January 14, 2026
Kansas Board of Regents
Board Meeting

Curtis State Office Building
1000 SW Jackson, Suite 520
Topeka, KS 66612

2025 - 2026 Members

Blake Benson, Chair	Diana Mendoza, Vice Chair	Pamela Ammar
Matt Crocker	John Dicus	Alysia Johnston
Neelima Parasker	Kathy Wolfe Moore	

Building a Future

Higher Education's Commitment to Kansas Families, Business, and the Economy

1. Helping Kansas families
2. Supporting Kansas business
3. Advancing economic prosperity

January 14, 2026 Board Meeting

Table of Contents

1. Receive Legislative Update
2. Receive Pillar III Update and Recommendations

VII. Executive Session

VIII. Adjournment

MEETING INFORMATION AND SCHEDULE

Unless noted, all meetings will take place at the Curtis State Office Building (CSOB) at 1000 SW Jackson, Suite 520, Topeka, KS 66612 in the meeting room indicated. The board meeting and all committee meetings can be viewed via [Livestream](#).

Time			Committee/Activity	Location
9:00 am	-	10:00 am	Governance Committee	Kathy Rupp Room
10:00 am	-	12:00 pm	Fiscal Affairs & Audit Standing Committee	Board Room
11:00 am	-	12:00 pm	Academic Affairs Standing Committee	Kathy Rupp
Noon	-	1:00 pm	Lunch *Board of Regents & President Flanders*	Flint Hills Room B
1:30 pm	-	Adjournment	Board of Regents Meeting	Board Room
Following Adjournment of Board Meeting			Roundtable Board of Regents, President Flanders, and State University Government Relations Officers	Kathy Rupp Room
6:00 pm	-	7:30 pm	Dinner *Board of Regents, President Flanders, and State University CEOs*	Blue Moose 3030 SW Wanamaker Rd

Agenda

Meeting Schedule and Agenda for Wednesday, January 14, 2026

I. Call To Order
Presenter: Regent Benson, Chair

II. Approval of Minutes

III. Introductions and Reports

A. Introductions

B. Report from the Chair
Presenter: Regent Benson, Chair

C. Report from the President & CEO
Presenter: Blake Flanders, President & CEO

D. Report from Council of Faculty Senate Presidents
Presenter: Rochelle Rowley, ESU

E. Report from Students' Advisory Committee
Presenter: Azwad Zahraan, ESU

IV. Standing Committee Reports

A. Academic Affairs
Presenter: Regent Johnston

B. Fiscal Affairs & Audit
Presenter: Regent Dicus

C. Governance
Presenter: Regent Benson, Chair

D. Retirement Plan Committee
Presenter: Regent Benson, Chair

V. Approval of Consent Agenda

A. Academic Affairs

Presenter: Provost Thomas

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.

2. Act on Request to Approve BS in Pharmaceutical & Biomedical Science. KU   p. 36
Presenter: Provost Bichelmeyer

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.

VI. Consideration of Discussion Agenda

A. Academic Affairs
Presenter: Regent Johnston

1. Act on Request to Approve BS in Applied & Interdisciplinary Studies. KSU   p. 48
Presenter: Provost Mendez

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.

2. Act on AY 2025 Performance Reports   p. 73
Presenter: Rusty Monhollon, VP Academic Affairs

In accordance with K.S.A. 74-3202d and the Board-approved [Performance Agreement Funding Guidelines](), the Academic Year 2025 Performance Reports are presented for review. Staff recommends approval of the performance reports found [here]() and associated funding levels recommended in this report.

3. Act on Proposed Amendments to the Board's Policies on Tenure, Post-Tenure Review, and Workload (Second Read)   p. 80
Presenter: Rusty Monhollon, VP Academic Affairs

As one of its goals for the 2025-26 academic year, the Kansas Board of Regents directed the Board's Academic Affairs Standing Committee (BAASC) to collaborate with faculty and academic leadership to conduct a comprehensive review of Tenure, Post-Tenure Review, and Instructional Workload policies at the state universities. This initiative aims to ensure these frameworks support academic innovation, faculty development, and student success.

B. Fiscal Affairs & Audit
Presenter: Regent Dicus

1. Act on Resolution to Approve the Issuance of Revenue Bonds, KU   p. 91
Presenter: Chad Bristow, Director of Facilities

The University of Kansas (the "University") requests that the Board of Regents adopt a Resolution for the issuance of revenue bonds, proceeds of which will be used to finance: (1) a not

to exceed amount of $100 million, plus costs of issuance, to pay for a portion of the costs to construct, renovate, develop, and equip the Cancer Center Research Building at the Medical Center campus (the "Cancer Center"), (2) the costs to refund the University's Series 2016 Public Finance Authority KU Campus Development Corporation bonds and the Series 2014C bonds, (3) a not to exceed amount of $35 million, plus costs of issuance, to purchase the Hawker Apartments currently owned and financed by Kansas University Endowment Association ("KUEA") on behalf of the University and leased by the University Student Housing (the "Housing Property"), and (4) certain costs of issuance of the bonds.

The bonds will be secured with a pledge of generally available unencumbered funds of the University, but the debt service will be paid with a combination from various available sources and will improve the University's overall debt standing with the refinancing. As of June 30, 2025, the University and its affiliated corporations have approximately $616 million in outstanding revenue bonds supported by a pledge of generally available unencumbered funds of the University.

The Resolution further authorizes the Chair and the President and CEO to execute documents and certificates in such forms as are approved by the General Counsel to the Board and necessary to accomplish the purposes set forth in the Resolution and the issuance of the bonds, and authorizes the Chancellor of the University to execute, on behalf of the University, the Pledge of Revenues Agreement, the Tax Compliance Agreement, the Administrative Service Fee Agreement, and such other documents as are necessary to accomplish the purposes set forth in the Resolution in such form as is approved by the General Counsel to the University.

C. Other Matters

1. Receive Legislative Update
Presenter: Fred Patton

2. Receive Pillar III Update and Recommendations
Presenter: Kent Glasscock, KBOR Consultant

VII. Executive Session

Board of Regents – Personnel Matters Relating to Non-Elected Personnel

VIII. Adjournment

KANSAS BOARD OF REGENTS
MINUTES
December 10, 2025

The special meeting was called to order by Chair Blake Benson at 10:00 a.m. on December 10, 2025. The meeting was held at the Board office, located at the Curtis Office Building, 1000 SW Jackson, Ste. 520, Topeka, Kansas. Proper notice was given according to the law.

MEMBERS PRESENT:	Blake Benson, Chair	Alysia Johnston	Neelima Parasker
	Diana Mendoza, Vice Chair	Kathy Wolfe Moore	John Dicus
	Pamela Ammar	Matt Crocker	

EXECUTIVE SESSION
At 10:00 a.m., Vice Chair Mendoza moved that the Board recess into executive session to discuss personnel matters of non-elected personnel. The subjects of the executive session were to conduct ESU Presidential Search interviews and discuss candidates, and the purpose was to protect the privacy of the individual Board employees and prospective employees involved. The executive session would last six hours, and would include members of the Board; Board President and CEO Blake Flanders, for a portion; ESU Presidential Search Candidates, for a portion; Director of Finance and Administration Becky Pottebaum, for a portion; ESU Presidential Search Consultant Pelema Ellis, for a portion; and ESU Presidential Search Committee Chair Jim Kessler, for a portion. The open meeting of the Board would resume at 4:00 p.m. Regent Ammar seconded the motion, and the motion carried.

At 4:00 p.m., the Board returned to open session. Regent Mendoza moved to extend the executive session for 20 minutes to 4:20 p.m. Regent Ammar seconded the motion, and the motion carried.

At 4:21 p.m., the Board returned to open session. Regent Mendoza moved to extend the executive session for 20 minutes to 4:41 p.m. Regent Johnston seconded the motion, and the motion carried.

At 4:41 p.m., the Board returned to open session. Regent Mendoza moved to extend the executive session for 20 minutes to 5:01 p.m. Regent Johnston seconded the motion, and the motion carried.

At 5:01 p.m., the Board returned to open session. Regent Mendoza moved to extend the executive session for 20 minutes to 5:21 p.m. Regent Parasker seconded the motion, and the motion carried.

At 5:21 p.m., the Board returned to open session.

ADJOURN
Regent Benson adjourned the meeting at 5:21 p.m.

_____   _____
Blake Flanders, President and CEO   Blake Benson, Chair

KANSAS BOARD OF REGENTS
MINUTES
December 11, 2025

The special meeting was called to order by Chair Blake Benson at 10:00 a.m. on December 11, 2025. The meeting was held at Emporia State University, Webb Hall, Memorial Union, located at 1331 Market St., Emporia, Kansas, 66801. Proper notice was given according to the law.

MEMBERS PRESENT: Blake Benson, Chair   Alysia Johnston   Neelima Parasker

                         Pamela Ammar   Matt Crocker   John Dicus

NAMING THE 19th PRESIDENT OF EMPORIA STATE UNIVERSITY

Chair Benson opened the meeting by expressing the Regents' excitement to appoint the 19th President of Emporia State University and extended gratitude to President Ken Hush for his dedicated leadership, highlighting his student-focused approach and successful tenure. Regent Benson acknowledged the rigorous presidential selection process, commended the Presidential Search Committee, led by Jim Kessler, and emphasized the committee's commitment to the Board's strategic plan, Building a Future. He affirmed that the Board sought a president who embodies the university's mission, entrepreneurial spirit, and collaborative leadership, and concluded with confidence that the next president will continue advancing Emporia State's achievements.

Regent Johnston stated that Dr. Matthew Baker currently serves as Vice President of Student Affairs at Northwest Missouri State University, where he leads all aspects of out-of-class student experiences, including engagement, housing, dining, wellness, and recreation. Under his leadership, the university has achieved increased enrollment and improved student retention and success metrics.

Dr. Baker's prior roles include Dean of Students and Director of Residential Life at Northwest Missouri State, as well as Graduate Resident Director at the University of Arkansas-Fayetteville.

He holds a bachelor's degree in psychology from Kansas State University, a master's in higher education administration from the University of Arkansas-Fayetteville, and a doctorate in educational leadership and policy analysis from the University of Missouri-Columbia.

Regent Johnston moved to appoint Dr. Matthew Baker as the 19th President of Emporia State University and to delegate to the Board President and CEO authority to negotiate compensation and other terms of employment, and to sign the letter of appointment.

Regent Dicus seconded the motion. The motion carried

ADJOURN

Regent Benson adjourned the meeting at 10:15 a.m.

_____   _____
Blake Flanders, President and CEO   Blake Benson, Chair

KANSAS BOARD OF REGENTS
MINUTES
December 17, 2025

The meeting was called to order by Chair Blake Benson at 1:31 p.m. on Wednesday, December 17, 2025. The meeting was held at the Board office, Curtis State Office Building, 1000 SW Jackson, Ste. 520, Topeka, Kansas. Proper notice was given according to the law.

MEMBERS PRESENT:	Blake Benson, Chair	John Dicus	Neelima Parasker
	Diana Mendoza, Vice Chair	Matt Crocker	Kathy Wolfe Moore
	Alysia Johnston		

APPROVAL OF MINUTES
Regent Dicus moved to approve the minutes from the Board's meeting held on November 19, 2025. Regent Crocker seconded the motion. The motion carried.

INTRODUCTIONS
Chair Benson re-introduced Regent Matt Crocker, previously introduced at the November virtual meeting.

President Muma introduced Dr. Terry Hall, Vice President for Student Affairs, who is retiring after nine years of service to Wichita State University. He expressed appreciation for Dr. Hall's contributions. President Muma also introduced Mr. Kevin Korda, who will assume the role as Interim Vice President for Student Affairs following Dr. Hall's retirement. Mr. Korda has served as Associate Vice President for Student Auxiliary Services since 1999.

Blake Flanders, President and CEO, expressed appreciation for Dr. Rusty Monhollon's service as Vice President of Academic Affairs, noting his significant contributions and leadership, particularly in advancing tenure and workload policies. Vice President Monhollon recently announced his retirement. President Flanders then introduced Dr. Jenn Bonds-Raacke who will serve as the newly appointed Vice President of Academic Affairs following Dr. Monhollon's retirement. Dr. Bonds-Raacke brings extensive experience, having served as a university president and held leadership roles at Fort Hays State University. She earned her Ph.D. and M.S. in Experimental Psychology from Kansas State University and a B.A. from Christian Brothers University.

GENERAL REPORTS
REPORT FROM THE CHAIR
Chair Benson expressed gratitude to institutions for hosting regents at recent fall commencement ceremonies, emphasizing the value of regents participating in these events as a reminder of the mission behind their work. He congratulated everyone on a successful fall semester. Chair Benson then acknowledged President Hush's final meeting as Emporia State University's (ESU) president, commending President Hush for positioning the institution for future growth and extending best wishes for the next chapter. Chair Benson also acknowledged the appointment of Dr. Matt Baker as the next president of ESU. Dr. Baker, currently Vice President of Student Affairs at Northwest Missouri State, has led initiatives that improved enrollment and student success and guided institutional growth through similar challenges. A Kansas native from Topeka, Dr. Baker's appointment marks a return home, and the Board looks forward to working with him.

REPORT FROM THE PRESIDENT & CEO
Blake Flanders, President and CEO, highlighted Kansas' engagement with the Midwest Higher Education Compact (MHEC). He noted the organization's evolution from a purchasing consortium to a policy-focused group and its benefits, including property insurance and the Midwest Student Exchange Program. President Flanders

announced that Jennifer Armour, Associate Director of Academic Affairs, received a MHEC Outstanding Service Award for her leadership in the State Authorization Reciprocity Agreement (SARA), which streamlined distance education approvals across states. He also praised Associate Director Armour's role in managing the system's complaint process. President Flanders also recognized Angela Neria, Vice President of Technology and Chief Information Officer at Pittsburg State University, for also receiving an award. President Flanders concluded by updating the Board on strategic plan refresh efforts, citing recent business forums in Hays and Pittsburg that emphasized the importance of internships and early career coaching, stating these priorities will shape the next strategic plan.

REPORT FROM COUNCIL OF FACULTY SENATE PRESIDENTS
Rochelle Rowley, Faculty Senate President at Emporia State University, delivered the Council of Faculty Senate Presidents report. She stated that the Council is focused on the International Baccalaureate review, which will continue throughout the academic year with a final decision expected by June. President Rowley noted that related information will be distributed to department chairs and deans at all institutions for discussion. She confirmed that the Council submitted a formal response regarding three proposed policies on tenure, post-tenure review and workload and is closely examining the policy on "freedom from indoctrination" to assess its implications for courses and academic programs.

REPORT FROM STUDENT ADVISORY COMMITTEE
Azwad Zahraan, Student Advisory Committee Chair, thanked the Regents for attending commencement ceremonies and their engagement with students. Committee Chair Zahraan shared that the committee met with KBOR representatives Fred Patton and Elaine Frisbie, Vice President for Finance and Administration, to prepare for Higher Education Day and to discuss key topics, including the State General Fund, tuition, and financial aid. The committee plans to create a concise one-page document for legislative meetings and establish a finalized system to ensure readiness for advocacy efforts. He noted that dates have been set to continue this work and thanked Dr. Jenn Bonds-Raacke for her support in organizing these initiatives.

STANDING COMMITTEE AND OTHER REPORTS
ACADEMIC AFFAIRS
Regent Johnston reported that the Board Academic Affairs Standing Committee (BAASC) met on December 2. During this meeting, the committee reviewed the three new program proposals included on the Board's Consent Agenda. Sarah Robb, Vice President for Student Learning at Neosho County Community College, presented the TAAC Quality Assurance Report, highlighting current data on transfer students, transfer courses, and student outcomes, and reaffirming the importance of course transfer in Kansas higher education. Provost Bichelmeyer provided updates on University of Kansas (KU) programs reviewed in 2024 and 2025. She will give an 18-month check-in presentation for seven undergraduate programs for the Board this afternoon.

At the meeting held earlier in the morning, Director Bonds-Raacke introduced five new systemwide transfer courses for Board discussion and outlined a proposal to remove Intermediate Algebra from the Systemwide Transfer Course listing. The course, previously required for less-prepared students before College Algebra, will no longer count toward degree requirements and will be replaced by corequisite developmental sections taken alongside gateway math courses. Crystal Puderbaugh, Director of Academic Affairs, summarized the Board's regulatory authority over private and out-of-state institutions and reported on FY 2024 enrollments. Provost Mendez and Vice Provost Margaret Mohr-Schroeder updated the committee on Kansas State University (KSU) program reviews, emphasizing administrative efficiencies and strategies to boost graduate program enrollments. Sam Christy-Dangermond, Director for Academic Affairs, presented the annual Qualified Admissions report, detailing the number and percentage of freshman class and transfer student admissions permitted as exceptions to minimum admissions standards. Vice President Monhollon concluded with an update

on the Reduced Credit Bachelor's Degree Work Group, which is actively developing a policy framework through ongoing meetings.

<u>FISCAL AFFAIRS & AUDIT</u>
Regent Dicus reported that the Fiscal Affairs and Audit Committee met on December 2 and earlier in the morning to review items on the Board's agenda related to Fiscal Affairs and Audit. The Committee engaged in a thorough discussion of the University of Kansas Medical Center's Cancer Center project, with David Vranicar and Dr. Roy Jensen presenting information on the request to expand the project's scope by consolidating ten locations into a single facility. This expansion aims to co-locate researchers and clinical providers, positioning the KU Medical Center and KU Health System as a national leader in cancer care. The Committee approved the expanded project, which is scheduled to open in January 2028. Members also reviewed and approved the second phase of KU's gateway project, which will add a parking podium and plaza. The Committee heard from students regarding the process for evaluating university housing and food service rate proposals, expressing appreciation for their feedback and the universities' efforts to minimize rate increases while managing operational costs and maintaining facilities. The Committee approved the proposed rates as outlined in the agenda. Finally, Director Bristow provided background information in preparation for his afternoon presentation on the progress of university facilities.

<u>GOVERNANCE</u>
Chair Benson reported that the Governance Committee reviewed and approved the conflict of interest disclosure submitted by newly appointed Regent Crocker, which will be presented on the afternoon agenda. Additionally, the Committee received Kansas State University's annual reports on campus safety, security, and information technology.

APPROVAL OF CONSENT AGENDA
Regent Johnston moved to approve the consent agenda. Regent Crocker seconded the motion. The motion carried and the following items were approved:

Academic Affairs
<u>ACT ON REQUEST TO APPROVE BA IN RELIGIOUS EDUCATION & COMMUNITY ENGAGEMENT – FHSU</u>
Fort Hays State University received approval to offer a 120-credit hour Bachelor of Arts in Religious Education and Community Engagement.

<u>ACT ON REQUEST TO APPROVE BS IN DIVERSIFIED AGRICULTURE – KSU</u>
Kansas State University received approval to offer a 120-credit hour Bachelor of Science in Diversified Agriculture.

<u>ACT ON REQUEST TO APPROVE BA/BGS IN INTELLIGENCE & NATIONAL SECURITY STUDIES – KU</u>
The University of Kansas received approval to offer a 120-credit hour Bachelor of Arts and Bachelor of General Studies in Intelligence and National Security Studies.

Fiscal Affairs & Audit
<u>ACT ON REQUEST TO AMEND THE FY 2026 CAPITAL IMPROVEMENT PLAN AND APPROVE PROGRAM STATEMENT FOR CONSTRUCTION OF THE GATEWAY DISTRICT PHASE II PARKING PODIUM AND PLAZA – KU</u>

The University of Kansas received approval to amend the Fiscal Year 2026 capital improvement project plan, and the Board accepted the program statement for the construction of the Gateway District phase II Parking Podium and Plaza.

Technical Education Authority

ACT ON PROGRAM PROPOSAL FOR AAS IN AUTOMATION ENGINEER TECHNOLOGY AT WSU TECH
Wichita State University Campus of Applied Sciences and Technology received approval to offer an Associate of Applied Science in Automotion Engineer Technology.

ACT ON REQUEST FOR NEW PROMISE ACT PROGRAM
The following program was approved to become Promise Act eligible:

- Wichita State University Campus of Applied Sciences and Technology: Automation Engineer Technology (15.0406) falls under the Advanced Manufacturing and Building Trades category specified in legislation. SOC 17-3023 for Electrical and Electronic Engineering Technologists and Technicians and SOC 17-3024 for Electro-Mechanical and Mechatronics Technologists and Technicians were identified as High Wage occupations on the 2025 High Demand Occupations list from the Kansas Department of Labor.

ACT ON EXCEL IN CAREER TECHNICAL EDUCATION FEES
The following changes to Excel in CTE fees were approved:

- Butler Community College: increase fee for background checks for Emergency Medical Technician (EMT) course. Changing from $50 to $80 effective for spring 2026 term.

ACT ON AUTOMATION ENGINEER TECHNOLOGY ARTICULATED CREDIT WITH KANSAS STATE DEPARTMENT OF EDUCATION
The articulated credit crosswalk between KSDE and KBOR for the Automation Engineer Technology program was approved.

ACT ON INDUSTRIAL MACHINE/MAINTENANCE TECHNOLOGY ARTICULATED CREDIT WITH KANSAS DEPARTMENT OF EDUCATION
The articulated credit crosswalk between KSDE and KBOR for the Machine/Maintenance Technology program was approved.

CONSIDERATION OF DISCUSSION AGENDA
Academic Affairs
RECEIVE KU PROGRAM REVIEW 2024, 18-MONTH CHECK-IN (PROGRAMS PLACED ON AN ACTION PLAN WITH A PROVISO)
Provost Bichelmeyer presented an 18-month update on the status and strategic direction of several academic programs identified as low-enrolled. The review was framed around four Board-defined metrics: student demand, degree production, talent pipeline, and student return on investment.

Provost Bichelmeyer detailed targeted revitalization strategies for each program, including curriculum redesigns, administrative realignments, and enhanced outreach efforts. The University is also pursuing mergers among related departments to maximize faculty expertise and streamline operations, while maintaining the distinctiveness of each discipline through separate federal degree codes (CIP codes).

Regent Johnston emphasized the importance of recognizing the unique contributions of smaller programs, such as their role in general education, research, and institutional reputation, which may not be fully captured by the program review metrics. She supported ongoing efforts to balance administrative efficiencies with the preservation of program individuality, especially in interdisciplinary and merger contexts.

Provost Bichelmeyer also outlined KU's commitment to data-informed decision-making, including the development of department plans that align research productivity, curriculum design, and faculty deployment with strategic enrollment management, in response to questions about program growth and resource allocation. The institution is moving toward more frequent program reviews, and integrating financial, enrollment, and research data to ensure academic excellence and operational effectiveness.

(Presentation on file with official minutes)

ACT ON REQUEST TO APPROVE NEW SYSTEMWIDE TRANSFER COURSES
Rusty Monhollon, Vice president for Academic Affairs, presented the proposal to approve five new courses for system-wide transfer recognition: Ceramics 1, Data Structures, World Literature, Aural Skills 1, and Aural Skills 2. Outcomes for these courses were developed and recommended following the Kansas Core Outcomes Groups (KCOG) conference, which convened over 500 faculty representatives in October 2025. The Transfer and Articulation Council (TAAC) reviewed and approved these outcomes. If approved, the total number of courses eligible for seamless transfer among KBOR institutions would increase from 126 to 131, effective summer 2026.

Regent Johnston moved to approve the recommended system-wide transfer courses. Regent Mendoza seconded the motion. The motion carried.

ACT ON REMOVAL OF MAT0990 INTERMEDIATE ALGEBRA FROM SYSTEMWIDE TRANSFER COURSES
Vice President Monhollon presented a proposal to remove MAT0990 Intermediate Algebra from the list of system-wide transfer courses. This action follows a policy adopted in May 2023, which clarified that Intermediate Algebra does not meet the criteria for college-level coursework and, beginning in fall 2026, cannot be applied toward degree completion. Under the new policy, students who are not ready for college-level mathematics will enroll in a co-requisite developmental education course alongside their gateway math course, ensuring they receive targeted support while earning credit. The mathematics discipline group discussed this change at the KCOG conference on October 10th. TAAC reviewed the report following the KCOG conference and concurs with the recommendation of the course's removal effective summer 2026. If approved, the total number of system-wide transfer courses would adjust to 130.

Regent Mendoza moved to approve the removal of MAT0990 Intermediate Algebra as a system-wide transfer course. Regent Parasker seconded the motion. The motion carried.

CONSIDER PROPOSED AMENDMENTS TO THE BOARD'S POLICIES ON TENURE, POST-TENURE REVIEW, AND WORKLOAD (FIRST READ)
Vice President Monhollon presented the first read of proposed amendments to policies on tenure, post-tenure review, and workload. Both Vice President Monhollon and Regent Johnston highlighted the collaborative nature of the feedback process, which incorporated input from Faculty Senate presidents, university provosts, legislators, and other stakeholders. The draft reflects research on peer organizations' policies and addresses previously raised concerns, including clarifications to faculty definitions, responsibilities, and the advisory nature of workload tables. Unresolved issues remain, such as the need for additional definitions, transparent due process in improvement plans, and greater flexibility in committee structures for post-tenure review.

During the collaboration process, faculty representatives voiced concerns regarding uniform workload expectations, rigid evaluation consequences, and the concentration of decision-making authority at administrative levels. Suggestions included establishing timelines for policy review, refining terminology, and implementing due process safeguards. Vice President Monhollon and Regent Johnston underscored the importance of balancing accountability and transparency with the protections tenure provides, particularly for faculty engaged in innovative or controversial research. Vice President Monhollon emphasized that tenure is not a guarantee of lifetime employment, but rather a mechanism to ensure academic freedom and institutional quality.

The discussion reinforced the rigorous nature of the tenure process and the value of data-driven accountability. Board members agreed on the need to demonstrate the effectiveness of tenure and post-tenure review in supporting both research and teaching across diverse institutional missions. They also recognized the importance of distinguishing faculty protections that foster academic excellence from measures needed to address underperformance. Vice President Monhollon committed to further refining the policy, integrating additional feedback, and ensuring the final version upholds high standards, transparency, and institutional trust. The process will continue with ongoing stakeholder engagement.

(Presentation on file with official minutes)

Fiscal Affairs & Audit
ACT ON FY 2027 HOUSING AND FOOD SERVICE RATE ADJUSTMENT PROPOSALS SUBMITTED BY STATE UNIVERSITIES
Elaine Frisbie, Vice President for Finance and Administration, presented the Fiscal Year 2027 Housing and Food Service Rate Adjustment Proposals from the state universities for a second read. The proposals reflect varying approaches among the universities. ESU is not seeking any rate adjustments, anticipating higher occupancy rates for the upcoming year. FHSU requested a 6% increase for residence hall rates, with both written and in-person student support for the adjustment noted during the Fiscal Affairs meeting. Several universities, including WSU and FHSU, proposed inflationary adjustments to their food service contracts with third-party providers. KSU outlined a range of housing rate adjustments based on housing type. KU proposed housing rate increases between 2% and 5%, a 5% increase for food service, and reported strong occupancy rates. PSU also submitted adjustment requests, accompanied by direct student feedback to the committee. Vice President Frisbie concluded by noting that these proposals were ready for Board action in accordance with the annual review cycle.

Regent Dicus moved to approve the proposals as presented. Regent Parasker seconded the motion. The motion carried.

RECEIVE REPORT ON UNIVERSITIES' FACILITIES CONDITION AND SPACE UTILIZATION, AND PROJECTED MAINTENANCE ASSESSMENT EXPENDITURES – SYSTEM
Chad Bristow, Director of Facilities, presented the annual report on the condition, space utilization, and projected maintenance expenditures for university facilities. The Educational Building Fund (EBF), previously funded by property taxes but now supported by the State General Fund, continues to serve as the primary source of funds for campus mission-critical facilities and infrastructure projects, but it covers only about one-third of the annual renewal and maintenance needs. The estimated cost to bring mission-critical buildings to a state of good repair has risen to $1.66 billion, due to the continued aging of building systems and the effects of construction inflation. The Board's maintenance assessment policy, adopted in 2021, requires universities to reinvest 2% of the replacement value of mission-critical buildings annually by 2028, aiming to slow down the

growth of deferred renewal and maintenance. Recent state appropriations and university matching funds have enabled significant investments, but the challenge remains substantial as the backlog continues to grow.

A strategic approach to facility renewal includes the demolition of nearly 30 obsolete mission-critical buildings, which has eliminated an estimated $123 million in backlog liability and 750,000 square feet of space. Across the system, 451 mission-critical buildings average 54 years in age and account for 20.5 million square feet, with over 60% exceeding 50 years old and 12% surpassing 100 years. The Facilities Condition Index (FCI) has worsened slightly, indicating increased renewal needs and underscoring the importance of sustained reinvestment. Annual space inventory efforts, now standardized through a web-based data collection facilitated by the KBOR Data Research and Planning and Information Technology units, provide granular data to help inform capital planning. Academic spaces comprise just under half of assignable space on the campuses, while the remainder supports residential, health, athletic, and other functions. Utilization rates for classrooms and labs show modest improvement, though they still remain below national aspirational benchmarks in most categories.

Regent Johnston asked for clarification on the separation of building demolition funds from the EBF and the carryover of unspent EBF appropriations. President Hush noted the fiscal pressures universities face as they balance increased reserve requirements with spending reduction mandates. Director Bristow reiterated the complexity of maintaining and renewing aging facilities, the necessity of strategic funding partnerships, and the value of data-driven planning to support the universities' missions and long-term sustainability.

(Presentation on file with official minutes)

BREAK
Chair Benson called for a break at 3:08 p.m. The meeting resumed at 3:20 p.m.

ADOPT SYSTEMWIDE PLAN FOR KANSAS CAMPUS RESTORATION ACT (FY 2026 – FY 2031) – SYSTEM
Director Bristow presented the recommendation for the Board to adopt a comprehensive, systemwide plan under the Kansas Campus Restoration Act for Fiscal Years 2026 through 2031. The Act provides funding over six years, and by statute, the Board previously approved campus-level plans at its September meeting. The current recommendation consolidates these campus plans into a unified system-wide strategy, encompassing 130 projects or improvement categories. The plan consists of approximately 70% rehabilitation and repair, 20% remodeling, and 10% demolition projects. These plans are expected to evolve as institutional priorities shift due to emergent needs of aging facilities and infrastructure. Each October, universities will submit updated versions of their plans, allowing for annual adjustments and reprioritization as needed.

Regent Crocker moved to approve the funding for the Kansas Campus Restoration Act at $16 million. Regent Wolfe Moore seconded the motion.

Director Bristow clarified that the full amount of the allocations, previously approved in September, for the entire system is estimated to be $177.7 million.

Regent Crocker amended his motion to adopt the systemwide plan as presented. Regent Wolfe Moore seconded the amendment. The motion carried.

(Reports and presentation on file with official minutes)

ACT ON ALLOCATION OF FY 2027 EDUCATIONAL BUILDING FUND APPROPRIATION – SYSTEM
Director Bristow presented the recommendation for the Fiscal Year 2027 Educational Building Fund appropriation. The proposed allocation, totaling $56 million, was calculated using the Board's standard formula.

Regent Crocker moved to approve the allocation of the FY 2027 Educational Building Fund appropriation as presented. Regent Wolfe Moore seconded the motion. The motion carried.

The following allocation was approved:

Allocation of Educational Building Fund for Rehabilitation and Repair Projects
For EBF-Eligible Buildings Only
FY 2027 - $56,000,000

	% of Total	Allocation
University of Kansas	26.87	$15,047,000
University of Kansas Medical Center	11.25	6,300,000
Kansas State University	29.90	16,744,000
Wichita State University	10.98	6,149,000
Emporia State University	6.04	3,382,000
Pittsburg State University	7.38	4,133,000
Fort Hays State University	7.58	4,245,000
Total	**100.00**	**$56,000,000**

ACT ON REQUEST TO AMEND THE FY 2026 CAPITAL IMPROVEMENT PLAN AND APPROVE REVISED PROGRAM STATEMENT AND PROJECT BUDGET FOR CANCER CENTER – KUMC
Director Bristow presented a request to amend the Fiscal Year 2026 capital improvement plan and approve a revised program statement and project budget for the Cancer Center at KU Medical Center. The amendment increases the total project funding from $250 million to approximately $330 million and expands the facility's size from 212,000 to 282,000 gross square feet. The construction cost per square foot increases from $942, as originally approved in 2023, to approximately $970 under the revised plan. KUMC plans to fund all project costs through a combination of philanthropy, state-allocated funding, federal grant dollars, affiliated corporation contributions, and bonded indebtedness.

Regent Dicus moved to approve the amendment to the FY 2026 capital improvement plan, increasing the project budget and to accept the revised program statement for the KUMC Cancer Center. Regent Wolfe Moore seconded the motion. The motion carried.

Other Matters
DISCUSS BOARD MEMBER CONFLICT OF INTEREST DISCLOSURE STATEMENT AND ACT ON ACTUAL OR APPARENT CONFLICT
John Yeary, General Counsel, stated that Regent Crocker reported service on an advisory council and an advisory board of an institution that is governed by the Board: the Kansas State University College of Business Administration. Staff recommends approving continued service on these advisory entities, as they are advisory rather than governing for KSU and are not considered conflicts of interest under Board policy. These advisory roles are as follows:

- Regent Crocker serves as a member of the Kansas State University College of Business Administration Dean's Business Advisory Council.
- Regent Crocker serves as a member of the Kansas State University College of Business Graduate Program Advisory Board.

Regent Crocker reported having no direct or indirect interest in any contracts or transactions with the Board or any educational institution governed, coordinated or regulated by the Board.

Regent Parasker moved to approve the staff recommendations regarding the disclosed conflicts of interest. Regent Dicus seconded, and the motion carried.

ACT ON NON-BUDGETARY LEGISLATIVE PROPOSALS
Kelly Oliver, Chief of Staff, presented four non-budgetary legislative proposals for the Board's consideration. Three proposals from the Board Office focused on student financial aid, and one from Kansas State University requested approval to sell property. Additionally, Chief of Staff Oliver reported receiving a new request from the University of Kansas seeking approval to issue up to $60 million in bonds for phase one of the School of Architecture building project.

Regent Johnston moved to approve the proposed amendments to the Kansas Education Opportunity Scholarship Program Act. Regent Dicus seconded the motion. The motion carried.

Regent Crocker moved to approve the proposal to provide flexibility to forgive repayments and bar individuals obligated to repay previously awarded funds from receiving new funds. Regent Johnston seconded the motion. The motion carried.

Regent Johnston moved to approve the proposed amendments to the Kansas Promise Scholarship Act. Regent Parasker seconded the motion. The motion carried.

Regent Dicus moved to approve the proposal from Kansas State University to sell property in Riley County. Regent Crocker seconded the motion. The motion carried.

Regent Mendoza moved to approve the proposal from the University of Kansas to issue bonds for phase one, Marvin Hall addition, for the School of Architecture & Design. Regent Johnston seconded the motion. The motion carried.

EXECUTIVE SESSION
Regent Mendoza moved that the Board recess into executive session to discuss personnel matters of non-elected personnel. The subject of the executive session is to discuss the appointment of the interim president at Emporia State University, and the purpose is to protect the privacy of the individual board employees and prospective employees involved. The session would last fifteen minutes and would include members of the Board; President and CEO Blake Flanders; and General Counsel John Yeary, for a portion. The open meeting would resume at 3:52 p.m. Regent Johnston seconded the motion. The motion carried.

At 3:52 p.m., the Board returned to open session. Regent Mendoza moved to extend the executive session for ten minutes to 4:02 p.m. Regent Dicus seconded the motion. The motion carried.

At 4:04 p.m., the Board returned to open session.

<u>ACT ON APPOINTMENT OF INTERIM PRESIDENT OF EMPORIA STATE UNIVERSITY</u>
Regent Parasker moved to appoint Dr. Taylor Kriley as the interim president of ESU. Regent Mendoza seconded the motion. The motion carried.

<u>ADJOURNMENT</u>
Chair Benson adjourned the meeting at 4:05 p.m.

_____   _____
Blake Flanders, President and CEO   Blake Benson, Chair

Act on Request to Approve BS in Cybersecurity – ESU

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

*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 Analysist. 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.Ed.T	N	Educational Computer Technology/ Computer Systems Technology	.5
Tommy Gober	Instructor	MS	N	Instructional Technology/Cybersecurity Certification Specialist	.5

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 *(other than instruction time)*	$ 250,000	$ 250,000	$ 250,000
Graduate Assistants	$ 17,600	$ 17,600	$ 17,600
Support Staff for Administration *(e.g., secretarial)*	$ 8,000	$ 8,000	$ 8,000
Fringe Benefits *(total for all groups)*	$ 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 *(other than instruction time)*			
Graduate Assistants	$ 17,600	$ 35,200	$ 35,200
Support Staff for Administration *(e.g., secretarial)*	$ 16,000	$ 16,000	$ 16,000
Fringe Benefits *(total for all groups)*	$ 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 *minus* 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 one 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 and 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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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%

*KSU 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
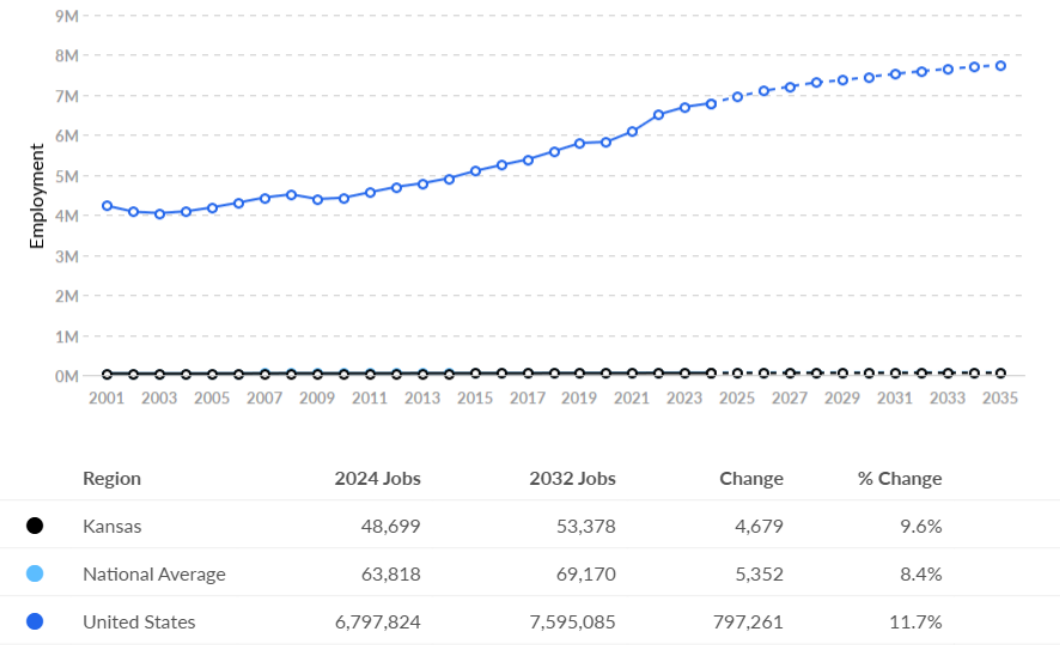   2.   Computer User Support Specialists
    3.   Computer Systems Analysts
    4.   Project Management Specialists
    5.   Computer and Information Systems Managers
    6.   Network and Computer Systems Administrators
    7.   Computer Occupations, All Other
    8.   Computer Network Architects
    9.   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.
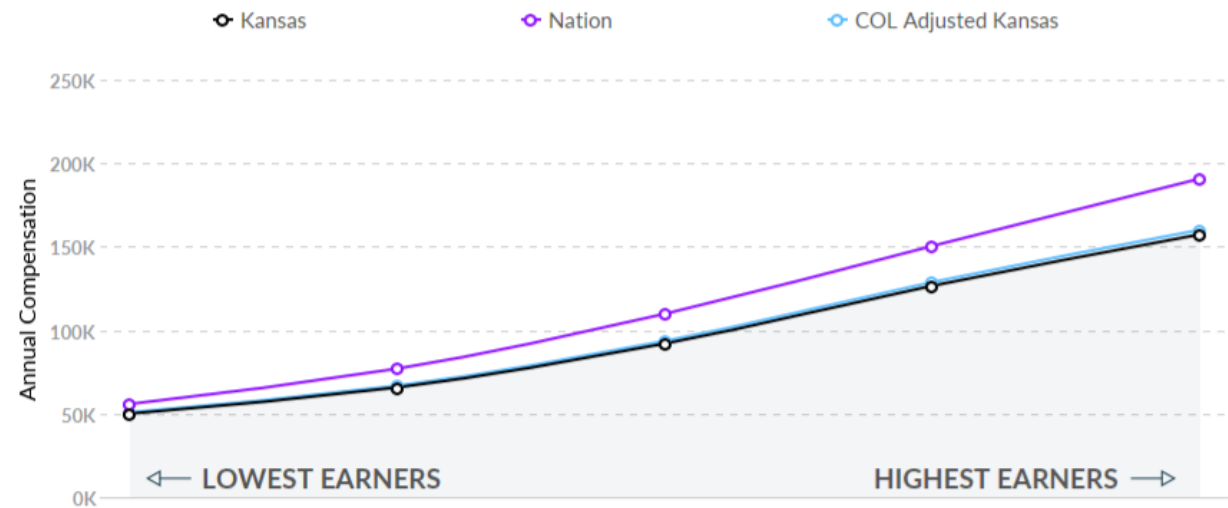
5.   Minimum Education Breakdown for Jobs Posted September 2024 – September 2025

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
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       rt&vertical=standard&nation=us

Attachment A

KANSAS STATE UNIVERSITY | 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).

Attachment A

KANSAS STATE UNIVERSITY | Office of the Provost and
Executive Vice President

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

108 Anderson Hall, Manhattan, KS 66506-0113 | (785) 532-6224 | fax (785) 532-6507 | k-state.edu/provost

Attachment B

EMPORIA STATE
U N I V E R S I T Y

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AACSB
ACCREDITED

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.

Attachment B

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

Attachment B

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

Attachment B

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.

Act on Request to Approve BS in Pharmaceutical & Biomedical Science – KU

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 |

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 *(other than instruction time)*	-	-	-
Graduate Assistants	-	-	-
Support Staff for Administration *(e.g., secretarial)*	$4,345	$4,475	$4,609
Fringe Benefits *(total for all groups)*	$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 *(other than instruction time)*	-	-	-
Graduate Assistants	$28,682	$29,542	$30,428
Support Staff for Administration *(e.g., secretarial)*	-	-	-
Fringe Benefits *(total for all groups)*	$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 *(projected as appropriate)*	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.
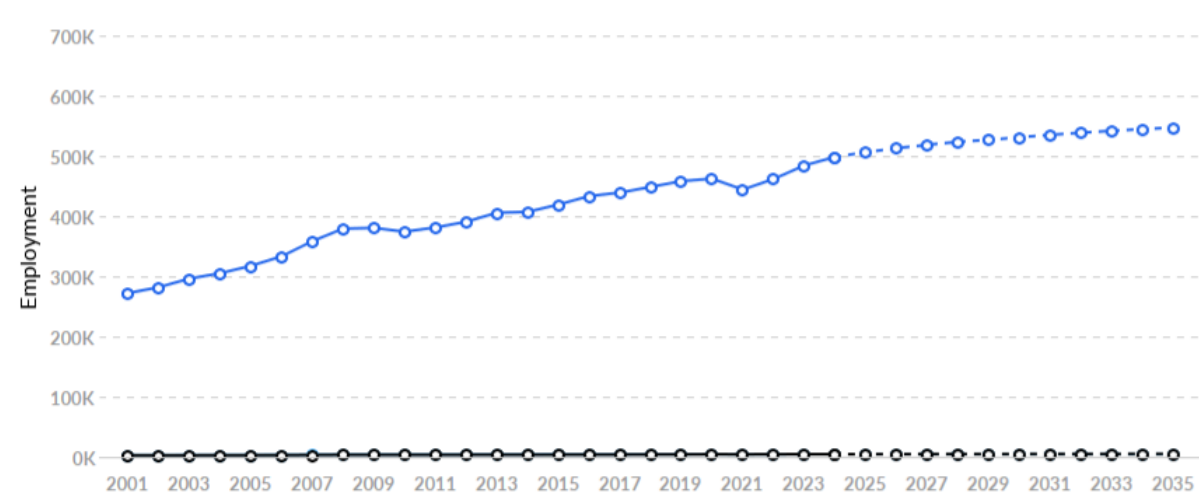
Region	2024 Jobs	2032 Jobs	Change	% Change
Kansas	4,655	5,113	458	9.8%
National Average	4,680	4,905	226	4.8%
United States	498,474	538,611	40,137	8.1%

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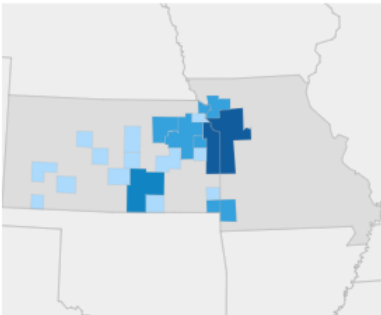
MSA	2024 Jobs
Kansas City, MO-KS	3,948
Wichita, KS	742
Topeka, KS	338
Lawrence, KS	210
Joplin, MO-KS	198

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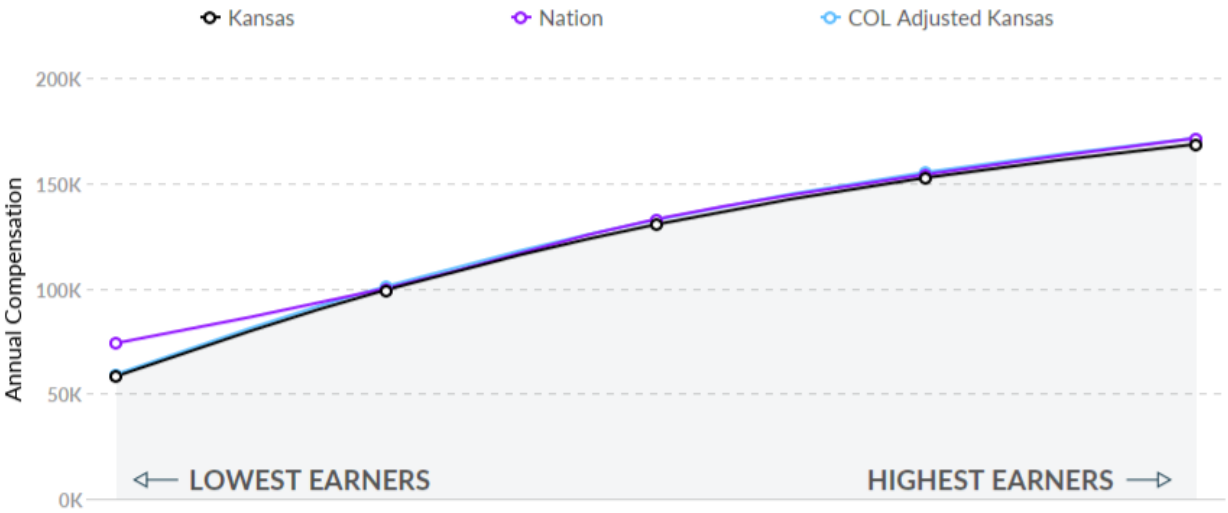
5.   Minimum Education Breakdown for Jobs Posted September 2024 – September 2025

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~O9XfMmBcrk-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 BS in Applied & Interdisciplinary Studies – KSU

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
Public Relations Specialists	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 the Lightcast Analyst tool with 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
FTE: 1.0 FTE = Full-Time Equivalency Devoted to 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.

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 *(other than instruction time)*			
Graduate Assistants			
Support Staff for Administration *(e.g., secretarial)*			
Fringe Benefits *(total for all groups)*	$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 *(other than instruction time)*			
Graduate Assistants			
Support Staff for Administration *(e.g., secretarial)*			
Fringe Benefits *(total for all groups)*			
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 *minus* 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

Kansas State University. (n.d.). *Olathe campus tuition and fees*. Retrieved July 29, 2024, from
        https://www.k-state.edu/finsvcs/cashiers/costs/olathe-tuition-fees/

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National Association of Colleges and Employers. (2024). *NACE career readiness competencies
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        document-library/2024/resources/nace-career-readiness-competencies-revised-apr-
        2024.pdf?sfvrsn=1e695024_3

U.S. Bureau of Labor Statistics. (n.d.) *Quarterly census of employment and wages*. Available from
        https://www.bls.gov/cew/

U.S. Department of Education, National Center for Education Statistics. (2022) *Integrated Postsecondary
        Education Data System (IPEDS)*. Available from https://nces.ed.gov/ipeds/datacenter.

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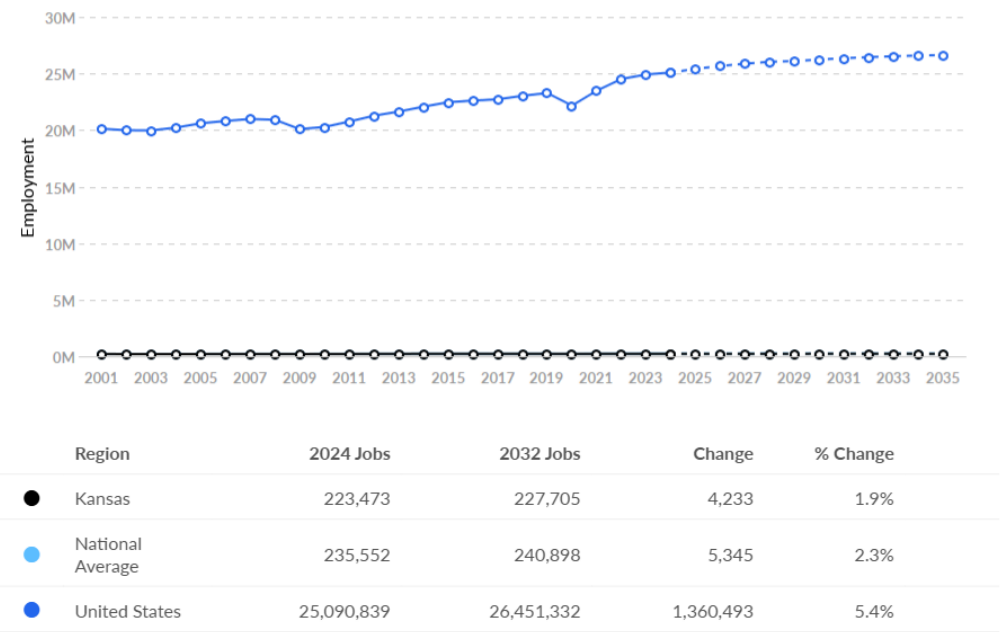
The top ten "**target occupations**" identified by Lightcast for this program of study are:

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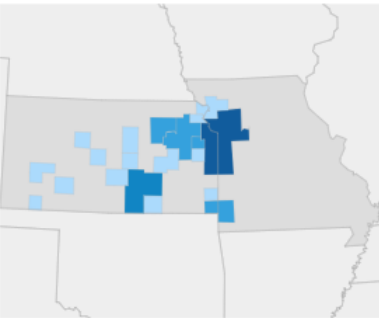
MSA	2024 Jobs
Kansas City, MO-KS	180,051
Wichita, KS	46,025
Topeka, KS	17,970
Joplin, MO-KS	12,315
Manhattan, KS	11,219

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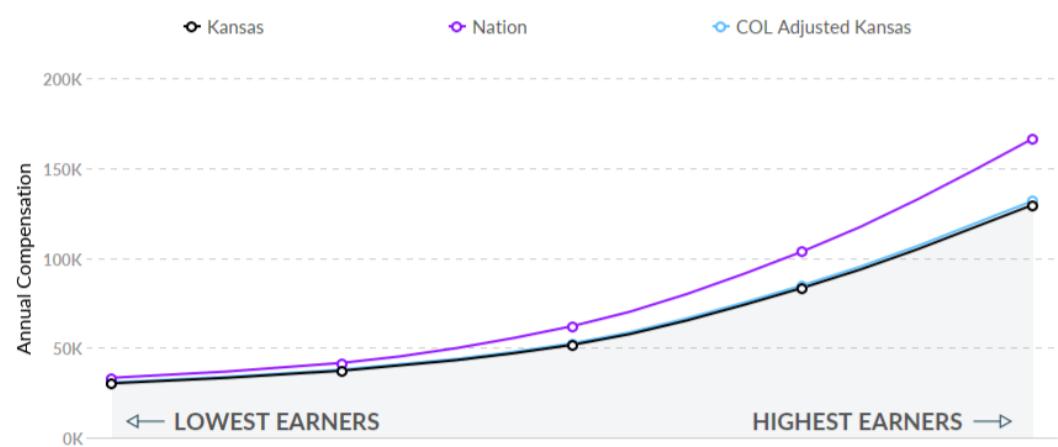
5.   Minimum Education Breakdown for Jobs Posted September 2024 – September 2025

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_blM3sng_LkBNgsZRb27gaF8&page=postings_repor
        t&vertical=standard&nation=us

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.

Attachment A

- 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 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)
  - AGEC 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 <u>OR</u>
    CNRES 532 Conflict Resolution across Cultures & Contexts 3
  - *Courses from an approved minor or certificate program: 12 – 18 Credit Hours*

Attachment A

- ▪ *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

Attachment A

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; *CORE 7*)	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 Frequence Drives (KSU: Unrestricted Elective)	3
CMGT 100	Industrial Safety/OSHA-30 (KSU: Unrestricted Elective)	3
COMS 121	Public Speaking (KSU: COMM; *CORE 02*)	3
ENGL 121	Composition I (KSU: ENGL 100; *CORE 01*)	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, *Industrial Automation Certificate; CORE 7*)	3
AET 260	Programmable Logic Controllers II (KSU: ELECT-1)	3
MATH 131	Technical Mathematics II (KSU: MATH 100, *CORE 3*)	3
HIST 141	U.S. History Since 1877 (KSU: HIST 152; *CORE 06*) 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; *CORE 06*) Or Equivalent 06	3
PSYC 130	Introduction to Psychology (KSU: PSYCH 110; *CORE 05*) Or Equivalent 05	3
	Total Credits	15

Year 2: Summer

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

Attachment A

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

<u>General Education Coverage: 28 Credit Hours</u>
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 (*Leadership Studies Certificate, CORE 5*)	3
LEAD 350	Culture and Context in Leadership (*Leadership Studies Certificate*)	3
ENG 200	Expository Writing, II (*CORE 1*)	3
ECET 304	Electric Power and Devices (*Industrial Automation Certificate*)	3
	Total Credits	15

Year 3: Spring

Course #	Course Name	SCH
ECET 350	Microprocessor Fundamentals (*Industrial Automation Certificate*)	3
MET 382	Industrial Instrumentation and Controls (*Industrial Automation Certificate*)	3
LEAD 405	Leadership in Practice (*Leadership Studies Certificate*)	3
CNRES 531 / 532	Conflict Resolution Course (*Leadership Studies Certificate*)	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 (*Industrial Automation Certificate*)	3
RAS 385	Advanced Programmable Logic Controllers (*Industrial Automation Certificate*)	3
MET 481	Automated Manufacturing Systems II (*Industrial Automation Certificate*)	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 (*Leadership Studies Certificate*)	3
Elective	Free Elective (300 level or above)	3
Elective	Free Elective (300 level or above)	3
	Total Credits	12

<u>General Education Coverage: 6 Credit Hours</u>
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)

Attachment A

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; *CORE 01*)	3
HMGT 120	Food Service Sanitation (KSU – HM 205; *CORE 07*)	1
HMGT 121	Perspectives of Hospitality Management (KSU – HM 120; *Hospitality Management Minor, CORE 07*)	3
HMGT 123	Professional Cooking I (KSU – HM 341: *Hospitality Management Minor*)	3
HMGT 271	Seminar in Hospitality Management: Purchasing (KSU: Unrestrictive Elective)	3
MATH 120	Business Mathematics (or higher; *CORE 03*)	3
	Total Credits	16

Year 1: Spring

Course #	Course Name	SCH
COMS 121	Public Speaking (KSU – COMM; *CORE 02*)	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; *CORE 05*) Or Equivalent 05	3
HIST 141	U.S. History Since 1877 (KSU – HIST 152; *CORE 06*) 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: *Hospitality Management Minor*)	3
HMGT 277	Seminar in Hospitality Management: Menu Desing 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

Attachment A

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; *CORE 4*) Or Equivalent 04	4
MUS 121	Intro to Music Listening (KSU – MUSIC 250; *CORE 06*) 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 (*Leadership Studies Certificate, CORE 5*)	3
LEAD 350	Culture and Context in Leadership (*Leadership Studies Certificate*)	3
HM 363	Event Management (*Hospitality Management Minor*)	3
	Total Credits	12

Year 3: Spring

Course #	Course Name	SCH
HM 621	Hospitality Law (*Hospitality Management Minor*)	3
HM 440	Beverage Management (*Hospitality Management Minor*)	3
LEAD 405	Leadership in Practice (*Leadership Studies Certificate*)	3
CNRES 531 / 532	Conflict Resolution Course (*Leadership Studies Certificate*)	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 (*CORE 1*)	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 (*Leadership Studies Certificate*)	3
Elective	Free Elective (300 level or above)	3
Elective	Free Elective (300 level or above)	3
	Total Credits	12

Attachment A

<u>*General Education Coverage: 6 Credit Hours*</u>
CORE 1: 3 Credit Hours | CORE 5: 3 Credit Hours

Total Number of Semester Credit Hours .... <u>123</u>

Awarded B.S. Applied & Interdisciplinary Studies from Kansas State University

(w/ Leadership Studies Certificate + Hospitality Management Minor)

Attachment B

THE UNIVERSITY OF
KU KANSAS
Office of the Provost

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

Attachment B

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.

<u>Concerns with KSU Degree Proposal</u>

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

KANSAS STATE | Office of the Provost and
U N I V E R S I T Y | 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.

Attachment C

KANSAS STATE | Office of the Provost and
U N I V E R S I T Y | Executive Vice President

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 contribution 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 credentialling 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.

Attachment C

KANSAS STATE
U N I V E R S I T Y
Office of the Provost and
Executive Vice President

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

Act on Request to Approve AY 2025 Performance Reports

Background

K.S.A. 74-3202d authorizes the Kansas Board of Regents to 1) approve performance agreements (improvement plans) for the state's public postsecondary institutions, and 2) determine the amount of new state funds they should receive because of those agreements. In October 2003, the Board adopted a performance agreement model and funding guidelines, both of which have been updated periodically since then.

In 2019, the performance agreements were scheduled to be restructured, but the Board was in the midst of developing its new strategic plan. As a result, no substantive changes were made to the existing performance agreements at that time. Accordingly, a plan was devised to extend the existing Academic Year 2017 through Academic Year 2019 (AY 2017 - AY 2019) performance agreements, thereby creating "bridge agreements." Ultimately, the bridge agreements were approved to cover AY 2020, AY 2021, and AY 2022. For the bridge agreements, about half of the institutions replaced at least one of their indicators, while the remaining institutions continued to use the same indicators as in the older agreements.

Previously, the Board Academic Affairs Standing Committee (BAASC) and the Board identified multiple limitations with the performance funding framework. Among the limitations were:
- Some indicators fell outside the scope of the Board's strategic plan;
- Some indicators were selected because an institution believed it would naturally meet the indicators based on trends and patterns, rather than through improvement in key areas;
- Some indicators were heavily influenced by sharp enrollment declines and increases;
- Performance expectations were too low. An institution that met the baseline on four out of six indicators (67 percent) received a 100 percent funding award, with institutions meeting three indicators having the option to make a case to qualify for the 100 percent funding tier;
- Not having standardized indicators across all institutions resulted in a considerable amount of time devoted to performance funding by Board staff and institutions, with five to six BAASC meetings a year primarily devoted to performance funding.

On May 17, 2023, the Board approved a project-based system for reporting years 2024 through 2026.[1] The current performance funding framework is based upon an institution employing four proven practices that will position the system to move the needle on the Board's *Building a Future* strategic plan. These include:
- corequisite support developmental education;
- math pathways;
- systemwide course placement measures for math and English gateway courses; and
- academic degree maps.

These practices will help drive innovation, reduce achievement gaps, and enhance student success and completion for all students. The current project-based performance funding structure is detailed in the following chart.

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[1] Please see pp. 60-72 of the May 17, 2023, Board Agenda for details on the new projects-based system for future reporting.
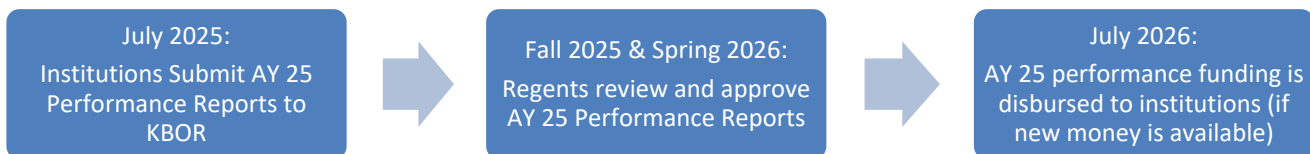
Project-Based Performance Funding Structure

Proposed Project-Based Performance Funding					
Project	Math Pathways in Accordance with Amended Chapter III.A.14.	Corequisite Math Support Developmental Education in Accordance with Amended Chapter III.A.14.	Corequisite English Support Developmental Education in Accordance with Amended Chapter III.A.14	Systemwide Course Placement Measures in Accordance with Amended Chapter III.A.14.	Academic Degree Maps All Basic Standards Apply beginning with AY 2025 Report
Percentage of Funding Each Year	20% Funding	20% Funding	20% Funding	20% Funding	20% Funding

With five indicators, the funding tier recommendations follow:

Institution Meets	Percentage of New Funding Available
5 indicators	100 percent
4 indicators	80 percent
3 indicators	60 percent
2 indicators	40 percent
1 indicator	20 percent

Under this framework, when new legislative dollars are allocated to higher education, an institution will receive a full performance funding allocation by meeting the basic conditions in the five aforementioned projects. Thus, the current system provides a vehicle for recognizing and rewarding institutions for doing their part to drive the needed systemwide change. The rubric provided in Attachment A shows how institutions were awarded percentage points for each indicator or component of the performance report.

As any new funding awarded depends upon the institution's compliance with its Board-approved performance agreement, institutions submitted performance reports to Board staff for AY 2025. These reports will be the basis for awarding any new funds in July of 2026. It is important to note that funds designated by the Legislature for a specific institution or purpose are exempt from these performance funding provisions. The timeline for the AY 2025 performance reporting, reviewing, and funding cycle is below.

July 2025:
Institutions Submit AY 25 Performance Reports to KBOR

➤

Fall 2025 & Spring 2026:
Regents review and approve AY 25 Performance Reports

➤

July 2026:
AY 25 performance funding is disbursed to institutions (if new money is available)

Executive Summary
The Academic Year 2025 Performance Reports reflect activities for Academic Year 2026 and focus on the soft implementation of math pathways, corequisite developmental support for math and English gateway courses, and systemwide course placement measures for math and English courses. Additionally, institutions updated the degree maps for all certificate and degree programs on campus, reflecting the Systemwide General Education (SWGE) framework, as appropriate.

In its AY 2025 Performance Report, for indicators one through three, each institution shared links to at least one section of each gateway math course applicable to degrees on its campus, as well as at least one section of corequisite support for each gateway math course and English Composition I. Further, each institution estimated the number of course sections and the number of students per course section for these courses in the next academic year (AY 2027). For the fourth indicator, each institution reported the placement measures it uses for enrolling students in gateway math and English courses and indicated whether it would fully implement the approved systemwide placement measures this academic year or conduct a soft launch with full implementation planned for the following year.

The final indicator of these reports was the updating of the academic degree maps for all certificate and degree programs on each institution's website. Like last year, each degree map was posted on a single landing page on each institution's website. However, this year, degree maps also include adding SWGE coding for community colleges and universities for programs utilizing the SWGE framework.

Recommendation
As institutions submitted their reports, staff provided a preliminary review and shared any concerns with the institution, which subsequently revised the report and resubmitted it. Consistent with the Board's performance funding guidelines, and with the rubric that immediately follows this report (Attachment A), staff recommends that all 32 institutions listed below receive 100 percent of any new funding for which they are eligible.

University/College	Funding Recommendation
Emporia State University	100%
Fort Hays State University	100%
Kansas State University	100%
Pittsburg State University	100%
University of Kansas/University of Kansas Medical Center	100%
Wichita State University	100%
Washburn University	100%
Allen Community College	100%
Barton Community College	100%
Butler Community College	100%
Cloud County Community College	100%
Coffeyville Community College	100%
Colby Community College	100%
Cowley Community College	100%
Dodge City Community College	100%
Fort Scott Community College	100%
Garden City Community College	100%
Highland Community College	100%
Hutchinson Community College	100%
Independence Community College	100%
Johnson County Community College	100%
Kansas City Kansas Community College	100%
Labette Community College	100%
Neosho County Community College	100%
Pratt Community College	100%

Seward County Community College	100%
Flint Hills Technical College	100%
Fort Hays Tech North Central	100%
Fort Hays Tech Northwest	100%
Manhattan Area Technical College	100%
Salina Area Technical College	100%
Wichita State University Campus of Applied Sciences & Technology	100%

Attachment A

Indicator	Meets	Partially Meets	Does not Meet
1 (20 points total)	Includes all components	Includes some components but something is missing (a course or course section, number of students, number of course sections, or an explanation is missing)	Did not provide information or did not complete
Link(s) showing at least one section of each gateway math course applying to degrees on campus for Fall 2025	5	NA	0
Link showing at least one section of each gateway math course applying to degrees on campus for Spring 2026 **OR** (if schedule hasn't been set yet) statement indicating intent to offer at least one section of each gateway math course applying to degrees on campus for Spring 2026	5	NA	0
Plan to implement math pathways full scale in 2026-2027 - Are all internal approvals in place to integrate the appropriate gateway math course into each degree program on campus? (If not, please explain what is left to do.)	5	2.5	0
List number of course sections and number of students estimated to be taught in each respective gateway math course per year when initiative is fully scaled in 2026-2027	5	2.5	0
Indicator	**Meets**	**Partially Meets**	**Does not Meet**
2 (20 points total)	Includes all components	Includes some components but something is missing (a course or course section, number of students, number of course sections, or an explanation is missing)	Did not provide information or did not complete
Link(s) showing at least one section of corequisite math support developmental education for each gateway math course (College Algebra, Contemporary Math, and Elementary Statistics) applying to degrees on campus for Fall 2025	5	NA	0
Link(s) showing at least one section of corequisite support for each gateway math course applying to degrees on campus for Spring 2026 **OR** (if schedule hasn't been set yet) statement indicating intent to offer at least one section of corequisite math support developmental education for each gateway math course applying to degrees on campus for Spring 2026	5	NA	0

Plan to implement corequisite math support developmental education full scale in AY 2027 - Indicate whether you plan to continue to offer prerequisite for these courses during AY 2026. (If you plan to continue with prerequisite support for any of the math courses what will you do over AY 2026 to fully implement corequisite developmental education for math by AY 2027?)	5	2.5	0
Identify number of students and number of course sections estimated to be taught in each respective corequisite math support developmental education course per year when initiative is fully scaled in 2026-2027	5	2.5	0
Indicator	**Meets**	**Partially Meets**	**Does not Meet**
3 (20 points total)	Includes all components	Includes some components but something is missing (a course or course section, number of students, number of course sections, or a statement is missing)	Did not provide information or did not complete
Link(s) showing at least one section of corequisite English support developmental education for Fall 2025	5	NA	0
Link(s) showing at least one section of corequisite English support developmental education for Spring 2026 **OR** (if schedule hasn't been set yet) statement indicating intent to offer at least one section of corequisite English support developmental education for Spring 2026:	5	NA	0
Plan to implement corequisite English support developmental education full scale in AY 2027 - Indicate whether you plan to continue to offer prerequisite support for English Comp I during AY 2026. (If you plan to continue with prerequisite support for any of the math courses what will you do over AY 2026 to fully implement corequisite developmental education for English Comp I by AY 2027?)	5	2.5	0
Identify number of students and number of course sections estimated to be taught in each English Comp I support developmental education course per year when initiative is fully scaled in 2026-2027	5	2.5	0

Indicator	Meets	Partially Meets	Does not Meet
4 (20 points total)	Includes all components	Includes some components but something is missing (institutional placement measures for a course, answer to question, or explanation)	Did not provide information or did not complete
Plan to implement systemwide English course placement measures (for English Composition I) - What institutional measures will you use alongside approved systemwide placement measures for English Comp I?	5	2.5	0
Will you adopt approved systemwide measures and institutional measures above full-scale for AY 2026? If not, please explain what measures you will use and how this will work alongside the soft launch.	5	2.5	0
Plan to implement systemwide math course placement measures for 3 gateway math courses - What institutional measures will you use alongside approved systemwide placement measures for each of the 3 gateway math courses?	5	2.5	0
Will you adopt approved systemwide measures and institutional measures above full-scale for AY 2026? If not, please explain what measures you will use for each of the math courses and how this will work alongside the soft launch.	5	2.5	0
Indicator	**Meets**	**Partially Meets**	**Does not Meet**
5 (20 points total)	Includes all components: link and degree map for each program	Includes some components: may be missing single landing page, did not include degree map for all programs, does not include semester-by-semester layout for degree map, or degree map does not adhere to the guidance or general education coding standards	Did not provide any degree maps
Provide a link to a single landing page for all academic degree maps for each undergraduate program effective for students starting in Fall 2024 or Spring 2025, which should reflect new Systemwide General Education Framework for Universities and Community Colleges (includes certificates)	20	10	0

Act on Proposed Amendments to the Board's Policies on Tenure, Post-Tenure Review, and Instructional Workload (Second Read)

Background
As directed by the Board, BAASC initiated a comprehensive review of the Board's Tenure, Post-Tenure Review, and Instructional Workload policies. Academic Affairs staff took the lead for the reviews.

The Regents discussed these policies at their July retreat. Although no vote was taken, there was a consensus that the Board wanted to "strengthen" its policies to protect and preserve tenure.

Soon after the retreat, Academic Affairs staff met with the provosts and the faculty senate presidents from Emporia State University, Fort Hays State University, Kansas State University, Pittsburg State University, the University of Kansas, the University of Kansas Medical Center, and Wichita State University to discuss the Board's motivation for reviewing these policies and what outcomes it hoped to achieve from the review, and to chart a path forward for completing the review. The participants agreed that KBOR staff would revise the policies and share those drafts with the provosts and faculty senate presidents for their review and comment. The faculty senate presidents said they would solicit feedback from their campus colleagues before responding back with recommendations.

Staff drafted revised versions of each policy, based on research conducted on other states and systems. Staff identified and incorporated into the draft elements from systems comparable to KBOR. From this research, staff also identified other features they believed would help strengthen the Board's policies and achieve its goals.

Staff sent the first version of revised draft policies to the provosts for review and comment. Based on their feedback, staff made appropriate revisions. A second version of the draft policies were shared with both the provosts and the faculty senate presidents for comment. The provosts and the faculty senate presidents met virtually to discuss the suggested changes. Staff then made another round of revisions based on this discussion and the feedback provided by the provosts and the faculty senate presidents. Staff shared a third version of the draft policies with the provosts and the faculty senate presidents one final time. Staff made a few changes and corrections to the drafts, which were a discussion item on BAASC's November 4, 2025, meeting agenda.

BAASC members raised several concerns about the Instructional Workload Policy. One was the meaning of the phrase "adequate cause," as it was not clearly defined. The current version of the policy includes a definition of "adequate cause." The Regents also asked why the policy used "credit hours" rather than the number of courses in determining faculty workload. Another concern was the exceptions to faculty teaching responsibilities because of a significant research workload, to which several provosts offered explanations. The provosts emphasized using data to demonstrate faculty productivity and keeping the policy flexible enough to meet the needs of students and resources available to each institution.

Regents also had questions about the Post-Tenure Review Policy. Regent Ammar had concerns about bias in the tenure and post-tenure processes, given that faculty often elect their department chair. She suggested the addition of an independent individual to be involved in these processes. Vice President Monhollon noted that the revised policy required institutions to ensure department chairs receive the necessary training to give fair and honest reviews. The provosts noted the additional costs of hiring a third-party to oversee these processes.

The Board reviewed the proposed policy changes at the December 17, 2025 meeting and recommended Board of Regents staff continue to gather feedback. Additional feedback was received and several recommendations

have been incorporated into the proposed policy changes for tenure, post-tenure review and instructional workload.

Policy Amendments
Board Policy, Chapter II, would be amended as follows:

CHAPTER II: GOVERNANCE – STATE UNIVERSITIES

A.   ACADEMIC AFFAIRS

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        12   FACULTY ~~TENURE AND TENURE TRACK INSTRUCTIONAL~~ WORKLOAD POLICY

               a   ~~It shall be the responsibility of the Provost (Chief Academic Officer) to prepare and implement, in consultation with the faculty through regular institutional shared governance procedures, an instructional workload standard policy for tenure and tenure track faculty.~~

               b   ~~At minimum, the instructional workload policy standard shall be:~~

                      i   ~~structured in accordance with the university's Carnegie Classification (Doctoral Universities: Very High Research Activity; Doctoral Universities: High Research Activity; or Master's Colleges and Universities);~~

                      ii   ~~measured in section credit hours or student credit hours; and~~

                      iii   ~~defined on a on a per semester or per academic year time parameter.~~

               c   ~~It is understood that the instruction at the University of Kansas Medical Center is significantly different compared to campuses that serve large undergraduate populations. Thus, the University of Kansas Medical Center is permitted to develop a workload standard that is based on alternative criteria.~~

               <u>Faculty are crucial in developing a higher education system in Kansas that focuses on access, excellence, accountability, research, and service. Their influence on the quality and value of a university education is clear in areas like curriculum design, teaching strategies, program development, and creating a vibrant learning environment. Additionally, faculty shape this experience through their research, scholarship, creative work, service to the university, community, and profession, as well as their engagement with students inside and outside the classroom, including advising. The Kansas Board of Regents' workload policy is designed to cover all these aspects by establishing standards for workload expectations, acknowledging faculty contributions in each area, and ensuring accountability to both the university and the state.</u>

               <u>Within this policy framework, each university will develop workload policies and procedures, based on their specific mission and classification. The policies and procedures must establish consistent expectations for all full-time and full-time equivalent faculty across the institution, reduce conflicts over workload expectations, and promote reliable performance evaluations. Additionally, the policy aims to improve accountability and transparency.</u>

The Kansas Board of Regents recognizes that workload types vary across campuses, departments, colleges, and disciplines. It also acknowledges that faculty workloads differ among individuals—both across the campus and within departments or divisions, based on the specific needs of each unit. With the adoption of this policy, the Board is not imposing an immutable workload standard that applies equally to each institution. The Board expects each university to develop faculty workload expectations that are equitable, fair, and balanced, and aligned with the unique needs of each department and the whole institution.

Faculty includes a diverse group of institutional staff. It encompasses tenured and tenure-track professors, as well as those not on the tenure track. It may also include clinical and research faculty, librarians, teaching, and others. Faculty members have various responsibilities, which are outlined below.

a   Each institution shall develop and implement a workload standard policy for all full-time and full-time equivalent faculty.

   i   The institution's chief academic officer, in consultation with the faculty through regular shared governance processes, is responsible for developing and implementing the workload policy.

   ii   The institution's workload policy must establish guidelines that enable each department chair (or head of a comparable academic unit), under the supervision of the dean (or an appropriate supervisor), to manage faculty workload within the department effectively to support student success and align with the missions of both the department and the university.

   iii Institution-specific faculty workload policies, at a minimum, shall include:

      (1) the types of assignments and how effort is allocated for each faculty member across teaching; research, scholarship and creative activity; and service and engagement;

      (2) clear statements of expectations and accountability that recognize merit and hold faculty responsible when they fall short, and also hold department chairs or division heads accountable for evaluating faculty based on these expectations.

      (3) a process for assessing faculty performance relative to workload expectations and presenting the outcomes of these evaluations to the faculty member and the appropriate dean;

      (4) assurances that faculty members meet their workload obligations properly and within acceptable performance standards;

      (5) provisions for equitable workload variations within departments and schools, and among individual faculty.

   iv   All faculty should have assigned teaching loads, although exceptions are permitted for clinical and research faculty, librarians, and others with non-instructional roles. The table

below shows typical workload percentage ranges by institution type, setting fair expectations for teaching, research, and service, although these ranges are not intended to apply to every faculty member in all cases. Teaching loads, for example, Variations in teaching loads will vary among individuals within departments, schools, or colleges depending on the type of course (e.g., introductory or upper-division undergraduate, graduate seminars, directing theses and dissertations). The provost, on the recommendation of department chairs or division heads, may approve variations to these ranges based on the needs of both individual faculty and the institution as a whole. Some programs' accrediting standards might change the usual teaching load, and others may differ due to the program's intensity, such as studio programs in art and music. The Board's expectation is not for uniform workloads across the entire institution or among all state universities but for fair and equitable workload assignments at each campus based on its mission and classification.

Average Faculty Workload across Academic Units Percent of Total Effort				
Institution Type	**Teaching**	**Research**	**Service**	**Typical Teaching Load Per Semester**
Doctoral Universities	40-55%	35-45%	5-20%	6-9 credit hours
Master's Colleges and Universities	60-75%	15-30%	5-20%	12 credit hours

     v   Instruction at the University of Kansas Medical Center and the Kansas State University College of Veterinary Medicine differs significantly from that at other schools and colleges within the system. These institutions are permitted to establish workload standards for their faculty based on criteria that differ from those outlined in this policy.

   b   Essential elements of the workload policy

     i   Teaching

Teaching and instruction are essential components of faculty workload expectations. Faculty teach both undergraduate and graduate courses, but they also have additional instructional duties such as developing new courses and materials, updating existing content, creating courseware or other resources for technology-based teaching, supervising individual courses like directed readings, overseeing undergraduate research, master's theses, and doctoral dissertations, among other responsibilities. They also mentor students in co-curricular activities like plays, exhibits, and preparing and setting up new laboratories. Furthermore, they manage teaching assistants, oversee internships, and offer academic advising, mentoring, and other support activities that promote student success.

    ii   Research, Scholarship, and Creative Activity

    (1) Institutional policies should clearly define how research, scholarship, and creative activities contribute to a faculty member's total workload and specify the extent of their impact. These expectations may be higher at institutions where research is a primary mission.

    (2) Research productivity measures vary by discipline and subdiscipline within the same academic units and across colleges and schools. Therefore, institutional workload

policies must clearly specify the research activities expected of faculty within the context and expectations of their specific discipline, such as writing and securing grants; applying for and receiving fellowships; innovation, partnerships, and licensure; the impact and importance of the research; supervising graduate students or postdoctoral associates, or both; and sharing scholarship through peer-reviewed journal articles, book reviews, monographs, book chapters, textbooks, conference papers and presentations, and producing other educational materials.

iii   Service and Engagement

    (1)   Faculty members engage in service that advances the institution's goals and supports its role in serving Kansas and beyond.

    (2)   Faculty service activities may include efforts that strengthen the university or discipline's scholarly community, enhance the quality of life or society, or support the overall well-being of the institution, professional and academic societies, the community, the state, the nation, or the international community.

iv   Faculty members may also have administrative duties, such as serving as department chair or head, program director, or center director, that impact their workload. Institutional policies should specify how and to what extent these responsibilities are included in a faculty member's total workload.

v   Institutions may assign different weights to each of these activities and to other activities it considers essential parts of faculty workloads based on department, discipline or subdiscipline, and other considerations.

vi   Institutions must create a process for reviewing and evaluating workload assignments.

c   Annual Evaluation

i   Each full-time and full-time equivalent faculty member is required to have an annual work plan and undergo an annual evaluation by the department chair or division head.

ii   During the annual review, the department chair or head shall evaluate the faculty member's work against their approved work plan and decide whether the faculty member has met or not met the expectations outlined in the plan.

iii   The work plan should clearly delineate the expected outcomes and efforts a faculty member needs to achieve in the upcoming academic year, noting that these items may be part of longer-term or multi-year projects. Its objectives should support and align with the criteria for an upcoming summative or comprehensive review, such as reappointment, promotion, tenure, or post-tenure review. The plan must specify expectations for teaching, research, scholarship, and creative activities, as well as service and engagement, including percentage time allocations that correspond to the faculty member's FTE status.

    (1)   A faculty member who does not satisfactorily meet their workload expectations for the review period will be placed on an improvement plan.

(2) The improvement plan must include specific steps aimed at addressing deficiencies, a timeline for expected progress, and a statement of consequences if improvement does not happen within that period. In the academic year in which a faculty member is on an improvement plan, the assessment of the improvement plan will be the equivalent of an annual review.

(3) Faculty members who receive an unsatisfactory annual evaluation and have not satisfactorily completed their subsequent improvement plan are subject to dismissal, reassignment, an additional one-year improvement plan, or other personnel actions.

iv   Institutions are responsible for providing training to supervisors to ensure they have the necessary skills to perform their responsibilities effectively.

v   Faculty have the right to appeal the chair's evaluation through an appropriate institutional process based on the principles of shared governance. Final decisions rest with the institution's chief academic officer.

d   Annual Reporting

i   Beginning with the 2025-2026 Academic year and continuing every other year thereafter, each campus provost will submit a faculty workload report to the Board's vice president for academic affairs. The report shall cover the two prior academic years. The annual report has two primary purposes:

(1) To illustrate the breadth and variety of faculty activities and how these activities contribute to students, the university's mission, the state, and society at large.

(2) To establish a systemwide level of transparency and accountability for how faculty allocate their work time.

ii   The Board's vice president for academic affairs, in consultation with the provosts, will create the report format.

(1) The annual report should include a narrative that highlights faculty responsibilities, the quality of their work, and how their efforts benefit students, the university, the state, and the broader community. It should also explain the institution's workload policy and how it ensures faculty perform at a high level.

(2) Annual reporting metrics will include, at a minimum, the following data:

(a) Total credit hours produced, disaggregated by level of the courses taught (lower- and upper-division, undergraduate and graduate).

(b) Percentage of all credit hours produced by full-time tenured/tenure track and full-time, non-tenure track instructional faculty, disaggregated by level of courses.

(c)   Number of sections taught per semester by full-time tenured/tenure track and full-time, non-tenure track instructional faculty, disaggregated by level of courses.

(d)   Average student credit hour production for core instructional faculty

(e)   The number of bachelor's degrees awarded

(f)   Four-year undergraduate graduation rates

(g)   Student retention rates

(h)   Faculty publication and scholarship

(i)   Amount of research funding secured by faculty

(3)   This report shall be presented to the Board and shared widely with legislators and other constituents.

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C.   CHIEF EXECUTIVE OFFICER, FACULTY AND STAFF

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2   APPOINTMENTS

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b   Faculty and Staff

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vii   Tenure for Tenure-Track Faculty Appointments

(1)   This policy applies only to faculty who have been given tenure-track appointments. Faculty who have been awarded tenure may be terminated only for adequate cause, except in the case of program or unit discontinuance or under extraordinary circumstances because of financial exigency. "Adequate cause" is defined as serious misconduct or performance issues that significantly impact the employment relationship. Performance issues should be documented and addressed in the process of annual review or post-tenure review, as may be appropriate.

(2)   In the interpretation of the principles contained in paragraph (1) above, the following is applicable:

(a)   The terms and conditions of every appointment shall be stated in writing and be made available to the tenure-track faculty member at the time of appointment.

(b)   Beginning with the institution's full-time appointment of the tenure-track faculty member, the probationary period shall not exceed seven years. Faculty health care providers whose sole practice is in connection with a KU practice plan, and/or a KU-affiliated VA hospital or pediatric provider, may be considered full-time solely for purposes of appointment to the Tenure Track. Medical school faculty researchers who are employed by the VA or by a pediatric provider to conduct medical research may be considered full-time solely for purposes of appointment to the Tenure Track. Physician faculty whose sole medical practice is in connection with a KU physician practice plan and who are appointed by the chief executive officer of the University of Kansas Hospital Authority ("KUHA") to hold the position of Senior Vice President for Clinical Affairs or Physician in Chief of the KU Cancer Center as part of the Medical Center's clinical integration with KUHA may be considered full-time solely for purposes of appointment to the Tenure Track as determined by the Chancellor to be in the best interest of the Medical Center. The chief executive officer, or the chief executive officer's designee, may at his or her discretion reduce the probationary period at the time of appointment if it has been determined that the faculty member has served a partial probationary period at a comparable institution and such reduction is in the best interests of the institution. In no instance, however, may the probationary period for a tenure-track faculty member be reduced to less than four years, even though thereby the person's total probationary period in the academic profession is extended beyond the normal maximum of seven years. Notices should be given at least one year prior to the expiration of the probationary period if the tenure-track faculty member is not to be continued in service after the expiration of that period.

(c)   If an untenured faculty member becomes a parent through birth, adoptive placement, or adoption of a child under the age of 5 prior to May 1st of the fifth year of the probationary period, that faculty member, upon notification to the institution's chief academic officer, shall be granted a one-year delay of the tenure review. Notification must occur within 90 days of the birth, adoptive placement, or adoption. Faculty members retain the right to opt out of this interruption policy.

(d)   Under unexpected special and extenuating circumstances, prior to the sixth year of service, and at the request of the faculty member and the appropriate dean, the chief academic officer of the university may grant an extension of the tenure clock for a maximum of one year.

(e)   No more than two extensions of the tenure clock may be granted to a faculty member for any reason. Nothing in this provision shall be construed to guarantee reappointment of an untenured faculty member.

(f)   Tenure is a privilege that must be affirmatively granted by the institution in recognition of meritorious performance. Tenure is not a privilege that can be achieved simply through continuous service at the institution, regardless of a faculty member's length of service. Absent an affirmative action by a state

university to award tenure, a faculty member shall not qualify for tenure solely by virtue of completing the probationary period.

(g)   Tenure and promotion guidelines are required for each academic unit at the institution. The guidelines should reflect expectations consistent with the university's mission and classification. The Board expects these guidelines will insulate faculty from viewpoint-based punishment for in-classroom instruction, unless the instruction/commentary are both not germane to the course and do not take up a significant amount of class time.

(3)   Within this general policy, each state university may make such operating regulations as it deems necessary, subject to the approval of the Board.

(4)   Any tenure approved by the institution shall be limited to tenure for the recommended individual at the institution consistent with the tenure policies of that institution. (Effective 11/14/2002)

(5)   In exceptional cases, the chief executive officer at a state university may hire faculty members with tenure without their having completed a probationary period.

(6)   Faculty may appeal Ddecisions of the chief executive officer denying tenure shall be final and are not subject to further administrative review by any office or committee of the institution or by to the Board of Regents. Any appeal to the Board of Regents pursuant to this subsection shall be filed with the Board Vice President for Academic Affairs within 30 days of the chief executive officer's final decision.

(7)   Each university shall submit an annual tenure review report to the Board's vice president for academic affairs. The report shall include, at a minimum, data on the number of tenured faculty, faculty on a tenure-track, faculty awarded tenure in the past academic year, faculty denied tenure in the same period, and tenure-track faculty who have left the university before applying for tenure.

   (a)   The tenure review report may be combined with the post-tenure review report.

   (b)   The tenure review report shall include the tenure and promotion guidelines adopted by each academic unit at the institution.

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8   EVALUATION OF FACULTY AND POST-TENURE REVIEW

It is the policy of the Kansas Board of Regents that merit increases for faculty shall be based on the annual evaluation of their performance as it relates to the mission of the institution, college/school and department. The Board of Regents holds the state university chief executive officers accountable for the development and implementation of evaluation systems in accordance with the following guidelines:

a   Faculty evaluation criteria, procedures and instruments shall be developed through faculty participation in each department, college or division and recorded to express the performance expectations of faculty therein. <u>They will be documented in annual work plans so that all will understand performance expectations.</u> Criteria, procedures and instruments shall be:

   i   Sufficiently flexible to meet the objectives of the unit.

   ii   Sensitive to multi-year faculty activities and outcomes.

   iii Approved by the chief academic officer of each university.

   iv   Compatible with contemporary research and scholarly literature on faculty evaluation. For example, assessment of research, where research is part of the job assignment, should ordinarily include but not be limited to information on the quality of the research, the amount of research, the media in which findings were disseminated, and the reception and importance of the research. Similarly, the assessment of teaching, where teaching is part of the job assignment, should ordinarily include but not be limited to student ratings secured anonymously under standard conditions on norm-referenced instruments that adjust for initial student motivation, assessment of syllabi, and assessment of instructional materials.

b   Each state university shall make available to faculty a ratings instrument for securing student ratings of instruction in all appropriate courses. The instrument must be norm-referenced and corrected for major sources of bias as demonstrated by research.

c   The evaluation of faculty performance and <u>future</u> expectations<u>, as detailed in each faculty member's annual work plan, *[see Faculty Workload Policy, c. Annual Evaluation]*</u> ~~for the future~~ shall be discussed with them. Documentation recording the sense of the discussion shall be provided to the faculty member.

   i   The faculty member shall be given the opportunity to add comments to the documentation as part of the official record before it is considered at the next higher administrative level.

   ii   Each state university shall establish a procedure by which faculty who disagree with their evaluation may request a review.

d   Each state university shall implement a plan to supplement its annual faculty evaluation system, and shall adopt and implement a post-tenure review plan consistent with this policy. Each plan shall include procedures and strategies for the following:

   i   Training of departmental chairpersons in the administration of faculty evaluation.

   ii   Linkage of the outcomes of faculty evaluation with assistance for renewal and development and, when necessary, reassignment and other personnel actions.

   iii Training and supervision of graduate teaching assistants.

~~iv~~ e   Regular post-tenure review.

   i   In addition to the annual evaluation required of all full-time and full-time equivalent faculty, tenured faculty members undergo a post-tenure review five years after receiving tenure. Post-tenure reviews will continue at five-year intervals unless a review for promotion is warranted.

   ii   The main goal of this ~~primary purpose of this post-tenure review~~ process is to help ~~assist~~ faculty ~~members with~~ identifying opportunities that will allow ~~enable~~ them to reach their full potential for contributing ~~contribution~~ to the university. Post-tenure reviews aim ~~Such review is intended~~ to provide a ~~longer~~ long-term perspective compared to the ~~than is usually provided by an~~ annual review. ~~The expectation is that each tenured faculty member will be assessed five to seven years after award of tenure, and reviews will continue at intervals of five to seven years unless interrupted by a further review for promotion. This review shall be in addition to, not in lieu of, annual evaluations.~~

   iii   A post-tenure review committee shall conduct the review. ~~The post-tenure review committee must consist of at least five individuals, two of whom must be from outside of the home department of the faculty member under review.~~ The department chair shall form the post-tenure review committee, which must consist of at least five individuals, no more than half of whom can be from the home department of the faculty member under review.

   iv   Tenured faculty members who receive an unsatisfactory post-tenure review evaluation will be placed on a one-year improvement plan, developed with input from the faculty to the chair or direct supervisor and approved by the appropriate dean and provost. The one-year improvement plan should set goals that address the deficiencies noted in the post-tenure review and which can reasonably be achieved in one academic year. Faculty who do not satisfactorily complete the improvement plan are subject to an additional one-year improvement plan. ~~dismissal, reassignment, and other personnel actions.~~

   v   The faculty member under review may appeal the post-tenure review committee's decision through an appropriate university shared governance structure.

f   Annual Reporting.

   Each university must submit an annual post-tenure review report to the Board's vice president for academic affairs. The report should include, at a minimum, data on the number of faculty subject to a post-tenure review, those placed on an improvement plan, dismissals resulting from post-tenure review, and other faculty departures not directly related to a post-tenure review.

Act on Resolution to Approve the Issuance of Revenue Bonds to (1) Undertake a Capital Improvement Project to Construct, Renovate, Develop, and Equip the Cancer Center Research Building at the University of Kansas Medical Center, (2) Refund Certain Outstanding Revenue Bonds, and (3) Purchase an Existing Leased Apartment Complex at the Lawrence Campus, and Authorize Execution of Various Other Documents in Connection Therewith – KU

Background

The Kansas Development Finance Authority ("KDFA"), created by the 1987 Kansas Legislature, K.S.A. 74-8901, et seq., has authority to issue bonds on behalf of the State for projects authorized by the Legislature. K.S.A. 74-8905(b) provides, in part, that:

> The authority may issue bonds for activities and projects of state agencies as requested by the secretary of administration. Research facilities of state educational institutions shall be subject to the provisions of this subsection (b). No bonds may be issued pursuant to this act for any activity or project of a state agency unless the activity or project either has been approved by an appropriation or other act of the legislature or has been approved by the state finance council acting on this matter which is hereby characterized as a matter of legislative delegation and subject to the guidelines prescribed in subsection (c) of K.S.A. 75-3711c, and amendments thereto.

The Cancer Center

Authority to initiate and complete a capital improvement project and to issue revenue bonds of $100 million for the Cancer Center project has been granted by Section 180(f) of Senate Bill 125 of the 2025 Kansas Legislature.

> In addition to the other purposes for which expenditures may be made by the university of Kansas medical center from moneys appropriated from the state general fund or any special revenue fund or funds for fiscal year 2026, as authorized by this or other appropriation act of the 2025 regular session of the legislature, expenditures may be made by the university of Kansas medical center from such moneys for fiscal year 2026 to provide for the issuance of bonds by the Kansas development finance authority in accordance with K.S.A. 74-8905, and amendments thereto, for a capital improvement project to construct, renovate, develop and equip the cancer center at the university of Kansas medical center: Provided, That such capital improvement project is hereby approved for the university of Kansas medical center for the purposes of K.S.A. 74-8905(b), and amendments thereto, and the authorization of the issuance of bonds by the Kansas development finance authority in accordance with such statute: Provided further, That the university of Kansas medical center may make expenditures from the moneys received from the issuance of any such bonds for such capital improvement project: Provided, however, That expenditures from the moneys received from the issuance of any such bonds for such capital improvement project shall not exceed $100,000,000 plus all amounts required for costs of bond issuance, costs of interest on the bonds issued for such capital improvement project during the construction and renovation of such project and, for a period of not more than one year following completion of such project, credit enhancement costs and any required reserves for the payment of principal and interest on the bonds: And provided further, That all moneys received from the issuance of any such bonds shall be deposited and accounted for as prescribed by applicable bond covenants: And provided further, That debt service for any such bonds for such capital improvement project shall be financed by appropriations from any appropriate special revenue fund or funds: And provided further, That any such bonds and interest thereon shall be an obligation only of the Kansas development finance authority, shall not constitute a debt of the state of Kansas within the

meaning of section 6 or 7 of article 11 of the constitution of the state of Kansas and shall not pledge the full faith and credit or the taxing power of the state of Kansas: And provided further, That the university of Kansas medical center shall make provisions for the maintenance of the cancer center.

Pursuant to this authorization, and after consulting with KDFA, the University proposes to have KDFA issue revenue bonds in an aggregate principal amount sufficient to finance expenditures for costs of the Cancer Center project in an amount not to exceed $100,000,000, plus any additional amounts required to finance costs of issuance, costs of interest on such revenue bonds during the construction of the project, credit enhancement costs, and any required reserves for the payment of principal and interest on such revenue bonds. After consultation with KDFA, the University is proposing that the bonds be secured by a pledge of generally available unencumbered funds of the University.

At its December 2025 meeting, the Board approved the University's request to amend its capital improvement plan to increase the budget and size of the project, as well as anticipated use of revenue bond financing.

The University of Kansas Cancer Center ("KUCC") earned the National Cancer Institute's ("NCI") prestigious designation as a Comprehensive Cancer Center in July 2022, placing it among the nation's top cancer research institutions. To support the goals associated with this designation, KUCC is constructing a Cancer Research Building with an estimated cost of approximately $330 million. Completion is targeted for fiscal year 2028. The new Cancer Center Research Building is expected to provide the necessary infrastructure to attract top-tier faculty, secure additional research funding, and drive advancements in cancer treatment and prevention. Funding sources will include a combination of state support, philanthropic donations, federal research grants, KU Medical Center resources, affiliated corporations, and bond funding, ensuring that the Center has the resources necessary to maintain and grow its research capabilities.

The Cancer Research Building will also foster greater collaboration with state health agencies and community health providers, strengthening public health initiatives and contributing to improved cancer outcomes for Kansas residents. The center's growth is expected to support the healthcare workforce pipeline by training future cancer researchers and healthcare professionals.

The Housing Property
Authority to purchase or build student housing on the Lawrence campus and to issue revenue bonds of $100 million purchase has been granted by Section 179(f) of Senate Bill 125 of the 2025 Kansas Legislature. The University requests $35 million of this authority to purchase Hawker Apartments from KUEA.

> In addition to the other purposes for which expenditures may be made by the university of Kansas from moneys appropriated from the state general fund or any special revenue fund or funds for fiscal year 2026 or fiscal year 2027, as authorized by this or other appropriation act of the 2025 or 2026 regular session of the legislature, expenditures may be made by the university of Kansas from such moneys for fiscal year 2026 or fiscal year 2027 to provide for the issuance of bonds by the Kansas development finance authority in accordance with K.S.A. 74-8905, and amendments thereto, for a capital improvement project to fund future student housing needs, including construction and equipping of one or more new student residence halls and purchase of one or more existing leased apartment complexes on the Lawrence campus of the university of Kansas: Provided, That such capital improvement project is hereby approved for the university of Kansas for the purposes of K.S.A. 74-8905(b), and amendments thereto, and the authorization of the issuance of bonds by the Kansas development finance authority in accordance with such statute:

Provided further, That the university of Kansas may make expenditures from the moneys received from the issuance of any such bonds for such capital improvement project: Provided, however, That expenditures from the moneys received from the issuance of any such bonds for such capital improvement project shall not exceed $100,000,000 plus all amounts required for costs of bond issuance, costs of interest on the bonds issued for such capital improvement project during the construction of such project and, for a period of not more than one year following completion of such project, credit enhancement costs and any required reserves for the payment of principal and interest on the bonds: And provided further, That all moneys received from the issuance of any such bonds shall be deposited and accounted for as prescribed by applicable bond covenants: And provided further, That debt service for any such bonds for such capital improvement project shall be financed by appropriations from any appropriate special revenue fund or funds: And provided further, That any such bonds and interest thereon shall be an obligation only of the Kansas development finance authority, shall not constitute a debt of the state of Kansas within the meaning of section 6 or 7 of article 11 of the constitution of the state of Kansas and shall not pledge the full faith and credit or the taxing power of the state of Kansas: And provided further, That the university of Kansas shall make provisions for the maintenance of such capital improvement project and related equipment and infrastructure for student housing.

Pursuant to this authorization, and after consulting with KDFA, the University proposes to have KDFA issue revenue bonds in an aggregate principal amount sufficient to finance the purchase of the Hawker Apartments and retire KUEA's loan in an amount not to exceed $35,000,000, plus any additional amounts required to finance costs of issuance. After consultation with KDFA, the University is proposing that the bonds be secured by a pledge of generally available unencumbered funds of the University, although student housing revenues are expected to pay debt service for the project. The University will comply with Board policy regarding appraisals on this property.

The University's housing is currently at capacity and has needs to demolish, renovate, and expand its current housing inventory to address on and off campus housing challenges. Starting in 2023, the Universities' Office of Student Housing began leasing a portion of the existing Hawker Apartment complex on the edge of the Lawrence campus to partially address the critical need for student housing with the expectation the property would be purchased by the University when possible. In 2024 the complex was acquired by KUEA. The University now intends to acquire this property as well as construct new units that include the Gateway Apartment Complex and additional on-campus housing. Due to on campus demolitions, renovations, and limited housing options off campus, these actions are necessary despite future enrollment challenges.

The Refunding Bonds
Authority to refinance the outstanding Public Finance Authority lease development revenue bonds (KU campus development corporation – central district development project), series 2016, and to issue revenue bonds in an amount of not to exceed $276 million, plus costs of issuance, has been granted by Section 179(g) of Senate Bill 125 of the 2025 Kansas Legislature.

In addition to the other purposes for which expenditures may be made by the university of Kansas from moneys appropriated from the state general fund or any special revenue fund or funds for fiscal year 2026 or fiscal year 2027, as authorized by this or other appropriation act of the 2025 or 2026 regular session of the legislature, expenditures may be made by the university of Kansas from such moneys for fiscal year 2026 or fiscal year 2027 to provide for the issuance of bonds by the Kansas development finance authority in accordance with K.S.A. 74-8905, and amendments thereto, to refinance the outstanding public finance authority lease development revenue bonds

(KU campus development corporation – central district development project), series 2016: Provided, That such capital improvement project is hereby approved for the university of Kansas for the purposes of K.S.A. 74-8905(b), and amendments thereto, and the authorization of the issuance of bonds by the Kansas development finance authority in accordance with such statute: Provided further, That the university of Kansas may make expenditures from the moneys received from the issuance of any such bonds for such capital improvement project: Provided, however, That expenditures from the moneys received from the issuance of any such bonds for such capital improvement project shall not exceed $276,000,000 plus all amounts required for costs of bond issuance, credit enhancement costs and any required reserves for the payment of principal and interest on the bonds: And provided further, That all moneys received from the issuance of any such bonds shall be deposited and accounted for as prescribed by applicable bond covenants: And provided further, That debt service for any such bonds for such capital improvement project shall be financed by appropriations from any appropriate special revenue fund or funds: And provided further, That any such bonds and interest thereon shall be an obligation only of the Kansas development finance authority, shall not constitute a debt of the state of Kansas within the meaning of section 6 or 7 of article 11 of the constitution of the state of Kansas and shall not pledge the full faith and credit or the taxing power of the state of Kansas: And provided further, That the purpose of such refinancing is to achieve a reduction in debt service: And provided further, That the university of Kansas shall make provisions for the maintenance of the original capital improvement project and related equipment and infrastructure.

Pursuant to this authorization, and after consulting with KDFA, the University proposes to refund the outstanding Public Finance Authority lease development revenue bonds (KU campus development corporation central district development project), series 2016, plus any additional amounts required to finance costs of issuance. After consultation with KDFA, the University is proposing that the bonds be secured by a pledge of generally available unencumbered funds of the University.

The series 2016 bonds were issued by the Public Finance Authority, an out of state entity, requiring legislative approval to refund or refinance. The series 2014C bonds (with an outstanding balance of $34 million) were approved by the legislature in the original issuance and did not need legislative approval to refund or refinance. If the series 2016 bonds and series 2014C bonds are refunded, present value savings as of mid-December 2025 are anticipated to be approximately $26.9 million.

Administrative Costs
In conjunction with the issuance of the proposed bonds, since KDFA has and will incur expenses in relation to the issuance of the proposed bonds and subsequent administration of the Resolution and Pledge of Revenues Agreement, it will be necessary for the University to execute an Administrative Service Fee Agreement to provide for reimbursement of those expenses, as well as other documents and certificates necessary to accomplish the purposes set forth in the Resolution and the issuance and delivery of the bonds.

University Indebtedness

	FY 2027 Projected with Debt Issuance	FY 2027 Projected without Debt Issuance	FY 2026 Estimated*	FY 2025 Actual	FY 2024 Actual
Debt Burden Ratio	4.15%	4.24%	4.92%	4.98%	4.51%

| Debt Service Coverage Ratio | 2.57 | 2.52 | 2.17 | 2.138 | 2.45 |
| Viability Ratio | 3.559 | 3.986 | 3.759 | 3.475 | 3.701 |

*FY 2026 debt service payments include significant lease payments that will be retired

The University of Kansas has $650 million in total outstanding debt, of which $309 million would be refinanced with the proposed refunding bonds. In accordance with Board policy (Ch. II, E, 3, c, vi), KU's debt burden ratio, debt service coverage, and viability ratio are provided above for the two most recent years, the current year, and the following year. The figures provided are computed annually using the annual financial report and compiled into the Composite Financial Index. The ratios should be considered in the context of the institution's overall mission and performance.

The debt burden ratio is the proportion of the University's current principal payments and interest expense as a percentage of total expenditures. An upper threshold for this ratio has been viewed as 7.0 percent. The debt coverage ratio is computed using all debt of the University, including the component units, with net operating income divided by total debt service payments. An organization with a ratio greater than 1.0 generates more net income than is needed to pay its debts.

The University's viability ratio is used to gauge the University's ability to assume new debt and measures the institution's debt capacity. It is calculated by dividing the expendable net position by its long-term debt. A higher ratio indicates stronger financial health, suggesting the institution has more resources to cover its debt and a greater ability to take on new debt or weather financial difficulties. An organization with a ratio greater than 1.0 generates more net assets than is needed to pay its outstanding debt.

Conclusion

The Board is asked to adopt the Resolution (set out in full below), to approve the issuance of bonds. The Resolution would authorize the University Chancellor to execute the Pledge Agreement, the Tax Compliance Agreement, and the Administrative Service Fee Agreement, in such form as is approved by the University's General Counsel, and to execute any and all other documents and certificates necessary to accomplish the purposes of the Resolution and the issuance of the bonds. The Resolution further would authorize the Chair and President and CEO of the Board to execute the Resolution and any and all other documents and certificates, in such form as is approved by General Counsel to the Board, and necessary to accomplish the purposes of the Resolution and the issuance of the bonds. Staff recommends approval of this Resolution.

RESOLUTION

A RESOLUTION OF THE KANSAS BOARD OF REGENTS APPROVING THE ISSUANCE BY THE KANSAS DEVELOPMENT FINANCE AUTHORITY OF ITS REVENUE BONDS TO PROVIDE ALL OR A PORTION OF THE FUNDS NECESSARY TO (1) UNDERTAKE A CAPITAL IMPROVEMENT PROJECT TO PURCHASE AN EXISTING LEASED APARTMENT COMPLEX ON THE LAWRENCE CAMPUS OF THE UNIVERSITY OF KANSAS, (2) UNDERTAKE A CAPITAL IMPROVEMENT PROJECT TO CONSTRUCT, RENOVATE, DEVELOP AND EQUIP THE CANCER CENTER AT THE UNIVERSITY OF KANSAS MEDICAL CENTER, AND (3) REFUND CERTAIN OUTSTANDING REVENUE BONDS; AUTHORIZING THE EXECUTION OF A PLEDGE OF REVENUES AGREEMENT BETWEEN THE UNIVERSITY OF KANSAS AND THE KANSAS DEVELOPMENT FINANCE AUTHORITY THAT CONTAINS CERTAIN COVENANTS AND PROVISIONS WITH RESPECT TO THE PLEDGE OF CERTAIN FUNDS OF THE UNIVERSITY OF KANSAS THAT WILL PROVIDE FOR THE PAYMENT OF SUCH BONDS; AND AUTHORIZING THE EXECUTION OF VARIOUS OTHER DOCUMENTS RELATING TO THE ISSUANCE OF, SECURITY AND PAYMENT OF SUCH BONDS.

WHEREAS, the Kansas Board of Regents (the "Board") is vested under the Constitution and laws of the State of Kansas with supervision and control over the University of Kansas (the "University"), including the University of Kansas Medical Center (the "Medical Center"), and is authorized under such laws to adopt this Resolution and perform, execute and carry out, or cause to be performed, executed and carried out, the powers, duties and obligations of the Board under this Resolution in connection with the acquisition and improvement of certain facilities located on the campus of the University and the University's operation thereof; and

WHEREAS, the Board and the University have heretofore determined that it is advisable to (i) undertake a capital improvement project to fund future student housing needs, including the purchase of one or more existing leased apartment complexes on the Lawrence campus of the University (the "Housing Project"), and (ii) undertake a capital improvement project to construct, renovate, develop and equip the cancer center at the Medical Center (the "Cancer Center Project" and, together with the Housing Project, the "Projects"); and

WHEREAS, Chapter 117, Section 179(f) of the 2025 Session Laws of Kansas authorizes the Kansas Development Finance Authority (the "Authority"), on behalf of the University, to issue its revenue bonds in an aggregate principal amount sufficient to finance costs of the Housing Project in an amount not to exceed $100,000,000, plus all amounts required to finance costs of issuance, credit enhancement costs and any required reserves for the payment of principal and interest on such revenue bonds; and

WHEREAS, Chapter 117, Section 180(f) of the 2025 Session Laws of Kansas authorizes the Authority, on behalf of the University, to issue its revenue bonds in an aggregate principal amount sufficient to finance costs of the Cancer Center Project in an amount not to exceed $100,000,000, plus all amounts required to finance costs of issuance, costs of interest on such revenue bonds during the construction of the Cancer Center Project and for a period of not more than one year following completion of the Cancer Center Project, credit enhancement costs and any required reserves for the payment of principal and interest on such revenue bonds; and

WHEREAS, the Public Finance Authority, on behalf of the University and the KU Campus Development Corporation ("KUCDC"), has heretofore issued its Lease Development Revenue Bonds (KU Campus Development Corporation – Central District Development Project), Series 2016, dated January 21, 2016, in the original principal

amount of $326,945,000 (the "PFA Bonds") for the purpose of making a loan to KUCDC to finance the costs of the design, construction, and development of the Central District of the University's campus; and

WHEREAS, Chapter 117, Section 179(g) of the 2025 Session Laws of Kansas authorizes the Authority, on behalf of the University, to issue its revenue bonds in an aggregate principal amount sufficient to refinance all of the outstanding PFA Bonds in an amount not to exceed $276,000,000, plus all amounts required to finance costs of issuance, credit enhancement costs and any required reserves for the payment of principal and interest on such revenue bonds; and

WHEREAS, the Authority, on behalf of the University, has heretofore issued its Revenue Bonds, Series 2014C (University of Kansas Projects), dated June 19, 2014, in the original principal amount of $56,655,000 (the "Series 2014C Bonds"), to provide funds to construct certain residence halls on the Lawrence campus of the University and refund certain prior bonds issued by the Authority, the proceeds of which were used to acquire two series of bonds that funded a portion of the costs of renovating and equipping a residence hall on the Lawrence campus of the University, constructing a parking facility at the Medical Center, and refunding certain prior bonds; and

WHEREAS, K.S.A. 74-8901 *et seq.* (the "KDFA Act") authorizes the Authority, on behalf of the University, to issue its revenue bonds to refund the outstanding Series 2014C Bonds; and

WHEREAS, the University and the Authority have advised the Board that it may be beneficial to the Board and the University to authorize the Authority to issue refunding revenue bonds to refund all of the outstanding PFA Bonds and all of the outstanding Series 2014C Bonds (collectively, the "Refunded Bonds"); and

WHEREAS, the University has requested that revenue bonds secured by a pledge of generally available unencumbered funds of the University be issued by the Authority pursuant to the KDFA Act on behalf of the University to finance all or a portion of the costs of the Projects and refund the Refunded Bonds (the "Bonds"); and

WHEREAS, the University intends to make provisions for the maintenance of the Projects, the maintenance of the capital improvements originally funded by the Refunded Bonds, and the payment of debt service on the Bonds; and

WHEREAS, the Board, upon recommendation of the University, hereby finds and determines that it is advisable that the Bonds be issued by the Authority on behalf of the University, such bonds to be secured by the pledge of generally available unencumbered funds of the University; and

WHEREAS, prior to the issuance of the Bonds, the Authority will receive from the Secretary of Administration a request to issue bonds on behalf of the University for the purpose of financing the Projects, refunding the Refunded Bonds and paying related interest, costs and reserves; and

WHEREAS, in conjunction with the issuance of the Bonds, the University will be required to execute a Pledge of Revenues Agreement between the University and the Authority (the "Pledge Agreement"), which contains certain covenants and provisions with respect to the pledge of generally available unencumbered funds of the University; and

WHEREAS, it is recognized that the Authority has and will incur additional expenses in relation to the issuance of the Bonds and subsequent administration and enforcement of the Pledge Agreement, and the

University desires to reimburse the Authority for said additional expenses through the execution of an Administrative Service Fee Agreement (the "Administrative Agreement").

NOW THEREFORE, BE IT RESOLVED BY THE KANSAS BOARD OF REGENTS, AS FOLLOWS:

SECTION 1. The Board hereby approves the issuance of the Bonds by the Authority on behalf of the University in an aggregate principal amount sufficient to (i) finance costs of the Housing Project in an amount not to exceed $100,000,000, (ii) finance costs of the Cancer Center Project in an amount not to exceed $100,000,000, (iii) refund the PFA Bonds in an amount not to exceed $276,000,000, and (iv) refund all of the outstanding Series 2014C Bonds, plus all amounts required to finance costs of issuance, costs of interest on the Bonds during construction of the Cancer Center Project, credit enhancement costs and any required reserves for the payment of principal and interest on the Bonds. The Bonds may be issued jointly with other revenue bonds for the University and shall be issued substantially in the form and with the repayment terms and provisions contained in the information presented to the Board by the Authority and the University.

SECTION 2. The Board hereby authorizes the Chancellor of the University to execute on behalf of the University the Pledge Agreement, the Administrative Agreement and such other documents and certificates necessary to accomplish the purposes set forth in this Resolution and the issuance of the Bonds, in such forms as are approved by the General Counsel to the University. The Board hereby further authorizes and instructs the Chair and President and CEO of the Board to execute on behalf of the Board such documents and certificates necessary to accomplish the purposes set forth in this Resolution and the issuance of the Bonds, in such forms as are approved by the General Counsel to the Board.

SECTION 3. This Resolution shall be in full force and effect from and after its adoption.

CERTIFICATE

We, the undersigned Chair and President and CEO of the Kansas Board of Regents, hereby certify that the foregoing Resolution was lawfully adopted by the Board at its meeting held on January ___, 2026.

KANSAS BOARD OF REGENTS

(SEAL)

By_____

Blake Benson, Chair

ATTEST:

By_____

Blake Flanders, Ph.D., President and CEO