree, leaving many students without a clear pathway to a bachelor's degree. The Bachelor of Science in Applied and Interdisciplinary Studies is designed to be flexible, allowing for the transfer of up to 75 credits and ensuring that students can complete their AAS or AGS and most of the general education core requirements. Students in other associate degree types are eligible to transfer based on standard course articulation.

To support a successful transition from associate to bachelor's-level study, initial targeted efforts will focus on aligning the Bachelor of Science in Applied and Interdisciplinary Studies with high-demand programs that complement the initiatives for the K-State Olathe campus. **Initial alignment includes programs such as Business Administration, Automation Engineering Technology, and Electronics Technology**, which reflect the applied learning focus of both regional community colleges and the Olathe Innovation Campus. In collaboration with these community colleges, additional associate degree programs will be reviewed to ensure clear articulation pathways and credit alignment. These efforts will help ensure that students are fully informed about their enrollment options and degree completion timelines based on their specific AAS or AGS program.

This approach supports student success by providing clarity, flexibility, and relevance in their academic and career progression.

This program will also enable students to earn an undergraduate Leadership Certificate from the Staley School in Manhattan and complete an applicable minor or an additional undergraduate certificate. Students can complete applied learning courses through each campus's online coursework, gain valuable professional skills through elective options, and enhance their educational experience without losing technical coursework in business and/or technology in the transfer process. Articulation agreements with two-year and technical colleges, which includes program-specific evaluations, will determine which technical courses align with the proposed program's curriculum. Additionally, this new bachelor's degree completion program will support current students at KSU who may be at risk of not completing their traditional bachelor's degree programs, providing them with a viable alternative for degree completion.

IV. Program Demand - Market Analysis

In January of 2024, the K-State Olathe New Program Development team hosted six area community colleges to discuss transfer opportunities for students. Some of the barriers that were communicated to the K-State team include:

1. Transferability to K-State is poor, and there is a lack of prescribed transfer guides for all degrees, but this is increasingly difficult for AAS degree types.
2. What is the value of a four-year degree? K-State does not often articulate the full associate's degree, and many community colleges are struggling to engage students in seeking a two-year degree.

Additionally, the colleges offered feedback on curriculum opportunities between K-State and existing associate degrees:

1. The establishment of clear pathways for transfer credits and articulation agreements must be easy to understand. Additionally, communication related to changes to these agreements is critical.
2. Students need experiences that mimic or replicate real-life applied professional experience as much as possible, but this can be cost prohibitive.
3. There is a need for education in professional skills (e.g., leadership, entrepreneurship) and less technical skills that they are already receiving at the technical and community college level.
4. The number of transfer credits from community college partners that K-State will accept should be maximized.

Market Data - Acquired from Lightcast by the K-State Market and Intelligence Analysis Team

The industry market analysis report was conducted by the K-State Market Intelligence & Analysis Team. The data in this report is from Lightcast™, a labor market analytics company that curates and maintains comprehensive labor market data sets. The degree completion data are from IPEDS, reported by CIP code. Labor data is from Quarterly Census of Employment Wages from the Bureau of Labor Statistics and Bureau of Economic Analysis. The regions analyzed include: Arkansas, Colorado, Illinois, Iowa, Kansas, Missouri, Nebraska, Oklahoma, and Texas. To provide further analysis, we used five metrics:

- Regional Unique Job Postings (2019-2023)
- Projected Industry Growth (2023-2032)
- Top Ten Job Titles (2023)
- Top Ten Companies by Unique Job Postings (2023)
- Example Job Postings with Company, Location, and Salary Information (2023)

Total bachelor's degree completions (IPEDS) in the 30.0000 Multi-/Interdisciplinary Studies, General CIP code in the United States increased 168.6% over the past ten years from 2,771 in 2013 to 7,444 in 2022. In comparison, the ten-year percent change for all baccalaureate degrees in the United States was 9.1%, so student interest in this area has grown considerably. Similarly, the number of institutions awarding bachelor's degrees increased 206.8%

over the past ten years to 227 in 2022. As there are some very large programs, the top ten institutions accounted for 45.8% of all bachelor's degree completions in 2022. However, five of the top ten institutions are in Florida and none are in the Midwest.

While competition is growing, this should be less of a concern owing to the unique completion pathway orientation of this proposed program. The potential pipeline of graduates from Johnson County Community College, for example, looks promising. The total number of Associate of Applied Science degree completions in a subset of business and technology CIP codes fluctuated slightly over the past ten years but nearly doubled from 78 completions in AY2013 to 153 completions in AY2022.

To highlight the projected demand for careers related to Business, Management, Marketing, and Related Support Services, the report includes data on occupations based on designated codes from the Bureau of Labor Statistics:

Accountants & Auditors	General & Operations Managers
Marketing Managers	Sales Managers
Administrative Services Managers	Human Resources Managers
Project Management Specialists	Social & Community Service Managers
Compensation & Benefits Managers	Human Resources Specialists
Public Relations Managers	Training & Development Managers
Financial Managers	Market Research Analysts & Marketing Specialists
Public Relations Specialists	

Unique job posting data are based on number of deduplicated job vacancy advertisements scraped from over 45,000 websites. Occupation projections are based on Lightcast methodology. The report provides data by the "Kansas City Metropolitan Statistical Area" and is one of the regions used by the Market Intelligence & Analysis team.

The projected growth rate in the Kansas City metropolitan area (2022 to 2032) for all fifteen related occupations (4.5%) is just above the growth rate for total occupations in the region (4.4%). Also, eight of the fifteen occupations exceed the growth rate for total occupations in the region. Similarly, eight of the fifteen occupations are projected to be above the Kansas City Metropolitan Statistical Area (MSA) occupation average size. So, the future job market should yield continuing opportunities for graduates of the program.

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

Year	Total Headcount Per Year		Total Sem Credit Hrs. (SCH) Per Year	
	Full- Time	Part- Time	Full- Time	Part- Time
Implementation		5		90 - 105 SCHs
Year 2		15		180 – 210 SCHs
Year 3		20		270 – 315 SCHs

VI. Employment

Data from the K-State Market Intelligence & Analysis team using Lightcast Analyst tool using the 15 occupations listed above determined the current employment opportunities for Unique Job Postings within a 9-state region from 2019-2023. The nine-state region included: Arkansas, Colorado, Illinois, Iowa, Kansas, Missouri, Nebraska, Oklahoma, Texas.

The current job market and long-term occupation projections are encouraging. Unique job postings in 2023 for thirteen of the fifteen selected occupations, listed above, were above the average for all occupations in the Kansas City Metropolitan Statistical Area. And the five-year percent change in unique job postings (2019 to 2023) for eleven of the fifteen selected occupations were above the percent change for all occupations in the Kansas City Metropolitan Statistical Area. More specific examples include,

- The General & Operations Manager and Accountants & Auditor occupations account for 52.4% of the 2032 projected jobs, and eight of the fifteen occupations are projected to be above the Kansas City MSA occupation average size.
- The projected growth rate in the Kansas City MSA for all fifteen related occupations (4.5%) is just above the growth rate for total occupations in the region (4.4%). Also, eight of the fifteen occupations exceed the growth rate for total occupations in the region.

VII. Admission and Curriculum

A. Admission Criteria

Students will be admitted through a selective admissions process that is overseen by the School of Applied and Interdisciplinary Studies. For transfer students, the transfer coursework must have a minimum of 2.0 GPA. Transfer grade of a “D” does not transfer for applied business courses. Additional transfer credit limitations may exist depending on the certificate or minor program that the student is interested in completing as part of their degree requirements.

B. Curriculum

The following are the degree maps to show the transferability of the program. The one directly below represents an example of a degree completion for the AGS. The second is a specific example of a degree completion for the AAS in Business Administration at Johnson County Community College. Please note, K-State Olathe cannot offer 100/200 level coursework per the JCERT Legislation requirements.

General Program Academic Degree Map (includes undergraduate certificate in Leadership Studies)

Year 1: Fall

SCH = Semester Credit Hours

Course #	Course Name	SCH
	Transfer Elective	3
	Transfer Elective	3
CORE 01	Composition I Transfer	3
CORE 03	Business Mathematics Transfer	3
CORE 04	Science w/Lab Transfer Elective	4
	TOTAL Year 1 Fall	16

Year 1: Spring

Course #	Course Name	SCH
	Transfer Elective	3
	Transfer Elective	3
CORE 02	Public Speaking Transfer	3
CORE 05	Social & Behavioral Sciences Transfer	3
CORE 01	Composition II Transfer	3
	TOTAL Year 1 Spring	15

Year 2: Fall

Course #	Course Name	SCH
	Transfer Elective	3
	Transfer Elective	3
CORE 06	Arts & Humanities Transfer	3
	Transfer Elective	3
	Transfer Elective	3
	TOTAL Year 2 Fall	15

Year 2: Spring

Course #	Course Name	SCH
	Transfer Elective	3
	Transfer Elective	3
	Transfer Elective	3
	Transfer Elective	3
CORE 05	Social & Behavioral Sciences Transfer	3
CORE 07	Transfer Elective	3
	TOTAL credits Year 2 Spring	18

Year 3: Fall

Course #	Course Name	SCH
AAI 301	Career Planning for Applied & Technical Professionals	3
CORE 06	Arts & Humanities Course	3
	300+ Level Applicable Minor/Certificate Course or Elective	3
LEAD 212	Introduction to Leadership Concepts	3
	300+ Level Applicable Minor/Certificate Course or Elective	3
	TOTAL credits Year 3 Fall	15

Year 3: Spring

Course #	Course Name	SCH
	300+ Level Applicable Minor/Certificate Course or Elective	3
LEAD 350	Culture and Context in Leadership	3
AAI 501	Practicum in Applied and Interdisciplinary Studies	3
	300+ Natural Science or Statistics Elective	3
CORE 07	Elective	3
	TOTAL credits Year 3 Spring	15

Year 4: Fall

Course #	Course Name	SCH
	300+ Level Applicable Minor/Certificate Course or Elective	3
	300+ Level Applicable Minor/Certificate Course or Elective	3
LEAD 405	Leadership in Practice	3
	300+ Level Applicable Minor/Certificate Course or Elective	3
	300+ Level Applicable Minor/Certificate Course or Elective	2
	TOTAL credits Year 4 Fall	14

Year 4: Spring

Course #	Course Name	SCH
AAI 502	Applied Studies Seminar	3
LEAD 450	Capstone in Leadership Studies	3
	300+ Level Applicable Minor/Certificate Course or Elective	3
	300+ Level Applicable Minor/Certificate Course or Elective	3
	TOTAL credits Year 4 Spring	12

Specific potential example of AAS transition from Johnson County Community College**Year 1: Fall (Johnson County Community College)****SCH = Semester Credit Hours**

Course #	Course Name (KSU equivalent)	SCH
BUS 121	Intro to Business (BUS 110 – KSU)	3
BUS 225	Organizational Business (Unrestricted Elective – KSU; CORE 07)	3
ENGL 121	Composition I (ENGL 100 – KSU; CORE 01)	3
MATH 120	Business Math (MATH XXX – KSU; CORE 03)	3
CIS	Electives (Unrestricted Elective – KSU)	4
	TOTAL CREDITS	16

Year 1: Spring

Course #	Course Name	SCH
ACCT 121	Accounting I (BUS 251 – KSU)	3
BUS 141	Principles of Management (MANGT 220 – KSU)	3
ECON 230	Principles of Macroeconomics (ECON 110 – KSU; CORE 05)	3
COMS XXX	Comms Course (COMM 106 – KSU; CORE 02)	3
	Arts & Humanities Elective (Ex. - MUSIC 250 – KSU; CORE 06)	3
	TOTAL CREDITS	15

Year 2: Fall

Course #	Course Name	SCH
ACCT 122	Accounting II (BUS 251 – KSU)	3
BLAW 261	Business Law I (MANGT 430 – KSU)	3
ECON 231	Principles of Microeconomics (ECON 120 – KSU; CORE 05)	3
MKT 230	Marketing (MKTG 400 – KSU)	3
PHIL 140	Business Ethics (ELECT 1** - KSU; CORE 07)	3
	Business Elective (300+ level)	3
	TOTAL CREDITS	18

Year 2: Spring

Course #	Course Name	SCH
ACCT 222	Managerial Accounting (ACCT 231 – KSU)	3
BUS 123	Personal Finance (PFP 105)	3
BUS 243	Human Resource Management (MANGT 2** – KSU)	3
BLAW 263	Business Law II (MANGT 2** - KSU)	3
EVRN 130 and EVRN 132	Environmental Sciences & Lab (BIOL 263 – Ecology of Environmental Problems & BIOL 1** Lab – KSU; CORE 04)	5
	TOTAL CREDITS	17

(Total from JCCC**66 hours)****Year 3: Fall**

Course #	Course Name	SCH
AAI 301	Career Planning for Technical Professionals	3
BUS 400	Marketing Techniques	3
ENGL 302	Technical Writing	3
LEAD 212	Introduction to Leadership Concepts	3
ENGL 122	Composition II - CORE 01	3
	TOTAL CREDITS	15

Year 3: Spring

Course #	Course Name	SCH
COMM 311	Business & Professional Speaking	3
LEAD 350	Culture and Context in Leadership	3
AAI 501	Practicum in Applied and Interdisciplinary Studies	3
ENGL 471	Written Communication for the Workplace	3
	Arts & Humanities Course – CORE 06	3
	TOTAL CREDITS	15

Year 4: Fall

Course #	Course Name	SCH
BIOL 101	Concepts of Biology (BIOL 121 – KSU)	3
BUS 520	Integrated Technology Management Capstone	3
LEAD 405	Leadership in Practice	3
CNRES 531	Core Conflict Resolution	3
	TOTAL CREDITS	12

Year 4: Spring

Course #	Course Name	SCH
AAI 502	Applied Studies Seminar	3
LEAD 450	Capstone in Leadership Studies	3
COMM 326	Group Communication	3
MANGT 531	Human Resource Management	3
	TOTAL CREDITS	12

Total Number of Semester Credit Hours 120

VIII. Core Faculty

Note: * Next to Faculty Name Denotes Director of the Program

Additional Faculty are located at the Salina and Manhattan campuses. They do not serve as core faculty but will lead students through the related certificate programs that the student chooses.

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
*Darrin Smith	Associate Professor	PhD	Y	Chemistry	.30
Kim Voight	Instructor	MS	N	Counseling	.20

Associated number of faculty contributing to the program through teaching will vary based on the students' selected certificates/minors. There will be an available adjunct pool for the AAI-related courses.

Number of graduate assistants assigned to this program **0**

IX. Expenditure and Funding Sources

A. EXPENDITURES	First FY	Second FY	Third FY
Personnel – Reassigned or Existing Positions			
Faculty	\$105,877	\$109,053	\$112,325
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>)	\$38,979	\$40,149	\$41,353
Other Personnel Costs			
Total Existing Personnel Costs – Reassigned or Existing	\$144,856	\$149,202	\$153,678
Personnel – New 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 – New Positions			
Start-up Costs - One-Time Expenses			
Library/learning resources			
Equipment/Technology			
Physical Facilities: Construction or Renovation			
Other (Course Development)	\$9,000		
Marketing	\$26,000		
Total Start-up Costs	\$35,000		
Operating Costs – Recurring Expenses			
Supplies/Expenses			
Library/learning resources			
Equipment/Technology			
Travel			
Other (Adjunct Pay & Assessment)	\$18,000	\$18,000	\$18,000
Total Operating Costs	\$18,000	\$18,000	\$18,000
GRAND TOTAL COSTS	\$197,856	\$167,202	\$171,678

B. FUNDING SOURCES (projected as appropriate)		First FY (New)	Second FY (New)	Third FY (New)
Tuition / State Funds		\$47,250	\$141,750	\$189,000
Student Fees				
Other Sources		\$53,000	\$18,000	\$18,000
GRAND TOTAL FUNDING		\$100,250	\$159,750	\$207,000
C. Projected Surplus/Deficit (+/-) (Grand Total Funding <i>minus</i> Grand Total Costs)		-\$97,606.90	-\$7,452.61	\$35,321.31

X. Expenditures and Funding Sources Explanations

A. Expenditures

Personnel – Reassigned or Existing Positions

1. A .30 FTE for the Program Director (Existing Assistant Dean)
2. A .20 FTE for program assistance in student services/teaching (Existing Director of Student Services)

Personnel – New Positions

There are no plans for new positions. Since the curriculum is built from existing coursework, it is anticipated that the administration and course offerings at the Olathe campus will come from reallocation of time from four existing positions and the onboarding of adjunct instructors as needed for the coursework.

Start-up Costs – One-Time Expenses

1. Course Development = \$9,000 (3 courses at 3 SCH per course, \$1000 per credit hour)
2. Marketing Costs = \$26,000 (startup for digital marketing and printed materials)

Operating Costs – Recurring Expenses

1. Adjunct/Instructor Costs = \$18,000
2. Faculty Release for Assessment = \$18,000

B. Revenue: Funding Sources

The program has been granted \$89,000 for start-up and first three-year maintenance costs through the K-State Academic Innovation Fund (<https://www.k-state.edu/provost/academic-excellence/funding-opportunities/academic-innovation/>). This amount is broken down in the financial table over three years, with \$53,000 shown the first year and \$18,000 shown the next two years.

If the program can enroll students at the following rate, the table below would project anticipated revenue generation. The tuition rate per credit hour is conservatively estimated at \$393.75 for in-residence students:

Year 1	Year 2	Year 3
5 Students (24 SCHs)	15 Students (24 SCHs)	20 Students (24 SCHs)
\$47,250	\$141,750	\$189,000

C. Projected Surplus/Deficit

The Bachelor of Science is anticipated to be revenue-positive after the second year.

XI. References

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Attachment A

ADDITIONAL SUPPORT INFORMATION + EXAMPLES

Applied & Interdisciplinary Studies (BS)

The primary object of the BAIS is a transfer-centered, degree-completion program designed to provide a robust and accessible baccalaureate pathway for graduates of associate degree programs, particularly those with an Associate of Applied Science (AAS) or Associate of General Studies (AGS). Developed in direct response to limitations on lower-division course delivery at the Kansas State University Olathe campus, this upper-division program strategically aligns with the K-State's and The Kansas Board of Regent's goals to improve transfer and articulation for learners, expand workforce-relevant degree options, and increase postsecondary attainment across the state.

Many AAS degrees, despite their technical rigor, are often viewed as terminal, creating barriers for students seeking a four-year degree. The BAIS directly addresses this challenge by accepting up to 75 hours of transfer credit, including technical and applied coursework, providing a coherent and efficient route to a bachelor's degree without redundancy or credit loss. The BAIS is structured to meet the educational and economic development needs of Kansas by focusing on three primary design goals:

- **Applied Learning and Workforce Relevance:** Students will complete upper-division coursework emphasizing real-world application, leadership development, and cross-disciplinary problem-solving. Course offerings and capstone experiences will be closely aligned with high-demand sectors in the Kansas economy, including business operations, automation engineering technology, and electronics technology.
- **Transfer Accessibility and Equity:** The program removes longstanding barriers for AAS and AGS degree holders by offering a clear and efficient path to a bachelor's degree. It leverages formal articulation agreements and individualized academic advising to ensure seamless credit transfer, credit alignment, and program transparency.
- **Regional and System Collaboration:** In collaboration with community and technical colleges, the BAIS will identify additional associate programs for curricular alignment and shared workforce outcomes. The program will also support existing Kansas State University students in need of a flexible and accelerated degree completion option, helping retain students who might otherwise exit the system without completing a degree.

Its creation is consistent with the Kansas State University Next Gen mission to promote innovation and industry alignment and complements the institution's broader strategic plan to serve adult learners, transfer students, and the regional workforce.

Unlike general or liberal studies degrees, the BAIS is not structured around broad-based humanities exploration. Instead, it is intentionally designed to bridge applied associate-level credentials with upper-division academic competencies. The program balances academic rigor with workplace relevance, equipping students with the interdisciplinary tools necessary for today's dynamic job market. Through integrated coursework in leadership, communication, and applied theory, students will be prepared to advance within their current careers or pivot into new professional pathways aligned with their designated focus area.

Kansas State University Core: 34-36 Credit Hours

[K-State Core](#) is the foundation for an impactful life and career after time at K-State.

The K-State Core framework covers six disciplinary areas: English, Communications, Mathematics & Statistics, Natural & Physical Sciences, Social & Behavioral Sciences, and Arts and Humanities. In addition, a seventh area is reserved for institutionally designated use, which K-State is keeping as free electives. In total, the framework takes up 34-35 credit hours of 100 and 200-level coursework. Students who complete their general education elsewhere cannot be required to take additional general education coursework in the disciplinary areas of the framework without permission from KBOR to continue requiring courses in the K-State Core.

- **English: 6 Credit Hours**
 - ENGL 100, ENGL 200, and/or ENGL 210
- **Communication: 3 Credit Hours**
 - COMM 106, COMM 109
- **Math & Statistics: 3 Credit Hours**
 - MATH 100, MATH 160, or STAT 225
- **Natural & Physical Sciences: 4-5 Credit Hours**
 - AGRON 120, AGRON 121, ANTH 280, BIOCH 110, BIOCH 111, BIOCH 265, BIOL 101, BIOL 198, BIOL 221, BIOL 255, BIOL 441, BIOL 442, CHM 110, CHM 111, CHM 210, CHM 220, CHM 230, GEOG 121, GEOG 122, GEOG 235, GEOL 100, GEOL 125, GEOL 115, GEOL 200, GEOL 103, HORT 201, KIN 220, PHYS 101, PHYS 103, PHYS 106, PHYS 113, PHYS 114, PHYS 115, PHYS 213, PHYS 214, PHYS 223, PHYS 224
- **Social and Behavior Sciences: 6 Credit Hours (from Two Subject Areas)**
 - AGECE 120, AMETH 160, ANTH 200, ANTH 204, ANTH 210, ANTH 220, ANTH 260, CRIM 261, ECON 101, ECON 110, ECON 111, ECON 120, GEOG 100, GEOG 200, GEOG 201, GWSS 105, GWSS 220, GWSS 230, GWSS 275, HDFS 110, HDFS 250, LAR 298, LEAD 212, LEAD 225, PLAN 115, PLAN 215, POLSC 107, POLSC 110, POLSC 111, POLSC 115, POLSC 135, POLSC 145, POLSC 155, POLSC 250, PSYCH 110, PSYCH 115, PSYCH 202, PSYCH 280, PSYCH 290, SOCIO 211, SOCIO 214, SOCIO 260, SOCWK 100, SOCWK 200
- **Arts and Humanities: 6 Credit Hours (from Two Subject Areas)**
 - AGCOM 222, AMETH 185, ARAB 101, ARAB 102, ARAB 201, ARCH 299, ART 102, ART 103, ART 104, ART 106, ART 108, ART 111, ART 174, ART 180, ART 190, ART 194, ART 195, ART 196, ART 197, ART 200, ART 202, ART 290, ART 291, CHINE 101, CHINE 200, CHINE 201, CLSCS 105, COMM 120, COMM 210, COMM 260, CNS 110, COT 150, COT 175, CZECH 101, DANCE 110, DANCE 115, DANCE 120, DANCE 165, DANCE 171, DANCE 181, DANCE 205, DANCE 215, DANCE 220, DANCE 225, DANCE 240, DANCE 250, DANCE 265, DANCE 280, EDEL 270, ENGL 170, ENGL 185, ENGL 187, ENGL 220, ENGL 224, ENGL 227, ENGL 230, ENGL 231, ENGL 233, ENGL 234, ENGL 251, ENGL 253, ENGL 260, ENGL 270, ENGL 280, ENGL 285, ENGL 287, ENGL 295, ENGL 297, ENGL 298, ENGL 299, ENGL 355, ENGL 381, ENGL 382, ENGL 461, ENTOM 202, ENVD 203, ENVD 250, ENVD 251, FREN 101, FREN 102, FREN 103, FREN 201, GREEK 101, GREEK 102, GRMN 101, GRMN 102, GRMN 201, GRMN 222, HINDI 101, HINDI 102, HINDI 201, HIST 100, HIST 101, HIST 102, HIST 105, HIST 106, HIST 111, HIST 112, HIST 151, HIST 152, HIST 155, HIST 200, HIST 222, HIST 250, IAID 290, IAID 299, INDD 292, ITAL 101, ITAL 102, ITAL 105, JAPAN 101, JAPAN 200, JAPAN 201, JAPAN 299, LAR 101, LAR 211, LATIN 101, LATIN 102, MC 110, MLANG 100, MLANG 106, MLANG 110, MLANG 120, MLANG 200, MLANG 280, MLANG 297, MLANG 298, MUSIC 100, MUSIC 103, MUSIC 104, MUSIC 111, MUSIC 112, MUSIC 113, MUSIC 114, MUSIC 115, MUSIC 116, MUSIC 117, MUSIC 118, MUSIC 119, MUSIC 120, MUSIC 121, MUSIC 129, MUSIC 130, MUSIC 131, MUSIC 135, MUSIC 140, MUSIC 150, MUSIC 151, MUSIC 152, MUSIC 153, MUSIC 154, MUSIC 155, MUSIC 156, MUSIC 157, MUSIC 160, MUSIC 170, MUSIC 171, MUSIC 172, MUSIC 173, MUSIC 174, MUSIC 203, MUSIC 204, MUSIC 205, MUSIC 208, MUSIC 210, MUSIC 211, MUSIC 212, MUSIC 213, MUSIC 214, MUSIC 220, MUSIC 230, MUSIC 231, MUSIC 233, MUSIC 240, MUSIC 241, MUSIC 242, MUSIC 243, MUSIC 244, MUSIC 246, MUSIC 248, MUSIC 249, MUSIC 250, MUSIC 251, MUSIC 254, MUSIC 255, MUSIC 268, MUSIC 280, MUSIC 405, PHILO 100, PHILO 105, PHILO 112, PHILO 115, PHILO 120, PHILO 125, PHILO 130, PHILO 135, PHILO 138, PHILO 140, PHILO 145, PHILO 150, PHILO 160, PHILO 185, PHILO 215, PHILO 230, PHILO 297, PHILO 298, RUSSN 101, RUSSN 102, RUSSN 250, SPAN 101, SPAN 102, SPAN 110, SPAN 201, SWAH 101, SWAH 102, SWAH 201, SWAH 202, THTRE 111, THTRE 171, THTRE 201, THTRE 202, THTRE 203, THTRE 205, THTRE 211, THTRE 212, THTRE 220, THTRE 235, THTRE 260, THTRE 263, THTRE 265, THTRE 268, THTRE 270, THTRE 271, THTRE 280, THTRE 299, THTRE 368
- **Institutionally Designated Area (Free Electives): 6 Credit Hours**
 - Two Courses Designated

Program Requirements: 48 Credit Hours

- **Core Course Requirements**
 - AAI 301 Career Readiness for Applied and Technical Professions 3
 - AAI 501 Internship in Applied & Interdisciplinary Studies 3
 - AAI 502 Applied Studies Seminar 3
 - LEAD 212 Introduction to Concepts 3
 - LEAD 350 Culture and Context in Leadership 3
 - LEAD 405 Leadership in Practice 3
 - LEAD 450 Capstone in Leadership 3
 - CNRES 531 Interpersonal Conflict Resolution 3 OR
CNRES 532 Conflict Resolution across Cultures & Contexts 3
 - *Courses from an approved minor or certificate program: 12 – 18 Credit Hours*

- *Note: when selecting a KSU minor or certificate program, courses from the associate degree might transfer into that specified minor or certificate and would adjust the elective hours needed.*
- *Note: when selecting a KSU minor or certificate program, the number of upper-level courses will dictate the number of additional upper-level electives needed to reach the required 45 Credit Hours. Some of the courses in the minor or certificate could also apply to the General Education core.*
- *Based on selected Minor/Certificate Program, additional upper-level electives will be needed to reach the required 45 Credit Hours: 6 – 12 Credit Hours*

Free Electives: 38 Credit Hours

Total: 120 Credit Hours

A. Specific potential example of Automation Engineer Technology, AAS transition from Johnson County Community College to Applied & Interdisciplinary Studies, BS from K-State

Year 1: Fall (Johnson County Community College)

SCH = Semester Credit Hours

Course #	Course Name (KSU equivalent)	SCH
AET 110	Industrial Maintenance (KSU: ELECT-1)	3
AET 111	AC/DC Circuits (KSU: ELECT-1)	4
AET 120	Industrial Fluid Power (KSU: MET 252; <i>CORE 7</i>)	3
AET 122	Industrial Code (KSU: ELECT-1)	3
MATH 130	Technical Mathematics I (KSU: ELECT-1)	3
	Total Credits	16

Year 1: Spring

Course #	Course Name	SCH
AET 160	Programmable Logic Controllers I (KSU: ELECT-1)	3
AET 185	LAN Cabling and Installation (KSU: ELECT-1)	3
AET 255	Motor Controls and Variable Frequency Drives (KSU: Unrestricted Elective)	3
CMGT 100	Industrial Safety/OSHA-30 (KSU: Unrestricted Elective)	3
COMS 121	Public Speaking (KSU: COMM; <i>CORE 02</i>)	3
ENGL 121	Composition I (KSU: ENGL 100; <i>CORE 01</i>)	3
	Total Credits	18

Year 2: Fall

Course #	Course Name	SCH
AET 140	Actuator and Sensor Systems (KSU: ELECT-1)	3
AET 240	Industrial Robotics (KSU: RA 305, <i>Industrial Automation Certificate; CORE 7</i>)	3
AET 260	Programmable Logic Controllers II (KSU: ELECT-1)	3
MATH 131	Technical Mathematics II (KSU: MATH 100, <i>CORE 3</i>)	3
HIST 141	U.S. History Since 1877 (KSU: HIST 152; <i>CORE 06</i>) Or Equivalent 06	3
	Total Credits	15

Year 2: Spring

Course #	Course Name	SCH
AET 270	Programmable Logic Controllers III (KSU: ELECT-1)	3
AET 280	Automation Engineer Technology Capstone Course (KSU: ELECT-1)	3
MFAB 124	Introduction to Welding (KSU: Unrestricted Elective)	3
MUS 121	Intro to Music Listening (KSU: MUSIC 250; <i>CORE 06</i>) Or Equivalent 06	3
PSYC 130	Introduction to Psychology (KSU: PSYCH 110; <i>CORE 05</i>) Or Equivalent 05	3
	Total Credits	15

Year 2: Summer

Course #	Course Name	SCH
BIOL 121	Concepts of Biology (KSU: BIOL 101; <i>CORE 4</i>) Or Equivalent 04	4
	Total Credits	4

Awarded Automation Engineer Tech from JCCC, AAS Degree with additional General Education Core | 68 Credit Hours Transfer

General Education Coverage: 28 Credit Hours

CORE 1: 3 Credit Hours | CORE 2: 3 Credit Hours | CORE 3: 3 Credit Hours | CORE 4: 4 Credit Hours |
CORE 5: 3 Credit Hours | CORE 6: 6 Credit Hours | CORE 7: 6 Credit Hours

Year 3: Fall (Kansas State University)

Course #	Course Name	SCH
AAI 301	Career Planning for Applied & Technical Professionals	3
LEAD 212	Introduction to Leadership Concepts (<i>Leadership Studies Certificate, CORE 5</i>)	3
LEAD 350	Culture and Context in Leadership (<i>Leadership Studies Certificate</i>)	3
ENG 200	Expository Writing, II (<i>CORE 1</i>)	3
ECET 304	Electric Power and Devices (<i>Industrial Automation Certificate</i>)	3
	Total Credits	15

Year 3: Spring

Course #	Course Name	SCH
ECET 350	Microprocessor Fundamentals (<i>Industrial Automation Certificate</i>)	3
MET 382	Industrial Instrumentation and Controls (<i>Industrial Automation Certificate</i>)	3
LEAD 405	Leadership in Practice (<i>Leadership Studies Certificate</i>)	3
CNRES 531 / 532	Conflict Resolution Course (<i>Leadership Studies Certificate</i>)	3
Elective	Free Elective (300 Level or Above)	3
	Total Credits	15

Year 4: Fall

Course #	Course Name	SCH
AAI 502	Applied Studies Seminar	3
ECET 354	Microcontroller Applications (<i>Industrial Automation Certificate</i>)	3
RAS 385	Advanced Programmable Logic Controllers (<i>Industrial Automation Certificate</i>)	3
MET 481	Automated Manufacturing Systems II (<i>Industrial Automation Certificate</i>)	3
	Total Credits	12

Year 4: Spring

Course #	Course Name	SCH
AAI 501	Internship in Applied and Interdisciplinary Studies	3
LEAD 450	Capstone in Leadership Studies (<i>Leadership Studies Certificate</i>)	3
Elective	Free Elective (300 level or above)	3
Elective	Free Elective (300 level or above)	3
	Total Credits	12

General Education Coverage: 6 Credit Hours

CORE 1: 3 Credit Hours | CORE 5: 3 Credit Hours

Total Number of Semester Credit Hours 122

**Awarded B.S. Applied & Interdisciplinary Studies from Kansas State University
(w/ Leadership Studies Certificate + Industrial Automation Certificate)**

B. Specific potential example of Food and Beverage Management, AAS transition from Johnson County Community College to Applied & Interdisciplinary Studies, BS from K-State

Year 1: Fall (Johnson County Community College)

SCH = Semester Credit Hours

Course #	Course Name (KSU equivalent)	SCH
ENGL 121	Composition I (KSU – ENGL 100; <i>CORE 01</i>)	3
HMGT 120	Food Service Sanitation (KSU – HM 205; <i>CORE 07</i>)	1
HMGT 121	Perspectives of Hospitality Management (KSU – HM 120; <i>Hospitality Management Minor, CORE 07</i>)	3
HMGT 123	Professional Cooking I (KSU – HM 341; <i>Hospitality Management Minor</i>)	3
HMGT 271	Seminar in Hospitality Management: Purchasing (KSU: Unrestrictive Elective)	3
MATH 120	Business Mathematics (or higher; <i>CORE 03</i>)	3
Total Credits		16

Year 1: Spring

Course #	Course Name	SCH
COMS 121	Public Speaking (KSU – COMM; <i>CORE 02</i>)	3
DIET 151	Nutrition and Meal Planning (KSU – FNDH 132)	3
HMGT 128	Supervisory Management (KSU: Unrestrictive Elective)	3
HMGT 150	Seminar: Food Service Sales and Marketing (KSU: Unrestrictive Elective)	3
HMGT 273	Hospitality Cost Accounting (KSU: Unrestrictive Elective)	3
Total Credits		15

Year 1: Summer

Course #	Course Name	SCH
PSYC 130	Introduction to Psychology (KSU – PSYCH 110; <i>CORE 05</i>) Or Equivalent 05	3
HIST 141	U.S. History Since 1877 (KSU – HIST 152; <i>CORE 06</i>) Or Equivalent 06	3
Total Credits		6

Year 2: Fall

Course #	Course Name	SCH
HMGT 207	Hospitality Human Resource Management (KSU: Unrestrictive Elective)	3
HMGT 221	Design and Facilities Management (KSU: Unrestrictive Elective)	3
HMGT 230	Professional Cooking II (KSU – HM 351; <i>Hospitality Management Minor</i>)	3
HMGT 277	Seminar in Hospitality Management: Menu Design and Planning (KSU: UR Elective)	3
HMGT 279	Beverage Control (KSU: Unrestrictive Elective)	3
Total Credits		15

Year 2: Spring

Course #	Course Name	SCH
HMGT 126	Food Management (KSU: Unrestrictive Elective)	3
HMGT 228	Advanced Hospitality Management (KSU: Unrestrictive Elective)	4
HMGT 268	Hospitality Managerial Accounting (KSU: HM Elective)	3
HMGT 275	Seminar in Hospitality Management: Internship (KSU: Unrestrictive Elective)	3

Elective	Program Elective (KSU: Unrestrictive Elective)	3
	Total Credits	16

Year 2: Summer

Course #	Course Name	SCH
BIOL 121	Concepts of Biology (KSU – BIOL 101; <i>CORE 4</i>) Or Equivalent 04	4
MUS 121	Intro to Music Listening (KSU – MUSIC 250; <i>CORE 06</i>) Or Equivalent 06	3
	Total Credits	7

**Awarded Automation Engineer Tech from JCCC, AAS Degree with additional General Education Core |
75 Credit Hours Transfer**

General Education Coverage: 28 Credit Hours

CORE 1: 3 Credit Hours | CORE 2: 3 Credit Hours | CORE 3: 3 Credit Hours | CORE 4: 4 Credit Hours

CORE 5: 3 Credit Hours | CORE 6: 6 Credit Hours | CORE 7: 6 Credit Hours

Year 3: Fall (Kansas State University)

Course #	Course Name	SCH
AAI 301	Career Planning for Applied & Technical Professionals	3
LEAD 212	Introduction to Leadership Concepts (<i>Leadership Studies Certificate, CORE 5</i>)	3
LEAD 350	Culture and Context in Leadership (<i>Leadership Studies Certificate</i>)	3
HM 363	Event Management (<i>Hospitality Management Minor</i>)	3
	Total Credits	12

Year 3: Spring

Course #	Course Name	SCH
HM 621	Hospitality Law (<i>Hospitality Management Minor</i>)	3
HM 440	Beverage Management (<i>Hospitality Management Minor</i>)	3
LEAD 405	Leadership in Practice (<i>Leadership Studies Certificate</i>)	3
CNRES 531 / 532	Conflict Resolution Course (<i>Leadership Studies Certificate</i>)	3
	Total Credits	12

Year 4: Fall

Course #	Course Name	SCH
AAI 502	Applied Studies Seminar	3
HM Elective	HM Free Elective (300 Level or Above)	3
ENG 200	Expository Writing, II (<i>CORE 1</i>)	3
Elective	Free Elective (300 Level or Above)	3
	Total Credits	12

Year 4: Spring

Course #	Course Name	SCH
AAI 501	Internship in Applied and Interdisciplinary Studies	3
LEAD 450	Capstone in Leadership Studies (<i>Leadership Studies Certificate</i>)	3
Elective	Free Elective (300 level or above)	3
Elective	Free Elective (300 level or above)	3
	Total Credits	12

General Education Coverage: 6 Credit Hours
CORE 1: 3 Credit Hours | CORE 5: 3 Credit Hours

Total Number of Semester Credit Hours 123

***Awarded B.S. Applied & Interdisciplinary Studies from Kansas State University
(w/ Leadership Studies Certificate + Hospitality Management Minor)***

Attachment B



November 17, 2025

Rusty Monhollon
Vice President for Academic Affairs
Kansas Board of Regents
1000 SW Jackson St., Suite 520
Topeka, KS 66612
rmonhollon@ksbor.org

Dear Vice President Monhollon,

The University of Kansas respectfully objects to Kansas State University's proposal to offer a Bachelor of Science in Applied and Interdisciplinary Studies. This objection is grounded in longstanding Kansas Board of Regents (KBOR) policy, statutory limitations, and concerns regarding programmatic duplication.

The Kansas Board of Regents has designated KU and Pittsburg State University as the universities responsible for serving the Kansas City region. KU has maintained a decades-long presence in the Kansas City metropolitan area, beginning with programs for working adults in the 1970s and culminating in the establishment of the KU Edwards Campus in Overland Park in 1993.

Given this, KU's Edwards Campus operates without restrictions on academic programming and maintains strong partnerships with area community colleges. In alignment with these partnerships, KU offers upper-division coursework (300+ level) at KU-Edwards and launched the School of Professional Studies in 2020 to meet local workforce and economic needs. The School offers a wide array of undergraduate and graduate programs, including online and on-campus degree completion options for the Kansas City market.

Recognizing the value of technical education, KU accepts technical credit for certain degree types (Bachelor of Health Science, Bachelor of Applied Science, and Bachelor of Professional Studies). These hours coming from a community or technical college will count towards the 75 hours that can be applied to the bachelor's degree.

Technical and non-technical credits earned toward an associate's degree (AAS, AS, AGS, AA, etc.) may be applied toward completing the following online programs at the Edwards Campus as part of the 75-hour transfer credit limit.

- Bachelor of Professional Studies
- Bachelor of Applied Science in Applied Cybersecurity
- Bachelor of Applied Science in Operations Management
- Bachelor of Applied Science in Professional Performance
- Bachelor of Applied Science in Project Management
- Bachelor of Health Sciences

Credits earned as part of an AAS in Business transfer in and apply to KU's online Bachelor of Business Administration.

While 140+ KU undergraduate programs accept transfer credit, the College of Liberal Arts & Sciences' Bachelor of General Studies (BGS) in Liberal Arts & Sciences is designed as an online flexible degree completion

Strong Hall | 1450 Jayhawk Blvd. Room 250 | Lawrence, KS 66045-7518 | USA
+1 785-864-4904 | Fax +1 785-864-4463 | provost@ku.edu | <http://provost.ku.edu>

program for AGS, AA, and AS degree-holders. The BGS offers breadth and flexibility that is customizable for online transfer students.

Furthermore, all 140+ KU degrees programs are designed with clear degree requirements, including completion of a capstone course (KU requirement), 45 junior/senior credit hours (KBOR requirement), completion of systemwide general education (KBOR requirement), and identified learning outcomes.

Concerns with KSU Degree Proposal

K-State's presence in the Kansas City area is governed by K.S.A. 19-5005, which authorizes its Olathe campus to offer research and education programs specifically in animal health and food safety and security. The statute explicitly prohibits pre-baccalaureate programs, lower-division courses, and courses for high school students at the Johnson County location. The proposed online BS in Applied and Interdisciplinary Studies falls outside the scope of this statutory authorization and thus K-State's proposal to recruit transfer students with AAS and AGS degrees requires additional scrutiny. Furthermore, KBOR policy for approving new programs requires documentation of demand/need and to address program duplication.

KU has demonstrated a willingness to cooperate when programmatic expansion aligns with statutory and policy frameworks and clear demand, having supported K-State's degree completion programs in Event & Hospitality Management and Personal Financial Planning at the Olathe campus. In this spirit, KU shared our concerns about this degree proposal directly with K-State and subsequently met with Provost Mendez and Dean Wolfe. I appreciate that K-State listened to our concerns and amended the proposal to provide clear program requirements ensuring KBOR's policies on junior/senior hours and systemwide general education will be met.

However, our concerns with program duplication and workforce demand remain. KU already offers comparable degree completion programs online for the AGS and the AAS degrees including many from the School of Professional Studies in Overland Park. These programs accept up to 75 hours of transfer credit, including credit from AAS and AGS degrees. K-State has not justified the need for program duplication. KU's online Bachelor of Professional Studies housed at the Edwards Campus directly competes with this program and fulfill the need in the Kansas City area for AAS and AGS degree completion options.

The absence of market data to support the proposal further undermines its justification. While K-State notes an increase in degrees awarded under the relevant CIP code in other states, it is difficult to tie specific workforce demand or job alignment to the 30.0000, 24.0101, or 24.0102 CIP Codes.

In light of KU's designated role in serving the Kansas City metropolitan area, its extensive portfolio of degree completion programs that support AAS and AGS transfer, and the statutory and policy limitations governing K-State's presence in the region, KU respectfully urges the Board to reject the proposal on the following grounds:

- Program duplication
- Lack of demonstrated demand/need

KU remains committed to collaboration and programmatic innovation that meets workforce needs without unnecessary duplication. We welcome continued dialogue to ensure that academic offerings across the state remain complementary, strategic, and aligned with Board policy.

Respectfully,

Barb

Barbara A. Bichelmeyer, Ph.D.

Chief Academic Officer, Provost and Executive Vice Chancellor for Lawrence
Professor, School of Education & Human Sciences

Cc: Provost Jesse Perez Mendez, Kansas State University, jpmendez@ksu.edu

Attachment C



Office of the Provost and
Executive Vice President

December 5, 2025

Rusty Monhollon
Vice President for Academic Affairs
Kansas Board of Regents
1000 SW Jackson St., Suite 520
Topeka, KS 66612

Subject: Response to Objection Regarding Kansas State University's Proposed Bachelor of Science in Applied and Interdisciplinary Studies (BSAIS)

Dear Vice President Monhollon and Provost Bichelmeyer,

Thank you for your letter outlining the University of Kansas' (KU) concerns regarding the Kansas State University (K-State) proposal for the Bachelor of Science in Applied and Interdisciplinary Studies (BSAIS). We deeply value the collaborative relationship between our two universities, particularly within the Johnson County Education Research Triangle. We also recognize and appreciate the history and commitment of the KU Edwards Campus in serving the Kansas City metropolitan area.

In the spirit of continued collaboration and strategic alignment, we submit this response to clarify the intent, policy compliance, and overwhelming need that drives the BSAIS proposal.

In their objection, KU references the existing service area policy and the statutory limitations of K.S.A. 19-5005 governing K-State Olathe. We respectfully assert that the proposed BSAIS program fully complies with both the spirit and letter of these regulations, driven by a key policy provision for distance education. The Kansas Board of Regents Policy Manual explicitly addresses service area constraints for online learning. As the BSAIS is structured as a degree completion program delivered 51% or more online, it falls under the policy exemption for distance education (Chapter III, Section A (8)(e)(ii)(1)(b)). This exemption recognizes the nature of online degrees, which inherently serve students statewide and often nationally, rendering geographical service area restrictions (like those designated for the Kansas City region) inapplicable to this specific offering.

Furthermore, the degree is designed as a junior/senior-level completion program for students who have substantially completed, or already finished, their pre-baccalaureate (lower-division) work. Any remaining lower-division requirements can be completed through K-State's online offerings through the Manhattan Campus or community college. This design keeps the program fully within the scope of our statutory authorization under K.S.A. 19-5005 by not offering the pre-baccalaureate courses explicitly prohibited at our Johnson County location.

The new BSAIS degree will be housed in the College of Applied and Professional Studies (CAPS), an integral part of the One K-State system. Although CAPS is physically located on the K-State Olathe campus, a structure that parallels how the KU Edwards Campus hosts the KU School of Professional Studies, it functions as a university-wide academic unit. The CAPS is charged with delivering flexible programs for a primarily non-traditional student population across the entire state and beyond, not just within the Kansas City metropolitan service area. Through CAPS, K-State is intentionally offering this flexible degree completion option to both current and transfer students statewide, thereby contributing to regional attainment goals while preventing unnecessary competition.

The central claim by KU of program duplication and lack of justifiable demand discounts the immense and undeniable need which is clearly demonstrated by the tens of thousands of "some college, no degree" learners in Kansas, including those residing in the Kansas portion of the Kansas City metropolitan area. Statistics from regional and national bodies demonstrate the severity of this issue:

- The Mid-America Regional Council (MARC) repeatedly emphasizes that the Kansas City region's demand for bachelor's-degree-level workers exceeds the current supply. This economic reality requires multiple, high-quality completion pathways to boost regional attainment.
- Great Jobs KC (formerly the KC Scholars program), a major regional initiative, has invested heavily in adult learner credentialing efforts specifically to re-engage individuals aged 24 or older with some college credit demonstrating market demand and regional economic drivers for flexible degree completion options beyond just a single institution provider.
- The gap between Kansans with some college (425,581 adults, according to the Kansas Board of Regents data from the National Student Clearinghouse June 4, 2025 report) and those with a four-year degree (around 36% according to 2024 US Census Bureau reporting) represents hundreds of thousands of statewide who require maximum flexibility to return to the classroom without relocating.

While the KU Edwards campus offers important, specialized programs (such as the Bachelor of Applied Science in Cybersecurity, the Bachelor of Health Sciences, and the Bachelor of Professional Studies with specific concentrations in Project Management, Applied Data Analytics, and Health Policy), the proposed K-State BSIAS is designed to serve a larger segment of the transfer market, students with broad, interdisciplinary, or mixed credit histories that do not fit neatly into tightly defined specialized degrees. National research on adult learners shows this population is large and underserved, and they re-enroll and complete at higher rates when institutions provide fully online, flexible, career-focused pathways that recognize prior learning and minimize the need to repeat coursework (Oates, Cole, & Hatcher, 2025). Supporting adult learners in postsecondary education: A toolkit for implementing key promising practices. American Institutes for Research, Lumina Foundation). The BSIAS is therefore structured as a flexible, interdisciplinary, online degree-completion program designed to accept a wide range of technical and non-technical transfer credits (including from AAS and AGS degrees), apply credit for prior learning, and organize existing coursework into applied, career-aligned pathways. In this way, BSIAS clearly complements rather than competes with KU's specific offerings. More importantly, this degree provides K-State with a critical mechanism to re-engage its own stopped-out students (from either Manhattan and/or Salina campuses) who now require a fully online, adult-oriented pathway to completion. We are not seeking to duplicate programs; we are working to provide an essential alternate pathway necessary to meet state and regional workforce demands.

We appreciate the dialogue and your amendments to the proposal regarding junior/senior hours and system-wide general education, which K-State is committed to upholding. Our intent is to serve learners across the state with a distinct, flexible, and policy-compliant online offering. We believe that adding a high-quality, interdisciplinary completion path within the Kansas system will ultimately benefit both the State of Kansas and the Kansas City region's workforce, achieving our shared goal of increasing degree attainment.

We remain open to further discussion to ensure that our respective institutions' offerings continue to be strategic and serve the comprehensive needs of our state.

Sincerely,



Jesse Perez Mendez
Provost and Executive Vice President

**Kansas State University BS in Applied & Interdisciplinary Studies
Program & Employment Analysis – Provided by KBOR Staff**

Please note, KBOR Staff find the Employment Analysis (items 2 through 5 below) for this program proposal less relevant than the program analysis (Item 1 below), because both K-State’s proposed program and KU’s existing program are designed as degree completion programs. The description for the CIP of 30.0000, Multi-/Interdisciplinary Studies, General, follows:

*A program that derives from two or more distinct programs and that is integrated around a unifying theme or topic that cannot be subsumed under a single discipline or occupational field. Examples:
[Student-Designed Major]*

As such, the target occupations identified by Lightcast below are not necessarily occupations that completers of these programs will pursue. Unfortunately, the employment analysis is based on the CIP code, so the relevance of the associated data for items 2, 3, 4, and 5, below, is limited.

1. Market Share Figures for CIP 30.0000

Number of Bachelor's Degree Completions in Applied & Interdisciplinary Studies by Year							
Kansas Public and Private Universities with Market-Share (MS) Percentage							
Institution	2020	2021	2022	2023	2024	Total	4-Yr MS
University of Kansas*	0	0	0	0	3	3	25.0%
MidAmerica Nazarene University	1	3	3	0	2	9	75.0%
TOTAL	1	3	3	0	5	12	100.0%

*Program approved June of 2022. Unvalidated data for 2025 shows 8 completions for KU.

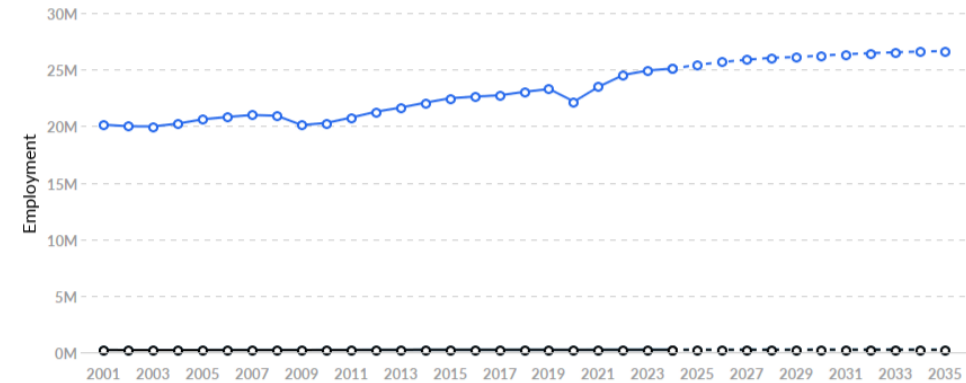
The top ten “**target occupations**” identified by Lightcast for this program of study are:

1. Customer Service Representatives
2. Retail Salespersons
3. Secretaries & Administrative Assistants, Except Legal, Medical, & Executive
4. General & Operations Managers
5. Postsecondary Teachers
6. Sales Representatives, Wholesale & Manufacturing, Except Technical & Scientific Products
7. First-Line Supervisors of Office & Administrative Support Workers
8. Business Operations Specialists, All Other
9. Human Resources Specialists
10. Managers, All Other

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

Regional Employment Is About Equal to the National Average

An average area of this size typically has 235,552* jobs, while there are 223,473 here.

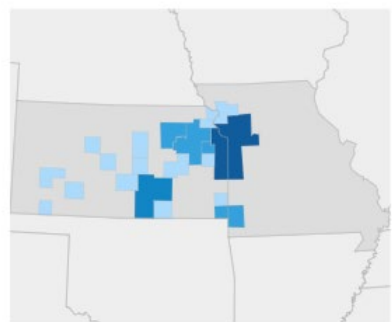


Region	2024 Jobs	2032 Jobs	Change	% Change
● Kansas	223,473	227,705	4,233	1.9%
● National Average	235,552	240,898	5,345	2.3%
● United States	25,090,839	26,451,332	1,360,493	5.4%

*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

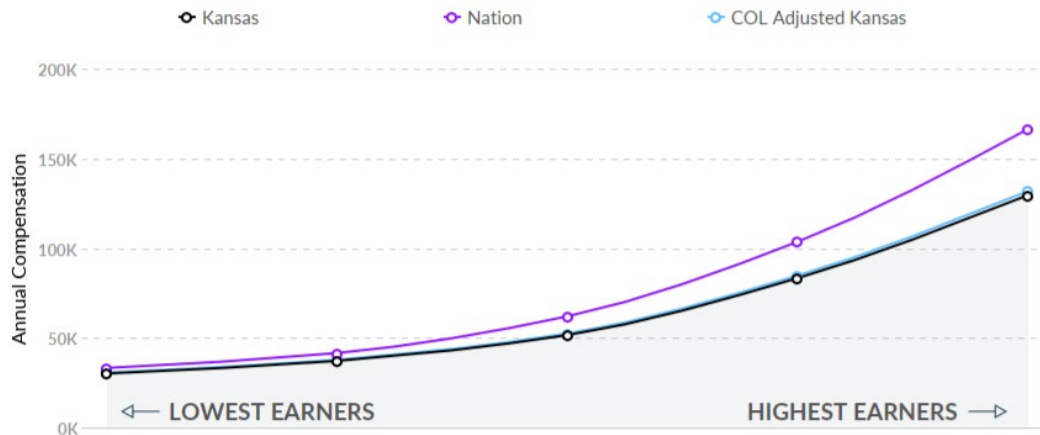


MSA	2024 Jobs
Kansas City, MO-KS	180,051
Wichita, KS	46,025
Topeka, KS	17,970
Joplin, MO-KS	12,315
Manhattan, KS	11,219

4.2024 Regional & National Employment Wage Information Linked to the Degree Program Proposal

Regional Compensation Is 17% Lower Than National Compensation

For your occupations, the 2024 median wage in Kansas is \$51,514, while the national median wage is \$61,941.



5. Minimum Education Breakdown for Jobs Posted September 2024 – September 2025

Minimum Education Breakdown

Minimum Education Level	Unique Postings (minimum)	Unique Postings (max advertised)	% of Total (minimum)
High school or GED	15,356	0	24%
Associate's degree	2,339	1,255	4%
Bachelor's degree	18,504	4,565	29%
Master's degree	1,033	4,306	2%
Ph.D. or professional degree	473	988	1%

6. References

- Lightcast. (n.d.). *Program Overview*. Retrieved October 22, 2025, from https://analyst.lightcast.io/analyst/?t=4v9Vw#h=62T~BNseYtjgeP1PKhRGQcmc-or&page=program_market_demand&vertical=standard&nation=us
- Lightcast. (n.d.). *Occupation Overview*. Retrieved October 22, 2025, from https://analyst.lightcast.io/analyst/?t=4v9Vw#h=4aqZoqkqL6~oOtp-Y8nWJu2vIIN&page=occupation_snapshot&vertical=standard&nation=us
- Lightcast. (n.d.). *Job Posting Analytics*. Retrieved October 22, 2025, from https://analyst.lightcast.io/analyst/?t=4v9Vw#h=2r8_bIM3sng_LkBNgsZRb27gaF8&page=postings_report&vertical=standard&nation=us

Program Approval

Summary

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

I. General Information

A. Institution University of Kansas

B. Program Identification

Degree Level: Bachelor's
Program Title: Pharmaceutical and Biomedical Science
Degree to be Offered: Bachelor of Science
Responsible Department or Unit: School of Pharmacy
CIP Code: 51.2010
Modality: Face-to-Face
Proposed Implementation Date: Fall 2026

Total Number of Semester Credit Hours for the Degree: 120

II. Clinical Sites: No

III. Justification

The Bachelor of Science in Pharmaceutical and Biomedical Science (PBMS) is an interdisciplinary program that will prepare students for careers in pharmaceutical, biomedical, and healthcare industries. This research-intensive program is designed to meet the growing demand for highly trained professionals with a strong foundation in chemical and biological sciences, integrated with practical experience in drug development and translational research.

The nationally recognized departments of Medicinal Chemistry, Pharmaceutical Chemistry, and Pharmacology and Toxicology within the School of Pharmacy provide a robust academic environment and an unmatched research infrastructure compared to other pharmacy schools in the region. The School is in the top 30 of all schools of pharmacy in National Institutes of Health and total research award dollars granted in 2023. Students will benefit directly from working in laboratories led by faculty engaged in federally and industrially funded research. These faculty members will bring cutting-edge knowledge in drug design, delivery systems, pharmacokinetics, toxicology, and emerging therapeutic modalities (e.g., immunotherapies and personalized medicine). This integration of instruction and active scientific discovery ensures students are immersed in real-world biomedical challenges and solutions throughout their undergraduate training.

The PBMS program's curriculum is intentionally designed to progress from foundational coursework in biology, chemistry, and physics to advanced topics including medicinal biochemistry, pharmacology, drug delivery, and pharmaceutical analysis. Research participation begins in the junior year and culminates in a senior capstone thesis, equipping students with valuable experience in experimental design, data analysis, scientific writing, and oral communication. Alongside scientific training, the program emphasizes ethical reasoning, social responsibility, and responsible scientific practices, all of which align with KU's institutional learning goals.

Graduates of the PBMS program will be highly competitive for a range of future pathways. These include direct entry into research and development roles in pharmaceutical, biotechnology, or diagnostics companies; positions in state and federal agencies; and advanced studies in graduate or professional programs such as Ph.D. programs, medical school, pharmacy, or other health-related fields. With growing demand across the biomedical sector regionally and nationally, this degree provides students with a clear and versatile launchpad into the workforce or further education.

Regionally, KU is well-positioned to lead in pharmaceutical and biomedical science education. The university's proximity to a burgeoning biotechnology sector and major pharmaceutical employers across Kansas and the greater Midwest provides significant opportunities for student internships, post-graduate employment, and academic-industry collaboration. Unlike other regional programs that lack a strong research component, KU's PBMS degree distinguishes itself through its emphasis on faculty-mentored laboratory research.

In summary, the PBMS program leverages KU's disciplinary strengths, research excellence, and geographic advantages to deliver a forward-looking undergraduate degree that prepares students for impactful careers and graduate study in biomedical science. It will enrich KU's academic portfolio while meeting pressing state and national workforce needs in health and life sciences.

IV. Program Demand - Market Analysis

The degree is strategically aligned with current regional and national workforce trends. The growing demand for graduates trained at the intersection of pharmaceutical, chemical, and biological sciences has created a clear market opportunity. This program would serve as a pipeline for careers in pharmaceutical research, biotechnology, biomedical science, regulatory affairs, and health-related graduate programs, including PharmD, MD, and PhD.

National Market and Program Benchmarks - Nationally, programs with a similar focus, such as Pharmaceutical Sciences, Biomedical Sciences, and Pharmacology, are showing steady growth in enrollment and program expansion. According to IPEDS data (National Center for Education Statistics, 2025):

- The University of Southern California Pharmaceutical Sciences B.S. program enrolls over 200 undergraduate students annually.
- Northeastern University offers a B.S. in Pharmaceutical Sciences with an average enrollment of approximately 150–180 students.
- The University of Wisconsin, Madison's Pharmacology and Toxicology program enrolls approximately 40 students per cohort, yet maintains high selectivity and placement outcomes.

These programs benefit from strong ties to academic health centers, established pharmacy schools, and proximity to biotechnology hubs. Similarly, KU's highly ranked School of Pharmacy, the presence of the KU Medical Center, and established research infrastructure position the university well for offering a comparable degree.

Regional Comparison and Strategic Fit - Within the Midwest, there are relatively few dedicated undergraduate programs that integrate pharmaceutical sciences with biomedical science, and no programs in Kansas have the same CIP Code. The degree program most comparable to the proposed PBMS program in this region is the Bachelor of Science in Pharmaceutical Science at Purdue University. However, Purdue's program places a strong emphasis on transitioning students into its pharmacy program, with limited focus on student research experience. Approximately 200 students enroll in Purdue's program annually, with the majority (~75%) continuing to complete the PharmD, while around 50 students graduate each year with a BS in Pharmaceutical Science.

Programs such as The University of Iowa's Biomedical Sciences B.S. and Saint Louis University's B.S. in Investigative and Medical Sciences do not offer the same deep integration of pharmaceutical content and drug discovery that the KU PBMS degree would provide. This creates an opening in the regional academic market for KU to offer an interdisciplinary undergraduate program that draws both in-state and regional students seeking strong preparation for careers in biomedical and pharmaceutical fields.

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
Year 1	15	0	480	0
Year 2	25	0	770	0
Year 3	35	0	1055	0

VI. Employment

National employment in healthcare, biotechnology, and the life sciences is projected to grow between 7–13% over the next decade, reflecting increasing demand for therapeutics, diagnostics, and a highly trained biomedical workforce (U.S. Bureau of Labor Statistics, 2023 and 2024). This trend is mirrored regionally across Kansas, the Kansas City metropolitan area, and neighboring states, where the expansion of research institutions, pharmaceutical companies, and healthcare systems continues to create robust employment opportunities.

Graduates of the PBMS program will be well-prepared for a broad range of career paths, including roles such as clinical research coordinator, regulatory affairs associate, pharmaceutical sales representative, quality assurance analyst, and laboratory research technician. Entry-level positions in these fields typically offer competitive starting salaries ranging from \$50,000 to \$75,000, with strong potential for career advancement.

This degree will also provide students with the necessary research experience to be immediately productive in graduate studies or as employees in the private sector (e.g., pharmaceutical and biotechnology industries) or public sector (e.g., government laboratories such as NIH, CDC, or state health departments). The curriculum emphasizes hands-on laboratory training, critical thinking, and interdisciplinary coursework in chemistry, biology, pharmacology, and toxicology, positioning students for success in PhD programs, health professional schools (PharmD, MD, DO, PA), and other advanced scientific training.

Regionally, the Kansas City metro area is a growing hub for biosciences and clinical research, home to institutions such as MRIGlobal, KU Medical Center, BioNexus KC, and the Stowers Institute for Medical Research, as well as a concentration of contract research organizations (CROs) and pharmaceutical companies. The nearby KC Animal Health Corridor, the largest cluster of animal and human health companies in the world, further enhances opportunities for industry engagement. In Lawrence, the KU School of Pharmacy and KU Innovation Park provide additional infrastructure for experiential learning, research, and translational collaboration.

The PBMS program addresses both the growing demand for a skilled biomedical workforce and the academic needs of students pursuing graduate or professional education. It offers a strategic opportunity to enhance the regional talent pipeline and position KU as a leader in undergraduate pharmaceutical and biomedical training.

VII. Admission and Curriculum

A. Admission Criteria

Incoming first-year students can be directly admitted if they have a 3.5+ high school GPA

B. Curriculum

Degree Plan for Students who place into Calculus

Year 1: Fall

SCH = Semester Credit Hours

Course #	Course Name	SCH=15
MATH 115	Calculus I – KBOR Math Pathway	3
CHEM 130	General Chemistry I	5
PHAR 101	Introduction to Medications in Healthcare	1
BIOL 150	Principles of Molecular & Cellular Biology	3

	KBOR English Discipline Area	3
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Year 1: Spring

Course #	Course Name	SCH=17
CHEM 135	General Chemistry II	5
MATH 116	Calculus II	3
	KBOR Arts & Humanities Discipline Area	3
	KBOR English Discipline Area	3
	KBOR Communications Discipline	3

Year 2: Fall

Course #	Course Name	SCH=15
CHEM 330	Organic Chemistry I	3
CHEM 331	Organic Chemistry I Laboratory	2
	KBOR Natural & Physical Sciences Discipline Area	4
	KBOR Social & Behavioral Sciences Discipline Area	3
	KBOR Institutionally Designated Discipline Area	3

Year 2: Spring

Course #	Course Name	SCH=15
CHEM 335	Organic Chemistry II	3
CHEM 336	Organic Chemistry II Laboratory	2
PHSX 114	College Physics I	4
BIOL 546	Mammalian Physiology	3
	KBOR Institutionally Designated Discipline Area	3

Year 3: Fall

Course #	Course Name	SCH=15
MDCM 602	Medicinal Biochemistry	3
PHCH 630	Biopharmaceutics & Pharmacokinetics	3
PHAR 503	Research	3
	KBOR Arts & Humanities Discipline Area	3
	KBOR Social & Behavioral Sciences Discipline Area	3

Year 3: Spring

Course #	Course Name	SCH=14
MDCM/P&TX 650	MedChem & Pharmacology I	4
PHCH 670	Pharmaceutical Analysis	3
PHCH 632	Drug Delivery	3
PHAR 503	Research	3
PHAR 601	Seminars	1

Year 4: Fall

Course #	Course Name	SCH=16
MDCM/P&TX 651	MedChem & Pharmacology II	4
PHPR 628	Research Design Biostatistics	2
PHAR 603	Research	6
PHAR 602	Scientific Communication	1
	PBMS Elective I	3

Year 4: Spring

Course #	Course Name	SCH=13
MDCM/PHCH 652	Immunotherapies	3
PHAR 603	Research	6
PHAR 605	Journal Club	1
	PBMS Elective II	3

Total Number of Semester Credit Hours.....{120}

*****Degree plan for students who are not Calc-ready *****

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

Course #	Course Name	SCH=16
MATH 101	College Algebra – KBOR Math Pathway	3
PHAR 101	Introduction to Medications in Healthcare	1
	KBOR Communications Discipline	3
	KBOR Arts & Humanities Discipline Area	3
	KBOR English Discipline Area	3
	KBOR Social & Behavioral Sciences Discipline Area	3

Year 1: Spring

Course #	Course Name	SCH=17
MATH 115	Calculus I – KBOR Math Pathway	3
CHEM 130	General Chemistry I	5
BIOL 150	Principles of Molecular & Cellular Biology	3
	KBOR Arts & Humanities Discipline Area	3
	KBOR English Discipline Area	3

Year 2: Fall

Course #	Course Name	SCH=17
CHEM 135	General Chemistry II	5
MATH 116	Calculus II	3
	KBOR Social & Behavioral Sciences Discipline Area	3
	KBOR Institutionally Designated Discipline Area	3
	KBOR Institutionally Designated Discipline Area	3

Year 2: Spring

Course #	Course Name	SCH=16
CHEM 330	Organic Chemistry I	3
CHEM 331	Organic Chemistry I Laboratory	2
PHSX 114	College Physics I	4
BIOL 546	Mammalian Physiology	3
	KBOR Natural & Physical Sciences Discipline Area	4

Year 3: Fall

Course #	Course Name	SCH=14
CHEM 335	Organic Chemistry II	3
CHEM 336	Organic Chemistry II Laboratory	2

MDCM 602	Medicinal Biochemistry	3
PHCH 630	Biopharmaceutics & Pharmacokinetics	3
PHAR 503	Research	3

Year 3: Spring

Course #	Course Name	SCH=14
MDCM/P&TX 650	MedChem & Pharmacology I	4
PHCH 670	Pharmaceutical Analysis	3
PHCH 632	Drug Delivery	3
PHAR 503	Research	3
PHAR 601	Seminars	1

Year 4: Fall

Course #	Course Name	SCH=16
MDCM/P&TX 651	MedChem & Pharmacology II	4
PHPR 628	Research Design Biostatistics	2
PHAR 603	Research	6
PHAR 602	Scientific Communication	1
	PBMS Elective I	3

Year 4: Spring

Course #	Course Name	SCH=13
MDCM/PHCH 652	Immunotherapies	3
PHAR 603	Research	6
PHAR 605	Journal Club	1
	PBMS Elective II	3

Total Number of Semester Credit Hours{123}

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
Mark Farrell*	Associate Professor	PhD	Y	Medicinal Chemistry	0.2
John Stobaugh	Professor	PhD	Y	Pharmaceutical Chemistry	0.1
Jai Subramanian	Associate Professor	PhD	Y	Pharmacology & Toxicology	0.1
Nicholas Britt	Associate Professor	PharmD	Y	Pharmacy Practice	0.1
Luke Erber	Assistant Professor	PhD	Y	Medicinal Chemistry	0.1
Zijun Wang	Assistant Professor	PhD	Y	Pharmacology & Toxicology	0.1
Thomas Tolbert	Associate Professor	PhD	Y	Pharmaceutical Chemistry	0.1
Michael Wang	Professor	PhD	Y	Pharmaceutical Chemistry	0.1
Honglian Shi	Associate Professor	PhD	Y	Pharmacology & Toxicology	0.1
Shyam Sathyamoorthi	Associate Professor	PhD	Y	Medicinal Chemistry	0.1

Number of graduate assistants assigned to this program..... 1

IX. Expenditure and Funding Sources

A. EXPENDITURES	First FY	Second FY	Third FY
1. Personnel – Reassigned or Existing Positions			
Faculty	\$70,548	\$72,664	\$163,655
Administrators <i>(other than instruction time)</i>	-	-	-
Graduate Assistants	-	-	-
Support Staff for Administration <i>(e.g., secretarial)</i>	\$4,345	\$4,475	\$4,609
Fringe Benefits <i>(total for all groups)</i>	\$21,719	\$22,370	\$48,720
Other Personnel Costs	-	-	-
Total Existing Personnel Costs – Reassigned or Existing	\$96,612	\$99,509	\$216,984
2. Personnel – New Positions			
Faculty	-	-	-
Administrators <i>(other than instruction time)</i>	-	-	-
Graduate Assistants	\$28,682	\$29,542	\$30,428
Support Staff for Administration <i>(e.g., secretarial)</i>	-	-	-
Fringe Benefits <i>(total for all groups)</i>	\$2,007	\$2,067	\$2,130
Other Personnel Costs	-	-	-
Total Existing Personnel Costs – New Positions	\$30,689	\$31,609	\$32,558
3. Start-up Costs - One-Time Expenses			
Library/learning resources	-	-	-
Equipment/Technology	-	-	-
Physical Facilities: Construction or Renovation	-	-	-
Other – marketing/recruiting	\$15,000	\$15,000	\$15,000
Total Start-up Costs	\$15,000	\$15,000	\$15,000
4. Operating Costs – Recurring Expenses			
Supplies/Expenses	\$5,000	\$5,000	\$5,000
Library/learning resources	-	-	-
Equipment/Technology	-	-	-
Travel	\$2,500	\$2,500	\$2,500
Other – marketing/recruiting, faculty professional development, instructional resources	\$5,000	\$5,000	\$5,000
Total Operating Costs	\$12,500	\$12,500	\$12,500
GRAND TOTAL COSTS	\$154,801	\$158,618	\$277,042

B. FUNDING SOURCES <i>(projected as appropriate)</i>	Current	First FY (New)	Second FY (New)	Third FY (New)
Tuition / State Funds	-	\$297,034	\$476,491	\$652,855
Student Fees	-	\$4,650	\$7,600	\$106,791
Other Sources	-	-	-	-
GRAND TOTAL FUNDING		\$301,684	\$484,091	\$759,646
C. Projected Surplus/Deficit (+/-) (Grand Total Funding minus Grand Total Costs)		\$146,883	\$325,473	\$482,604

X. Expenditures and Funding Sources Explanations

A. Expenditures

1. Personnel – Reassigned or Existing Positions

The PBMS program will primarily use existing science courses offered by the College of Liberal Arts & Sciences (CLAS) in the first two years of the degree program, which will permit students to obtain fundamental knowledge that will be essential for the students' learning of program-specific topics in years three and four. In the first two years, teaching by the School of Pharmacy faculty will be minimal; however, effort has been allocated for Farrell, Stobaugh, and Subramanian (0.1 FTE) for program administration, organization, and student mentorship. From year three onward, faculty from the School of Pharmacy will be required to contribute effort to the development and teaching of program-specific courses and to mentor students in their laboratories for the research-intensive component of this degree program. Additionally, effort has been allocated for secretarial support (0.1 FTE).

2. Personnel – New Positions

A graduate student (1 FTE) is required to assist with the program's operational tasks.

3. Start-up Costs – One-Time Expenses

To ensure the successful launch of the program, we have allocated \$15,000/year for the first three years for marketing and recruiting efforts.

4. Operating Costs – Recurring Expenses

Operating costs include general program supplies, travel for recruiting, and operating expenses for instructional resources, recruitment, and marketing efforts.

B. Revenue: Funding Sources

The program will be fully funded through standard tuition and fee revenue. AY 2025-2026 standard tuition for Lawrence Campus students is \$376.60 per credit hour for resident students and \$1005.90 per credit hour for non-resident students. Consistent with the overall undergraduate student credit hour distribution on the Lawrence campus, it is estimated that 61.5% of student credit hours will be from resident students and 38.5% from non-resident students, and revenue projections from base tuition were calculated using a weighted average of \$ 618.82 per credit hour. Student fees were calculated based on the \$10 per credit hour course fee for courses in CLAS, and \$289.25 course fee for School of Pharmacy courses, with the exception of PHAR 101.

C. Projected Surplus/Deficit

The program will have a budget surplus from year one based on projected enrollment numbers.

XI. References

National Center for Education Statistics. Integrated Postsecondary Education Data System (IPEDS). U.S. Department of Education. Retrieved July 1, 2025, from <https://nces.ed.gov/ipeds/>

U.S. Bureau of Labor Statistics. (2023). Employment projections: 2022–2032 summary. U.S. Department of Labor. <https://www.bls.gov/news.release/ecopro.nr0.htm>

U.S. Bureau of Labor Statistics. (2024). Occupational Outlook Handbook. U.S. Department of Labor. <https://www.bls.gov/ooh/>

University of Kansas BS in Pharmaceutical and Biomedical Science Program & Employment Analysis – Provided by KBOR Staff

1. Market Share Figures

There are no other baccalaureate programs in the state that share the same Classification of Instructional Program (CIP) code (**51.2010**) as this proposed program.

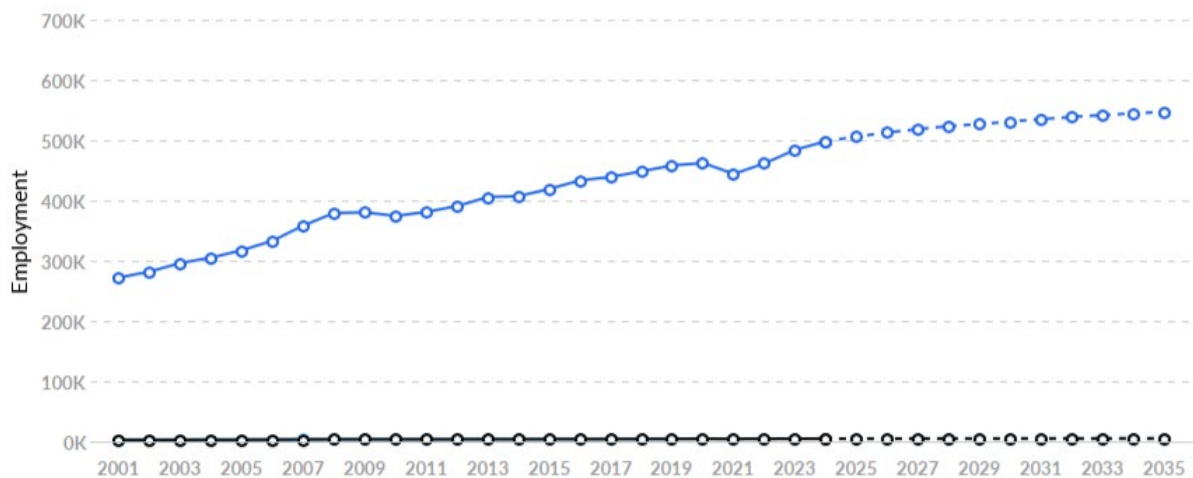
There are two “**target occupations**” identified by Lightcast for this program of study, which are:

1. Pharmacists
2. Medical Scientists, Except Epidemiologists

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

Regional Employment Is About Equal to the National Average

An average area of this size typically has 4,680* jobs, while there are 4,655 here.

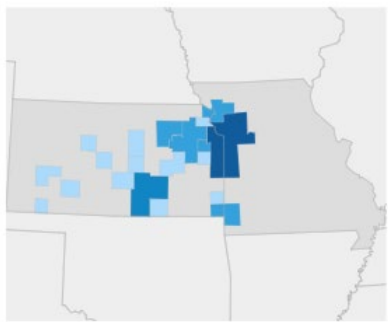


	Region	2024 Jobs	2032 Jobs	Change	% Change
●	Kansas	4,655	5,113	458	9.8%
●	National Average	4,680	4,905	226	4.8%
●	United States	498,474	538,611	40,137	8.1%

*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

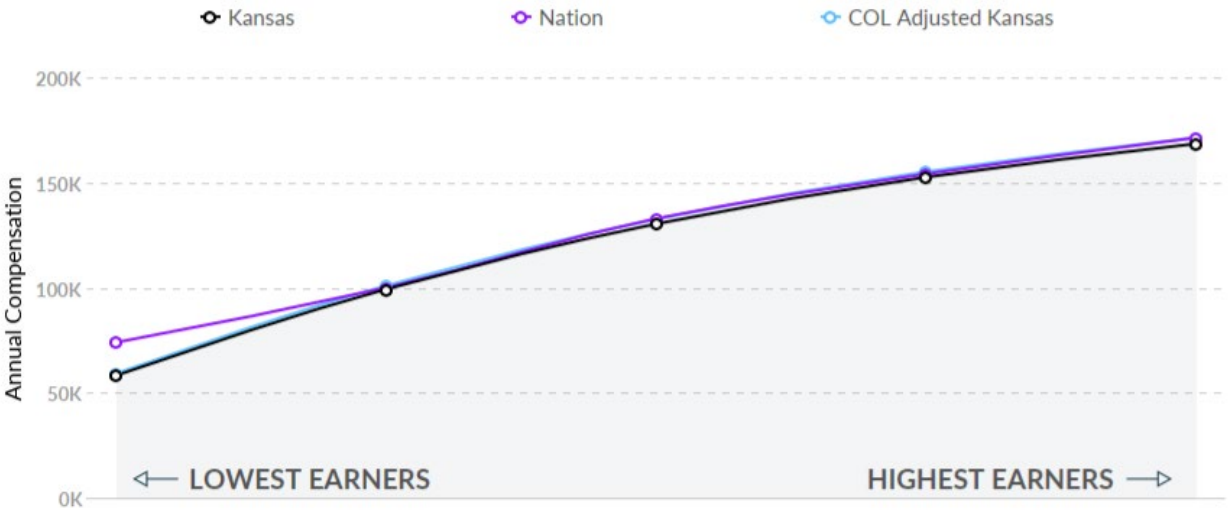


MSA	2024 Jobs
Kansas City, MO-KS	3,948
Wichita, KS	742
Topeka, KS	338
Lawrence, KS	210
Joplin, MO-KS	198

4. 2024 Regional & National Employment Wage Information Linked to the Degree Program Proposal

Regional Compensation Is 2% Lower Than National Compensation

For your occupations, the 2024 median wage in Kansas is \$130,285, while the national median wage is \$132,816.



5. Minimum Education Breakdown for Jobs Posted September 2024 – September 2025

Minimum Education Breakdown

Minimum Education Level	Unique Postings (minimum)	Unique Postings (max advertised)	% of Total (minimum)
High school or GED	51	0	3%
Associate's degree	47	4	3%
Bachelor's degree	786	77	50%
Master's degree	33	33	2%
Ph.D. or professional degree	122	383	8%

6. References

Lightcast. (n.d.). *Program Overview*. Retrieved October 22, 2025, from

https://analyst.lightcast.io/analyst/?t=4v9Vw#h=3syVCNQUG.ZGrm~O9XfMmBerk-F&page=program_market_demand&vertical=standard&nation=us

Lightcast. (n.d.). *Occupation Overview*. Retrieved October 22, 2025, from

https://analyst.lightcast.io/analyst/?t=4v9Vw#h=1gU5lov3TU~R43uin~LM1qwnBAY&page=occupation_snapshot&vertical=standard&nation=us

Lightcast. (n.d.). *Job Posting Analytics*. Retrieved October 22, 2025, from

https://analyst.lightcast.io/analyst/?t=4v9Vw#h=5H8huVq.h~J--mgkg~T76HKIkUe&page=postings_report&vertical=standard&nation=us

Act on Request to Approve

Summary

Universities may apply for approval of new academic programs following the guidelines in the Kansas Board of Regents Policy Manual. Emporia 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 a letter outlining concerns, (Attachment A) and ESU has responded to those concerns (Attachment B). The Council of Chief Academic Officers did not reach a majority in favor of recommending approval, with three votes in support, one opposed, and two abstentions. The Council of Presidents voted to recommend approval, with one member abstaining. Board staff agrees with the Council of Presidents in recommending approval.

I. General Information

A. Institution	Emporia State University
B. Program Identification	
Degree Level:	Bachelors
Program Title:	Cybersecurity
Degree to be Offered:	Bachelor of Science in Cybersecurity
Responsible Department or Unit:	School of Business & Technology
CIP Code:	11.1003
Modality:	Face-to-Face, Online, Hybrid
Proposed Implementation Date:	Fall 2026

Total Number of Semester Credit Hours for the Degree: 120

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

III. Justification

Protecting our digital infrastructure remains a top priority from regional to international levels. The State of Kansas suffered multiple notable breaches in 2024 and 2025 including the Connex Credit Union Data Breach, Atchison County Cyberattack, Sunflower Medical Group's Data Breach, the Kansas Judicial Branch Cyberattack, City of Wichita Cyberattack, Franklin County Ransomware attack, the Kansas State University Network disruption and the Jackson County Ransomware attack, among others. These attacks incur heavy global costs, as much as \$1.2 trillion annually by the end of 2025 ("The True Cost of Cybercrime," 2025).

Kansas universities are filling the training gap by offering new programs typically housed in existing course offerings and engineering departments. Emporia State University developed this cybersecurity program from the ground up through consultation with industry experts to prepare our graduates to be ready for the workforce. The program steering committee includes cybersecurity experts from higher education, the US Military, DOD, CISA, HUD, NSA, Janus, Red Siege, Infosec, Enterprise KC, Akylade, and the State of Kansas. Courses are mapped to support certifications from CompTIA, LPIC, AWS, Cisco, and more. A student graduating from ESU's cybersecurity program will be well-prepared to take multiple professional certification exams, essential for landing a high-paying job in cybersecurity, information technology, or information systems. ESU's cybersecurity program utilizes intensive laboratory hours to provide hands-on experience with cyber-defense, software, hardware, and internship opportunities.

ESU's School of Business & Technology (SB&T) is uniquely invested and established in Cybersecurity. Funded by the National Institute of Standards and Technology (NIST), the SB&T Cybersecurity Research and Outreach

Center (CyROC) was established in 2023 at Emporia State University. Since then, CyROC has laid the groundwork to support awareness of Cybersecurity and the Cybersecurity offerings at ESU. CyROC established a unique laboratory to provide students with experience with physical security protocols as well as space for continued professional training. CyROC established its presence in the community and supported research presented in conferences such as the Association for Information Systems' Americas Conference on Information Systems (AMCIS) and published research in major journals.

In addition, ESU's computer science department already established a concentration in cybersecurity and has two complementary graduate concentrations: an MBA (both traditional and an Accelerated Online Program) with a cybersecurity management concentration and an MSIT with a cybersecurity concentration. With the NIST grant, state support, and existing infrastructure, the cybersecurity degree at ESU has a unique footing to provide a well-grounded, experienced student to the Kansas workforce.

IV. Program Demand Market Analysis

In establishing demand for the program, ESU considered direct interest and investigated general market conditions. In a direct audit of potential demand, roughly 74% of ESU's Computer Science students indicated interest in a Cybersecurity pathway (37 of 50 students). Generally, from state to international levels, the demand for Cybersecurity positions is projected to far outpace supply.

As of 2024, there were ~5000 open cybersecurity positions in Kansas with demand spanning across multiple sectors, including health, aerospace, finance, and government with a projected growth of 32% from 2022 to 2032 (*Cybersecurity Supply And Demand Heat Map*, n.d.). Nationally, there are 715,000 current openings. Approximately 100,000 of those national jobs require security clearances (*Security Clearance Jobs - ClearanceJobs*, n.d.), which this program supports through alignment (and eventual certification from National Centers of Academic Excellence, or NCAE, and the Accreditation Board for Engineering and Technology, or ABET) to NSA/DHS CAE standards (*National Security Agency*, n.d.).

Kansas university cybersecurity enrollment has grown to about 350 students, not enough to fill the 5000+ (and growing) Kansas cybersecurity job openings. Of the three KBOR institutions with cybersecurity programs, Wichita State University (WSU) serves about 162 students, Kansas State (KSU) about 36, and The University of Kansas (KU) about 96 students in two degree paths. WSU began as an applied computing program; the cybersecurity concentration soon became the program most preferred by students, so WSU reconfigured the program to all cybersecurity. KSU's cybersecurity program is an extension of their engineering program with requisite requirements. Finally, KU has a BAS and BS built on their existing computer science offerings. These are robust offerings with computer science and engineering foundations. ESU fills a niche by providing an industry guided, industry certification focused degree specifically developed with the practical needs of cybersecurity as the program's foundation.

University	Degree	Department	Fall 2024 Enrollment	Program Start
University of Kansas (KU)	BS, Cybersecurity Engineering	Engineering	56*	2023
	BAS, Applied Cybersecurity	Professional Studies	40*	2022
Kansas State University (KSU)	BS, Cybersecurity	Engineering	36**	2022
Wichita State University (WSU)	BS, Cybersecurity	Engineering	162**	2018
Fort Hays State University	BA/BS in Information Networking and Communication (Cybersecurity Concentration)	Informatics		

Washburn	Certificate Programs		NA	2018
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*Source - KU Web site **Correspondence with KBOR

Of private universities, Friends University (enrollment, 32 students) & Rasmussen University offer a BS in Cybersecurity. National American University offers a BS in Information Technology with an emphasis in Cybersecurity Forensics.

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

Projected enrollment is based on interest in existing ESU computer science and IT programs by our students as well as analysis of historical growth of other Kansas programs. The state support we have from Kansas coupled with the successful implementation of CyROC and university infrastructure lends the ability to generously recruit and retain students at the regional, state, and international levels. ESU's outreach includes preliminary agreements and articulations focused on community college, technical programs, and continuing education. We expect these agreements to support robust enrollment numbers and graduates within the first two years of offering the program.

Year	Total Headcount Per Year		Total Sem Credit Hrs Per Year	
	Full- Time	Part- Time	Full- Time	Part- Time
Implementation	30	6	900	90
Year 2	65	14	1950	210
Year 3*	98	23	2940	345

*Includes 7 Students Graduating from Program End of Year 2

VI. Employment

The Bachelor of Science in Cybersecurity at ESU prepares students to flourish in information security roles such as Security Analysts, Penetration Testers, Security Engineers, Chief Information Security Officers (CISO), Security Software Developers, Incidents Responders, and Security Consultants. A degree in cybersecurity also prepares students for these in-demand positions: Network Administrator, Software Developer, Database Administrator, Cloud Engineer, Data Analyst, Threat Intelligence Analyst, and more (*Cybersecurity Supply And Demand Heat Map*, n.d.).

A graduate with a Bachelor of Science in Cybersecurity equipped with the certificates expected from ESU's program will be ready and qualified to serve as an Information Security Analyst. 2024 median pay for this position was \$124,910 per year or about \$60/hour. The typical entry-level position required a bachelor's degree with less than 5 years in a related occupation. In 2023, there were 180,700 jobs with a 33% industry growth rate. Between 2023 and 2033 there is a projected increase in available positions of 59,100 (*Bureau of Labor Statistics*, n.d.). While this is a cybersecurity degree, practical training and preparation for industry certifications means that the graduates of this program will be well-prepared for a variety of IT positions.

VII. Admission and Curriculum

A. Admission Criteria

Admission to the School of Business & Technology

Admission to the School of Business & Technology is required before enrolling in courses numbered 300 or above in the Bachelor of Science in Business classes (AC, BC, BU, EP, FI, IS, MG, and MK) for students pursuing a Bachelor of Science in Business, or a Bachelor of Science in Education, Business Education Teaching Field. If a student is placed on academic probation or in required withdrawal status, the student's admission to the School of Business & Technology will be rescinded.

Admission Requirements:

1. Cumulative grade-point average of 2.35, effective for students entering ESU, another four-year institution, or a community college for the first time as a full-time student in the Fall of 2008 and thereafter.
2. Completion of 51 hours.
3. Completion of the following courses:
 - AC 223 Financial Accounting
 - BC 103 Principles of Economics I
 - BU 102* Business Dynamics
 - EG 101 Composition I
 - EG 102 Composition II
 - IS 213 Management Information Systems Concepts
 - MA 110 College Algebra

**Based on a transcript review, students may have BU 102 waived by the Dean or designee. Transfer students who have BU 102 waived must take an additional 3 credit hours of 300 level business electives.*

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

Course #	Course Name	SCH: 15
EG 101	Composition I (SGE 010)	3
SP101	Public Speaking (SGE 020)	3
MA 110	College Algebra (SGE 030)	3
IS 110/113	Intro to Micro Computer Applications (SGE 070)	3
PO 330	International Relations (SGE050)	3

Year 1: Spring

Course #	Course Name	SCH: 15
EG 102	Composition II (SGE 010)	3
GB 100/101	Biology + Lab, GB 100/101 (SGE 040)	4
CY 270	Intro to Networks	4
CY 260	Intro to Programming	4

Year 2: Fall

Course #	Course Name	SCH: 16
SP 304	Communications and Emerging Technology (SGE 060)	3
BU 241	Personal Finance (SGE 050)	3
CY 363	Intro to Cybersecurity	3
CY 355	Linux Operating System	4
BU 255	Business Statistics	3

Year 2: Spring

Course #	Course Name	SCH: 16
MA 165	Basic Calculus	5
BU 102	Business Dynamics (SGE 070)	3

CY 365	Windows Security	4
CY 425	Cloud Computing	4

Year 3: Fall

Course #	Course Name	SCH: 16
IS 453	Business Intelligence	3
CY 424	Cyber Law	3
CY 366	Cybersecurity Analysis	3
CY 421	Ethical Hacking	4
HI 102	Modern Work Civilizations (SGE060)	3

Year 3: Spring

Course #	Course Name	SCH: 16
SO 342	Homeland Security	3
CY 430	Cybersecurity Resilience	3
CY 440	Cybersecurity Management	4
CY 370	Cybersecurity Scripting	4
AR 105	Art Appreciation (SGE 060)	2

Year 4: Fall

Course #	Course Name	SCH: 13
CY 552	Capstone I	3
CY 433	Cybersecurity Threat Intelligence	3
CY 367	Identity and Access Management	3
CY 411	Intrusion Detection	4

Year 4: Spring

Course #	Course Name	SCH: 13
CY 552	Capstone II	3
CY 410	Internship in Cybersecurity	3
CY 422	Cryptography	3
CY 431	Artificial Intelligence Security	4

Total Number of Semester Credit Hours 120

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
*Sajedur Rahman	Associate Prof	PhD	Y	Information Systems	.25
Suraiya Akhter	Assistant Prof	PhD	Y	Computer Science	1
Darshana Shah	Assistant Prof	PhD	N	Computer Science	.25
Jaime Fuentes	Instructor	M.E d.T	N	Educational Computer Technology/Computer Systems Technology	.5
Tommy Gober	Instructor	MS	N	Instructional Technology/Cybersecurity	.5

				Certification Specialist	
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Number of graduate assistants assigned to this program **[3]**

IX. Expenditure and Funding Sources

A. EXPENDITURES	First FY	Second FY	Third FY
1. Personnel – Reassigned or Existing Positions			
Faculty	\$ 313,500	\$ 313,500	\$ 313,500
Administrators (<i>other than instruction time</i>)	\$ 250,000	\$ 250,000	\$ 250,000
Graduate Assistants	\$ 17,600	\$ 17,600	\$ 17,600
Support Staff for Administration (<i>e.g., secretarial</i>)	\$ 8,000	\$ 8,000	\$ 8,000
Fringe Benefits (<i>total for all groups</i>)	\$ 167,105	\$ 167,105	\$ 167,105
Other Personnel Costs			
Total Existing Personnel Costs – Reassigned or Existing	\$ 756,205	\$ 756,205	\$ 756,205
2. Personnel – New Positions			
Faculty	\$ 240,000	\$ 480,000	\$ 480,000
Administrators (<i>other than instruction time</i>)			
Graduate Assistants	\$ 17,600	\$ 35,200	\$ 35,200
Support Staff for Administration (<i>e.g., secretarial</i>)	\$ 16,000	\$ 16,000	\$ 16,000
Fringe Benefits (<i>total for all groups</i>)	\$ 73,514	\$ 146,328	\$ 146,328
Other Personnel Costs			
Total Existing Personnel Costs – New Positions	\$ 347,114	\$ 677,528	\$ 677,528
3. Start-up Costs - One-Time Expenses			
Library/learning resources			
Equipment/Technology			
Physical Facilities: Construction or Renovation			
Other (Accreditation ABET)		\$ 5,195	
Total Start-up Costs		\$ 5,195	
4. Operating Costs – Recurring Expenses			
Supplies/Expenses	\$ 2,600	\$ 2,600	\$ 2,600
Library/learning resources	\$ 10,000	\$ 10,000	\$ 10,000
Equipment/Technology	\$ 70,000	\$ 70,000	\$ 70,000
Travel	\$ 25,000	\$ 25,000	\$ 25,000
Other (inc. Accreditation ABET)	\$ 10,000	\$ 10,000	\$ 10,000
Total Operating Costs	\$ 117,600	\$ 117,600	\$ 117,600
GRAND TOTAL COSTS	\$ 1,220,919	\$ 1,556,528	\$ 1,551,333

B. FUNDING SOURCES (projected as appropriate)	Current	First FY (New)	Second FY (New)	Third FY (New)
Tuition		\$ 182,883	\$ 399,017	\$ 606,838
Student Fees		\$ 64,143	\$ 139,943	\$ 212,827
State Funds		\$ 1,116,162	\$ 1,116,162	\$ 1,116,162
Other				
GRAND TOTAL FUNDING		\$ 1,363,188	\$ 1,655,122	\$ 1,935,827
C. Projected Surplus/Deficit (+/-) (Grand Total Funding <i>minus</i> Grand Total Costs)		\$ 142,269	\$ 98,594	\$ 384,494

X. Expenditures and Funding Sources Explanations

The \$1.5M NIST-funded Cybersecurity Research and Outreach Center (CyROC) was established in 2023 at Emporia State University. Since then, CyROC has laid the groundwork to support awareness of Cybersecurity and the Cybersecurity offerings at Emporia State University. This included building a Cybersecurity lab to emulate a secure working environment and establishing a cyber range node with Enterprise KC. Continuing funding in excess of \$1M/yearly is provided by the State of Kansas to expand cybersecurity education throughout the state.

A. Expenditures

1. Personnel – Reassigned or Existing Positions

The Cybersecurity program and CyROC employ 1 full-time administrator and two part-time support administrators. The two part-time support administrators are also engaged in the program as half-time instructors. Of existing positions, one student worker and one graduate assistant support CyROC and Cybersecurity program development.

2. Personnel – New Positions

The following table represents the growth plan for instructor, graduate assistant, and student worker support.

	Year 1	Year 2	Year 3	Total New Personnel
Faculty	2	2	0	4
Graduate Assistant	1	1	0	2
Student Worker	2	0	0	2

Faculty growth is to support increases in the number of courses that must be offered for student academic progress.

3. Start-up Costs – One-Time Expenses

Because of the federal NIST grant, much of the infrastructure necessary to support the Cybersecurity program already exists. The university is within capacity to offer state-of-the-art lab access in several classrooms. Start-up costs would include \$5,195 in the second year to pursue ABET accreditation.

4. Operating Costs – Recurring Expenses

Recurring expenses include costs to maintain program outreach through CyROC. These funds support the overall growth of the ESU Tech + Cybersecurity offering as both an undergraduate program and professional development program. This includes maintaining the state-of-the-art computer labs, subscriptions for virtual

training tools, research support, and travel support for professional development.

B. Revenue: Funding Sources

Principal start-up funding comes from state allocated funding in the form of a ~\$1M allocation to support cybersecurity training in Kansas. Tuition is calculated on enrollment; however, ESU has flat rate tuition. Tuition estimates are derived from information retrieved from the KBOR Comprehensive Fee Schedule (KBOR, n.d.).

ESU Standard Tuition & Fees	
Flat Rate Tuition 12+ Hours	\$2771
Campus activity fees (70.60/Hour)	\$612*
Technology Fee (\$11*15 hours)	\$165
SB&T Fee (\$13 * 15 hours)	\$195
OER (\$5)	\$5
*Fee capped	

Additional revenue sources will be sought by offering professional development through certification programs and grant awards.

C. Projected Surplus/Deficit

Projected surpluses by year:

Year 1 - \$142,269

Year 2 - \$98,594

Year 3 - \$384,494

This program will not show losses, even from its first year of implementation. Surpluses from this program will expand professional development, offset state investment, and support cybersecurity and technology education / infrastructure for the State of Kansas.

XI. References

Bureau of Labor Statistics. (n.d.) *Information Security Analysts. U.S. Department of Labor. Retrieved August 5, 2025, from <https://www.bls.gov/ooh/computer-and-information-technology/information-security-analysts.htm>*

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National Security Agency. (n.d.). *National Centers of Academic Excellence.* Retrieved August 5, 2025, from <https://www.nsa.gov/Academics/Centers-of-Academic-Excellence/>

Security Clearance Jobs—ClearanceJobs. (n.d.). Retrieved August 5, 2025, from <https://www.clearancejobs.com/>

The True Cost of Cybercrime: Why Global Damages Could Reach \$1.2 - \$1.5 Trillion by End of Year 2025. (2025, March 13). *Cyber Defense Magazine.* <https://www.cyberdefensemagazine.com/the-true-cost-of-cybercrime-why-global-damages-could-reach-1-2-1-5-trillion-by-end-of-year-2025/>

Attachment A



Office of the Provost and
Executive Vice President

November 6, 2025

Brent Thomas
Provost and Vice President of Academic Affairs
Emporia State University
1 Kellogg Circle
Emporia, KS 66801

RE: Proposed BS Cybersecurity

Dear Dr. Thomas:

I am writing to express Kansas State University's concerns and opposition regarding Emporia State University's proposal to launch a Bachelor of Science in Cybersecurity. While we recognize the importance of expanding cybersecurity education statewide, this proposal raises significant issues under K.A.R. 88-26-6, which requires new programs to demonstrate adequate resources and avoid unnecessary duplication of existing offerings.

1. Faculty Capacity and Depth

The proposed program relies on only two tenure-track faculty members (1.25 FTE combined), supplemented by part-time instructors and internal technology support. This staffing level is insufficient to deliver comprehensive coverage across critical cybersecurity domains—such as networks, operating systems, cryptography, forensics, incident response, and governance. Moreover, there is no clear roadmap for expanding tenure-track faculty beyond the first two years, raising concerns about instructional depth and long-term sustainability.

2. Accreditation and Quality Assurance

ESU indicates an intent to pursue ABET accreditation but allocates only a one-time \$5,195 startup fee, which is modest compared to typical ABET preparation and site visit costs. No timeline or concrete plan for achieving ABET accreditation or NCAE designation is provided. By contrast, other KBOR institutions developed full curricula and resource plans prior to petitioning for similar programs. Without a clear accreditation pathway, ESU's ability to meet recognized quality standards remains uncertain.

3. Duplication vs. Differentiation

Kansas already has strong cybersecurity programs:

- **Kansas State University:** ABET-accredited BS in Cybersecurity.
- **University of Kansas:** BAS and BS in Cybersecurity Engineering (CAE-R and CAE-ED designated).
- **Wichita State University:** BS in Cybersecurity Engineering (CAE-CD designated).

Additionally, Fort Hays State, Wichita State, Butler, and Johnson County Community College hold CAE-CD NCAE accreditation, and KU and K-State maintain CAE-R research designations (<https://maps.caecommunity.org/>). ESU's proposed program, marketed as "industry-driven," does not demonstrate unique features—such as specialized labs, CAE status, or research depth—that would justify duplication.

Recommendation

Given these concerns, we recommend ESU defer launching a standalone B.S. in Cybersecurity until it can:

- Expand tenure-track faculty to ensure instructional depth.
- Establish a concrete ABET and NCAE accreditation roadmap.
- Demonstrate a distinct market position that avoids duplication.

In the interim, ESU could strengthen its existing cybersecurity concentration and pursue transfer agreements with K-State, KU, or WSU, thereby serving students effectively while aligning with state workforce needs and KBOR policy.

Thank you for considering these points. We appreciate your commitment to maintaining high standards and strategic alignment in Kansas higher education.

Sincerely,



Jesse Perez Mendez
Provost and Executive Vice President
Kansas State University

EMPORIA STATE UNIVERSITY

School of BUSINESS & TECHNOLOGY

Office of the Dean

Campus Box 4039
1 Kellogg Circle
Emporia, KS 66801
P: 620.341.5225
F: 620.341.5892
emporia.edu/business



November 7, 2025

Kansas Board of Regents
1000 SW Jackson Street
Suite 520
Topeka, KS 66612-1368

Dear Members of the Kansas Board of Regents:

ESU Cybersecurity Program

Emporia State University's cybersecurity program represents a strategic investment in Kansas workforce development, supported by substantial federal and state funding. Our approach is distinguished by three key factors:

- **Responsible Growth with Specialized Faculty:** We have a strategic plan for program growth and FTE acquisition aligned with course delivery schedules and enrollment demands. By hiring faculty when we need them, we avoid approximately \$300,000 in personnel expenses. We will hire professors with cybersecurity experience and industry credentials to ensure program quality.
- **Dual Accreditation Pathway:** We have established clear timelines for both ABET and NCAE accreditation. Our NCAE-CD application is already in process, leveraging our existing cybersecurity concentration with graduates beginning Fall 2025. Our ABET accreditation application is planned for the program's third year as the program reaches maturity, ensuring we meet industry standards at every stage of development.
- **Certification-Aligned Education with Industry Pipeline:** Our certification-aligned curriculum with a direct pipeline to industry-required certifications serves a unique and underserved market niche in Kansas. By establishing infrastructure including a Pearson testing center and partnerships with leading certification bodies (CompTIA, ISACA, ISC2, Cisco), we are creating shared resources that we will gladly make available to our KBOR partners, strengthening cybersecurity education capacity across the state.

Program Growth and Sustainability

We have strategically planned for program growth with adequate funding to support it. This program is supported by substantial federal and state investment. We received a \$1.5 million federal grant from the National Institute of Standards and Technology (NIST), secured with the support of Kansas Senator Jerry Moran. Additionally, the state has demonstrated its commitment to our academic program through a \$1.2 million line item in the state budget specifically designated to support the development of the cybersecurity program at Emporia State University. These funding sources, combined with our institutional budget, enable responsible program expansion.

Our new program proposal already included a budget for faculty expansion aligned with enrollment growth. Hiring faculty prior to program approval would constitute a misuse of state funding. We are committed to scaling both the program and its supporting infrastructure responsibly. This program is designed to deliver workforce-ready graduates.

Faculty Expansion Timeline:

Year 1: 2 new faculty (2 FTE)

Year 2: 2 new faculty (2 FTE)

Total: 5.25 FTE

CAE Strategy

Centers of Academic Excellence (CAE) Designation

The National Security Agency and Department of Homeland Security jointly sponsor the National Centers of Academic Excellence in Cybersecurity (NCAE-C) program. The NCAE is not an accrediting body. Their designation validates that an institution's cybersecurity curriculum meets rigorous national standards for knowledge units, teaching methods, and learning outcomes. We will graduate our first cohort from our cybersecurity concentration in Fall 2025. We initiated the application for a CAE-Cyber Defense (CAE-CD) designation and expect to achieve this recognition within one year of the program's full launch. As a note, we appreciate the cooperative spirit of the University of Kansas CAE, which serves as our guide and primary point of contact in navigating CAE designations.

CAE Landscape Among Kansas Institutions

Institution	CAE Designation	Aligned Program/Offering	Program Level	Notes
ESU	CAE-CD (In Progress)	Cybersecurity Degree Program	Bachelor's	Application cycle begins April 2026; all courses align with CAE requirements; first graduates Fall 2025
KU	CAE-CD	Certificate Program	Certificate	Designation aligned with certificate offering, not academic degree program
K-State	CAE-R	None	N/A	Research designation only; no specific program of study aligned with CAE-C or CAE-D
FHSU	CAE-CD	Master's Program	Master's	Designation aligned with graduate-level cybersecurity program
WSU	CAE-CD	Bachelor's Degree Program	Bachelor's	Only KBOR institution with CAE-aligned bachelor's degree

As indicated by the table above, among KBOR institutions CAE designations and program alignments vary widely. Notably, KU's designation is currently aligned with their certificate offering in cybersecurity rather than their academic degree program. Kansas State University holds a CAE-Research (CAE-R) designation, but they have no specific program of study aligned with this designation. Essentially, K-State maintains the research designation without an aligned curriculum in CAE Cyber Defense or Cyber Operations. Fort Hays State University has aligned their CAE designation with their master's program in cybersecurity. Among KBOR institutions, only Wichita State University currently offers a bachelor's degree aligned with their CAE designation. Our program will follow this model, with all courses aligning with CAE requirements. Our submission for the next CAE designation cycle begins in April.

ABET Accreditation Strategy

ABET accreditation serves as a benchmark for consistency and quality among engineering and technology programs. While we are not pursuing immediate ABET accreditation, our preparation has already begun. ABET standards incorporate continuous improvement and review processes

meant to support and guide programs for constant improvement; we are applying ABET standards as we build the program. Our existing AACSB accreditation experience ensures that the School of Business and Technology understands the rigorous requirements of specialized accrediting bodies. We anticipate seeking KBOR approval to seek ABET accreditation and upon approval applying in the program's third year. We acknowledge that a site visit will include expenses beyond the direct application fee, which has been incorporated into our general cybersecurity program budget.

ESU's ABET Timeline: We are applying ABET standards as we build the program from the outset. However, ABET requires programs to have at least one cohort of graduates before applying for accreditation. We anticipate submitting our ABET application in the program's third year (approximately 2028), with the site visit and accreditation decision process taking an additional 12-18 months. Full ABET accreditation is expected by Year 4 or 5 of program operations, aligning with industry best practices for new program development.

Program Differentiation: ESU's Unique Position in the Kansas Market

The cybersecurity education landscape in Kansas is far from saturated. As illustrated in the table above, among KBOR institutions, only one university—Wichita State—currently offers a CAE-aligned bachelor's degree in cybersecurity. Upon achieving our CAE-CD designation, ESU will become only the second institution in the state to offer this combination of bachelor's-level education with national cybersecurity accreditation. This represents a significant opportunity rather than market saturation.

Moreover, our program occupies a distinctive niche that embodies ESU's signature promise to the state: "practical, economical university education aligned with jobs." We have deliberately engaged industry expertise to align our curriculum with industry standards, including ISO-certified and DoD 8140-recognized industry certifications offered by CompTIA, ISACA, ISC2, and Cisco. Our courses explicitly align with industry-recognized certifications, emphasizing practical application over purely theoretical and technical approaches.

What truly distinguishes our program is its industry-first orientation. We have nearly completed the infrastructure to establish a Pearson-certified testing center, which will provide an accessible and affordable option for both our students and professional development trainees to earn industry certifications. Through the efforts of our Cybersecurity Outreach and Research Center, we have created a pipeline for both professional trainees and cybersecurity students into industry-relevant training and certifications. Further, our program is designed, from scratch, to be designated as, and in alignment with, CAE-CD. This alignment will be unique to WSU and ESU.

The technology industry demands job-relevant training. In cybersecurity, certifications and demonstrable skills often serve as surrogates for traditional university education, which can lag behind rapidly evolving industry needs. Our program is specifically designed to bridge this gap and ensure our graduates meet current industry demands. This practical, certification-aligned approach, combined with federal and state investment backing our program, positions ESU to fill a critical workforce gap in Kansas and the region. The program space is not flooded—it is underserved, and our unique approach addresses unmet needs in both higher education and workforce development.

Conclusion: A Collaborative Infrastructure for Kansas

We are building infrastructure to share with private, public, and state entities. This infrastructure will support ESU's unique offering but will also support each university in the KBOR system. As indicated in our application, there are approximately 4,000 cybersecurity job openings in the state of Kansas, yet our system is only training about 300 students per year. Even with all

universities operating at full capacity, there would remain a significant shortfall for the state of Kansas. This shortfall is compounded by more than half a million cybersecurity openings nationwide, according to the most recent data from NIST's CyberSeek initiative.

Our program is not competing for a limited pool of students; rather, we are addressing a critical and growing workforce need that far exceeds current capacity. Through shared infrastructure, collaborative partnerships, and our commitment to practical, industry-aligned education, ESU's cybersecurity program will serve as a catalyst for expanding Kansas's cybersecurity workforce and strengthening the entire KBOR system's capacity to meet this urgent demand.

Sincerely,



William Phillips
Interim Dean/Associate Dean
Emporia State University

Addendum CAE Designations:

The National Security Agency (NSA) and Department of Homeland Security (DHS) jointly sponsor the National Centers of Academic Excellence in Cybersecurity (NCAE-C) program, which offers several distinct designations:

- **CAE-Cyber Defense (CAE-CD):** Focuses on producing professionals who can defend organizational information systems. Programs emphasize practical defensive cybersecurity skills, risk management, and security operations. This is the designation ESU is pursuing.
- **CAE-Cyber Operations (CAE-CO):** Concentrates on offensive cybersecurity operations and is typically aligned with advanced technical programs that prepare students for roles in cyber warfare and intelligence operations.
- **CAE-Cyber Research (CAE-R):** Recognizes institutions conducting cutting-edge cybersecurity research. This designation is not tied to a specific academic program but rather to research capabilities and output.

**Emporia State University BS in Cybersecurity
Program & Employment Analysis – Provided by KBOR Staff**

1. Market Share Figures for CIP 11.1003 and 11.0199

Number of Bachelor's Degree Completions in Cybersecurity by Year							
Kansas Public and Private Universities with Market-Share (MS) Percentage							
Institution	2020	2021	2022	2023	2024	Total	4-Yr MS
Friends University	1	2	3	1	6	13	50.0%
Kansas State University*	0	0	0	6	7	13	50.0%
University of Kansas**	0	0	0	0	0	0	0.0%
Wichita State University***	0	0	0	0	0	0	0.0%
TOTAL	1	2	3	7	13	26	100.0%

*Program was approved 4/20/2022.

**The University of Kansas offers a BAS in Cybersecurity that was approved 12/14/2022, and a BS in Cybersecurity Engineering that was approved 6/14/2023, neither of which had any completions as of AY 2024. KBOR data indicate 3 completions in each program for AY 2025.

***Program name changed for AY 2023 from BS Applied Computing to BS Cybersecurity. Though no completions show here (via IPEDS), KBOR data indicate 21 for AY 2022, 15 for AY 2023, and 22 for AY 2024.

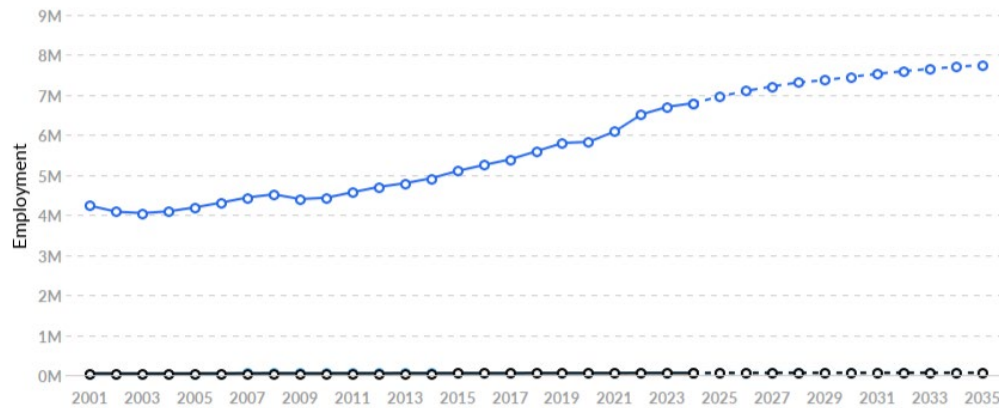
The top ten “target occupations” identified by Lightcast for this program of study are:

1. Software Developers
2. Computer User Support Specialists
3. Computer Systems Analysts
4. Project Management Specialists
5. Computer and Information Systems Managers
6. Network and Computer Systems Administrators
7. Computer Occupations, All Other
8. Computer Network Architects
9. Information Security Analysts
10. Software Quality Assurance Analysts and Testers

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

Regional Employment Is Lower Than the National Average

An average area of this size typically has 63,818* jobs, while there are 48,699 here. This lower than average supply of jobs may make it more difficult for workers in this field to find employment in your area.

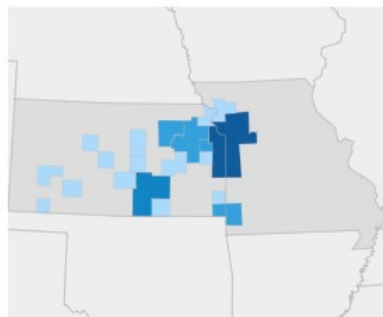


Region	2024 Jobs	2032 Jobs	Change	% Change
● Kansas	48,699	53,378	4,679	9.6%
● National Average	63,818	69,170	5,352	8.4%
● United States	6,797,824	7,595,085	797,261	11.7%

*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

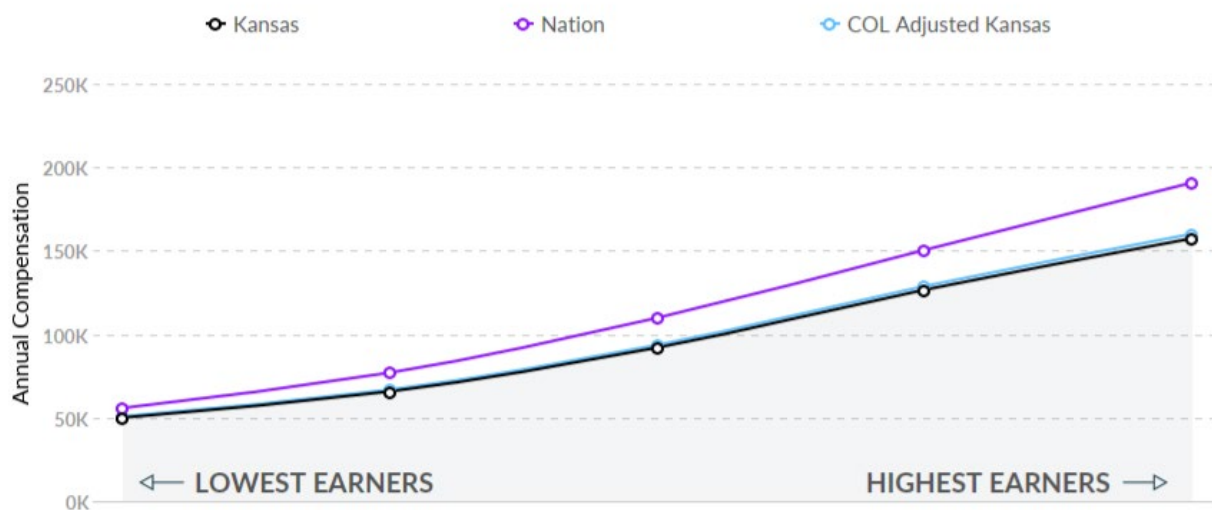


MSA	2024 Jobs
Kansas City, MO-KS	51,422
Wichita, KS	7,579
Topeka, KS	4,204
Manhattan, KS	1,995
Lawrence, KS	1,626

4. 2024 Regional & National Employment Wage Information Linked to the Degree Program Proposal

Regional Compensation Is 16% Lower Than National Compensation

For your occupations, the 2024 median wage in Kansas is \$91,938, while the national median wage is \$109,749.



5. Minimum Education Breakdown for Jobs Posted September 2024 – September 2025

Minimum Education Breakdown

Minimum Education Level	Unique Postings (minimum)	Unique Postings (max advertised)	% of Total (minimum)
High school or GED	2,511	0	10%
Associate's degree	1,449	268	6%
Bachelor's degree	12,718	1,952	49%
Master's degree	405	2,639	2%
Ph.D. or professional degree	65	352	0%

6. References

- Lightcast. (n.d.). *Program Overview*. Retrieved October 22, 2025, from https://analyst.lightcast.io/analyst/?t=4v91y#h=3sDfXlZDT4FQIE6UaoI9s0167qq&page=program_market_demand&vertical=standard&nation=us
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