

**MAY 19-20, 2021**

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

2020-2021  
Bill Feuerborn, Chair  
Cheryl Harrison-Lee, Vice Chair

**KANSAS BOARD OF REGENT MEMBERS:**

Shane Bangarter	Ann Brandau-Murguia	Bill Feuerborn
Cheryl Harrison-Lee	Mark Hutton	Shelly Kiblinger
Jon Rolph	Allen Schmidt	Helen Van Etten

**Building a Future**

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

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

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# MEETING INFORMATION AND SCHEDULE

The Kansas Board of Regents will be meeting at the Curtis State Office Building (CSOB) at 1000 SW Jackson, Suite 520, Topeka, Kansas, 66612 in the meeting room indicated. Any individual who wants to “attend” this Board meeting is encouraged to use the livestream link, which can be found on our website at [https://www.kansasregents.org/board\\_meeting\\_live\\_stream](https://www.kansasregents.org/board_meeting_live_stream). Committee meetings will also be livestreamed as noted below at the links provided.

## Wednesday, May 19, 2021

<b>Time</b>	<b>Committee/Activity</b>	<b>Location</b>
8:30 am - 9:00 am	System Council of Chief Academic Officers	Zoom Link
9:00 am or Adjournment	Council of Chief Academic Officers	Zoom Link
9:15 am - 10:00 am	Governance Committee	Kathy Rupp Room & <a href="#">Livestreamed</a>
10:15 am - Noon	Fiscal Affairs & Audit Standing Committee	Board Room & <a href="#">Livestreamed</a>
10:15 am - Noon	Academic Affairs Standing Committee	Kathy Rupp Room & <a href="#">Livestreamed</a>
10:15 am - 10:45 am	System Council of Presidents	Suite 530 & Zoom Link
10:45 am or Adjournment	Council of Presidents	Suite 530 & Zoom Link
Noon - 1:15 pm	Council of Faculty Senate Presidents	Zoom Link
Noon - 1:00 pm	Students’ Advisory Committee	Zoom Link
Noon - 12:30 pm	Lunch <i>Board of Regents &amp; President Flanders</i>	Kathy Rupp Room
12:30 pm - 1:15 pm	Board of Regents Meeting <i>Executive Session – Personnel Matters</i>	Kathy Rupp Room
1:30 pm	Board of Regents Meeting	Board Room
6:00 p.m.	Dinner <i>Board of Regents, President Flanders, &amp; State University CEOs</i>	Chez Yasu 2701 SW 17th St B,

**Thursday, May 20, 2021**

<b>Time</b>	<b>Committee/Activity</b>	<b>Location</b>
8:45 am - 9:15 am	Board of Regents Meeting <i>Executive Session – attorney-client</i>	Kathy Rupp Room
9:15 am	Board of Regents Meeting	Board Room
11:30 am	Lunch <i>Board of Regents &amp; President Flanders</i>	Kathy Rupp Room

# MEETING AGENDA

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

## Wednesday, May 19, 2021

- I. Call To Order** Regent Feuerborn, Chair
  
- II. The Pledge of Allegiance**
  
- III. Approval of Minutes**
  - April 14, 2021 Board Minutes *p. 6*
  
- IV. Introductions and Reports**
  - A. Introductions*
  - B. Report from the Chair* Regent Feuerborn, Chair
  - C. Report from the President & CEO* Blake Flanders, President & CEO
  - D. Report from System Council of Presidents* President Rittle
  - E. Report from Council of Presidents* President Muma
  - F. Report from Council of Faculty Senate Presidents* Aleks Sternfeld-Dunn
  - G. Report from Students' Advisory Committee* Rija Khan
  - H. Report from the Community Colleges* President Rittle
  - I. Report from the Technical Colleges* President Genandt
  
- V. Standing Committee Reports**
  - A. Academic Affairs* Regent Kiblinger
  - B. Fiscal Affairs & Audit* Regent Rolph
  - C. Governance* Regent Feuerborn
  
- VI. Approval of Consent Agenda**
  - A. Academic Affairs*
    - 1. Act on Request to Offer a Bachelor of Science in Environmental Science – KSU Daniel Archer, VP, Academic Affairs *p. 20*
    - 2. Act on Request to Offer a Master of Arts in Organizational Communication – KU *p. 30*
    - 3. Receive 2020 Accreditation Report *p. 38*
  - B. Fiscal Affairs & Audit*
    - 1. Act on Proposed Amended Memorandum of Agreement between the University of Kansas Medical Center and the Fraternal Order of Police Lodge 37 - KUMC Natalie Yoza, Associate General Counsel *p. 40*

- |   |   |  |       |
|---|---|--|-------|
| 2.                                      | Act on Request to Sell Real Property and Execute Instruments of Conveyance – KSU  | Chad Bristow,<br>Director of Facilities      | p. 45 |
| <br>                                    |   |  |       |
| <i>C. Technical Education Authority</i> |   |  |       |
| 1.                                      | Act on Requests for Degree and Certificate Programs Submitted by Wichita State University Campus of Applied Sciences and Technology | Scott Smathers,<br>VP, Workforce Development | p. 47 |
| 2.                                      | Act on Excel in CTE Fees for Wichita State University Campus of Applied Sciences and Technology’s Culinary Arts Program             |  | p. 50 |
| 3.                                      | Act on Kansas Nursing Initiative Grant Awards   |  | p. 52 |

**VII. Consideration of Discussion Agenda**

*A. Other Matters*

- |    |                                       |   |       |
|----|---------------------------------------|---|-------|
| 1. | Receive Legislative and Budget Update | Matt Casey,<br>Director, Government Relations | p. 55 |
|----|---------------------------------------|---|-------|

*B. Fiscal Affairs & Audit*

- |    |   |  |       |
|----|---|--|-------|
| 1. | Act on the Kansas Law Enforcement Training Center (KLETC) Master Plan   | Regent Rolph<br>Chancellor Girod               | p. 55 |
| 2. | Act on Capital Improvement Requests for FY 2023 and Five-Year Plans   | Chad Bristow,<br>Director of Facilities        | p. 56 |
| 3. | Approve Johnson County Research Triangle (JCERT) FY 2022 Budgets – KU, KUMC and KSU   | Elaine Frisbie<br>VP, Finance & Administration | p. 58 |
| 4. | Receive Presentations and Discuss University Fee and Tuition Proposals for FY 2022 (First Read)   |  | p. 68 |
|    | <ul style="list-style-type: none"> <li>• University of Kansas</li> <li>• Kansas State University</li> <li>• Wichita State University</li> <li>• Emporia State University</li> <li>• Pittsburg State University</li> <li>• Fort Hays State University</li> </ul> |  |       |

**VIII. Executive Session**

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

**Thursday, May 20, 2021**

**IX. Executive Session**

Board of Regents – matters deemed confidential in the attorney-client relationship

**X. Reports**

- A. Reports from the State University CEOs
- Pittsburg State University
  - Fort Hays State University
  - Emporia State University

**XI. Consideration of Discussion Agenda**

A. *Fiscal Affairs & Audit*

1. Receive Enrollment Report

Regent Rolph  
Elaine Frisbie *p. 70*  
VP, Finance & Administration

2. Discuss Policy Recommendations and Funding Scenarios for Capital Renewal Initiative

Chad Bristow, *p. 71*  
Director of Facilities

3. Initial Discussion of the Board’s Unified FY 2023 Budget Request Preparations

Elaine Frisbie *p. 94*  
VP, Finance & Administration

B. *Other Matters*

1. Elect FY 2022 Board Chair and Vice Chair

Regent Feuerborn *p. 95*

**XII. Executive Session**

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

**XIII. Adjournment**

# MINUTES OF PREVIOUS MEETING(S)

- I. Call To Order Regent Feuerborn, Chair
- II. The Pledge of Allegiance
- III. Approval of Minutes
  - A. Approve Minutes

**KANSAS BOARD OF REGENTS**  
 MINUTES  
 April 14, 2021

The April 14, 2021, meeting of the Kansas Board of Regents was called to order by Chair Bill Feuerborn at 12:30 p.m. The meeting was held in the Board Office located in the Curtis State Office Building, 1000 S.W. Jackson, Suite 520, Topeka. Proper notice was given according to law.

MEMBERS PRESENT:

- Bill Feuerborn, Chair
- Cheryl Harrison-Lee, Vice Chair
- Shane Bangerter
- Ann Brandau-Murguia
- Mark Hutton
- Shelly Kiblinger
- Jon Rolph
- Allen Schmidt
- Helen Van Etten

### EXECUTIVE SESSION

At 12:31 p.m., Regent Kiblinger moved, followed by the second of Regent Bangerter, to recess into executive session in the Kathy Rupp Conference Room for 30 minutes to discuss personnel matters of non-elected personnel. The subject of this executive session was to prepare for university CEO evaluations and the purpose was to protect the privacy of the individual Board employees involved. Participating in the executive session were members of the Board, President Flanders (for a portion), and General Counsel Julene Miller. The motion carried. At 1:01 p.m., the meeting returned to open session. Regent Kiblinger moved to extend the session for ten minutes, and Regent Rolph seconded. The motion carried. At 1:11 p.m., the meeting returned to open session. Regent Kiblinger moved to extend the session for ten additional minutes, and Regent Rolph seconded. The motion carried. At 1:21 p.m., the meeting returned to open session.

### BREAK

The Chair called for a break at 1:21 p.m. and resumed the Board meeting in the Board room at 1:35 p.m.

### PLEDGE OF ALLEGIANCE

The Pledge of Allegiance was recited.

### APPROVAL OF MINUTES

Regent Rolph moved that the minutes of the March 17-18, 2021 Board meeting be approved. Following the second of Regent Schmidt, the motion carried.

### GENERAL REPORTS



REPORT FROM PRESIDENT AND CEO

President Flanders highlighted the system enrollment report, which is scheduled to be presented later today, and noted that the enrollment data can be found on the Board's Kansas Higher Education Statistics webpage. He reported the students were active in the Legislature this year and had a bill introduced to create a student position on the Kansas Board of Regents. He noted the bill did not make it through the process, but the students did a great job with testimony and gained experience and knowledge on how the legislative process works. President Flanders thanked the Legislature for supporting the higher education system. Several of the Board's priorities were approved, including continuing the Engineering initiative for ten more years, funding the Excel in CTE initiative, and restoring \$25 million to the system. President Flanders then asked Regent Kiblinger to give an update on the Advantage Kansas Coordinating Council. He also recommended suspending the Board's Coordinating Council with the Kansas State Board of Education because the new Advantage Kansas Council will be discussing many of the same topics. The Board had no objections to suspending activities of the Coordinating Council.

Regent Kiblinger reported that Governor Kelly signed Executive Order 21-08, which established the Advantage Kansas Coordinating Council. Regent Kiblinger and Alan Cobb, President and CEO of the Kansas Chamber, are co-chairing the Council. Regent Kiblinger reviewed the goals of the Council and noted that many align with the goals in the Board's strategic plan, *Building a Future*. She noted that the Council created three workgroups: Jump Start Kansas – chaired by Regent Kiblinger, Talent Ready Kansas – chaired by Alan Cobb, and Opportunity Kansas – chaired by Cindy Lane. These workgroups have specific areas of focus and members will be reaching out to experts in different fields to gather information as they move through their work. Regent Kiblinger stated that the Council will be developing metrics to benchmark their work. Regent Harrison-Lee suggested that the Council may want to review the documents that the Future of Higher Education Council worked on because they may benefit the work of this Council.

(Handout filed with Official Minutes)

REPORT FROM SYSTEM COUNCIL OF PRESIDENTS

President Rittle presented the System Council of Presidents report. The Council received a report from the System Council of Chief Academic Officers on credit for prior learning, transfer and articulation, and the pilot program that authorized programmatic exceptions to the minimum 60 semester credit hour requirement for the institution awarding the baccalaureate degree for certain transfer agreements between the University of Kansas Edwards campus and Johnson County Community College (JCCC). The data gathered from the pilot program shows that students who transferred from JCCC to the KU Edwards campus are successful at the university level. The System Council of Presidents then received an update on the progress of the General Education Workgroup, which is tasked with developing a general education framework for the system. It is anticipated that a draft framework will be presented to the Council during the fall of 2021. President Flanders then provided an update on how the system will develop strategies to address the equity gap metric in the Board's strategic plan, *Building a Future*. It was noted that Georgia State University's National Institute for Student Success will be working with the system and can conduct an equity gap analysis at a community college and a state university. President Rittle stated that details surrounding the analysis are still being worked out. Additionally, President Rittle announced that Independence Community College named Vincent Bowhay as its new President.

REPORT FROM COUNCIL OF PRESIDENTS

Interim President Muma presented the report for the Council of Presidents. The Council received reports from the Council of Chief Academic Officers, Council of Business Officers, Council of Student Affairs Officers, Council of Government Relations Officers, and the Council of Chief Diversity Officers. The Academic Officers acted on new programs and program name changes and discussed the Students' Advisory Committee's request to make election day a non-instructional holiday for students. The Business Officers have been busy tracking the legislative budget process along with the Government Relations Officers. The Student Affairs Officers discussed the fall semester and returning to a "normal" on-campus environment. They also reviewed the Board's Freedom

of Expression Statement. The Diversity Officers announced they are hosting a roundtable discussion on diversity and inclusion with community college leaders on April 15<sup>th</sup>. The Council of Presidents then approved Kansas State University's request to offer a Bachelor of Science in Environmental Science and the University of Kansas' request to offer a Master of Arts in Organizational Communication. Both these programs will be forwarded to the Board for consideration.

#### REPORT FROM COUNCIL OF FACULTY SENATE PRESIDENTS

Aleks Sternfeld-Dunn reported that the Council of Faculty Senate Presidents is supportive of the recommendations from the Governance Committee Workgroup, which will be presented later in the agenda. He thanked the Board and the Governance Committee for creating the group and all the members of the Workgroup for their participation. At its meeting today, the Council of Faculty Senate Presidents received an update on the General Education Workgroup. The Council supports the idea of creating seamless transfer opportunities for students, but the faculty are concerned with creating one unified approach for the system. The faculty believe taking the autonomy away from the universities will be a significant challenge, especially if the general education package requires the acceptance of a specific number of general education credit hours. Dr. Sternfeld-Dunn explained how this requirement may impact programs including the possibility of lengthening a program past the 120-credit hour requirement. The Council of Faculty Senate Presidents also discussed the strategic program review process and noted the importance of evaluating programs using multiple metrics and not just looking at credit hour production and the cost to offer a program. President Flanders thanked Dr. Sternfeld-Dunn for his comments on program review and noted the importance of internal program review on the campuses. He stated that the Board is looking for ways to be more efficient with program review and may consider moving to a program prioritization model in the future. Regent Schmidt clarified that the Board considered other metrics besides credit hour production and costs when it conducted its strategic program alignment review of programs. Regent Hutton stated he is concerned with the Council's comments regarding the development of a systemwide general education package because in his opinion it sounds like the Council is not behind moving toward a standardized package, which he believes will benefit students. Dr. Sternfeld-Dunn stated that faculty support creating seamless transfer opportunities for students but there are concerns centered around losing university autonomy when it comes to setting specific general education requirements at the program level. However, he believes there is a solution to this issue and will continue to support the Workgroup.

#### REPORT FROM STUDENTS' ADVISORY COMMITTEE

Rija Khan presented the report for the Students' Advisory Committee. The Committee met with the Council of Chief Academic Officers to discuss its request to make election day a non-instructional holiday on the university campuses. It was noted that this request may impact the number of instructional days in the academic calendar and the group decided that each student body president should work with his or her own campus to address any issues before moving this request forward. Ms. Khan noted that this request is important to the Committee because it has the potential to increase student voter turnout, and it will allow students to participate in activities like working at the polling sites or volunteering on a campaign. The Committee also believes it will help students who are voting in different states. The Committee also discussed student tuition and fees and recommends keeping the state university tuition rates flat and only approving increases to fees that were deemed essential by the student governing bodies. Ms. Khan noted that each university student senate reviews student fees for its campus and some of the senates have recommended increasing student fees to address essential needs like increasing health and mental wellness services or expanding diversity, equity and inclusion initiatives. Regent Van Etten congratulated Ms. Khan on being reelected as WSU's Student Body President and noted that working at election polling sites can be an educational experience for students. However, she wanted to make it clear that the universities themselves need to be neutral when it comes to politics and elections. Regarding out-of-state voting, Regent Van Etten noted students have the option to mail their ballots to their home state.

#### REPORT FROM THE COMMUNITY COLLEGES

President Rittle reported that the community college presidents are discussing the fall semester. The colleges are planning to return to a more normal campus environment with the majority of classes being taught in person. The

colleges are working with their local health departments to offer COVID-19 vaccines to students and many colleges plan to continue to offer COVID testing. Face coverings and social distancing in classrooms on the campuses will not be required. However, some colleges may choose to spread their classrooms out if they have the space. Regarding enrollment, the colleges believe they will either see a slight increase or will remain flat. Dr. Rittle stated that student athletes have been competing this spring and reminded everyone that the Kansas Jayhawk Community College Conference decided last fall to move most fall sports competitions to the spring semester. He also noted that many of the athletic venues are allowing some fans to attend and that the colleges are hoping the capacity limits are lifted for the fall semester.

#### REPORT FROM THE TECHNICAL COLLEGES

President Genandt presented the report for the technical colleges. The technical colleges are expecting fall enrollments to be up five to 15 percent and anticipate increased high school student enrollments as well. He noted that some programs like nursing and welding are in high demand and the colleges are experiencing capacity issues. President Genandt also reported that the colleges continue to engage with business and industry leaders and noted that employment opportunities for technical college graduates are still strong despite the ongoing pandemic.

#### REPORT FROM THE UNIVERSITY CEOS

President Garrett highlighted achievements of several Emporia State University students. Business major, Mallory Mitchell, suffered a severe medical issue in 2018 that prevented her from completing her degree at that time. President Garrett announced that despite incredible difficulty, Mitchell has made an extraordinary recovery and will graduate with a business degree from ESU in December 2021. River Freemond, a student in ESU's School of Library and Information Management, was chosen for an internship at the Smithsonian Institution this summer. Kaleb Barber, a first-generation student who participated in many campus activities, will be graduating this May with a degree in school counseling. Song Yang, a computer science major, co-wrote a paper on acoustic classifications of bird species based on wavelets and learning algorithms. President Garrett also reported that Corky's Cupboard was expanded to help students with food insecurities, and since its opening, the Cupboard has given out over 78,000 items. President Garrett concluded by sharing a video from Kara Kolar, an ESU nursing graduate, who developed a song about COVID-19.

President Mason announced that Fort Hays State University student athlete, Alexandra Hart, won the NCAA Division II national championship in the high jump. Brynn Wooten, who is studying Geoscience at Fort Hays, received a 2021 Barry Goldwater Scholarship. Wooten plans to earn a Ph.D. in paleobiology and wants to conduct research while teaching at a university with a natural history museum. The Fort Hays State University shotgun sports team won the national title and outscored all division II and division I schools. President Mason highlighted that Avery Bollinger, who is a senior at Wiley High School in Wiley, Colorado, will be graduating this spring with a high school diploma and a bachelor's degree from Fort Hays. Bollinger took online courses from Dodge City Community College before she transferred to Fort Hays' online program. President Mason also announced that the renovations to Rarick Hall will be completed soon and noted the project was funded with university funds (75 percent) and their allocation from the Educational Building Fund.

President Myers announced that John and Kim Vanier gifted three flight trainers to the Kansas State University Polytechnic campus. The two flat-panel trainers and one full trainer will enable faculty to instruct future aviators in some of the best state-of-the-art training devices. President Myers stated that the Vanier's gift directly aligns with the University's Global Aeronautics Initiative, which is to create leading-edge and accessible educational and training capabilities to support industry talent needs of tomorrow, with graduates better prepared for careers of the future. He reported that on March 13<sup>th</sup> the University's Shelter Medicine Community Outreach Vehicle, also called Wellness on Wheels, successfully completed its first trip after more than two years of fundraising, design and production. The vehicle is unique because it allows members of the K-State shelter medicine team to help people with pets receive basic veterinary care even though they may have limited financial resources, physical limitations on access to care or insufficient knowledge about the importance of veterinary care. President Myers highlighted that the All In for K-State fundraising event raised over \$500,000, which will be used to help students

save money on textbooks by supporting Textbooks 2.0. He thanked all the donors for their generosity. President Myers also reported that the Kansas State University College of Education's Rural Education Center hosted the 2021 Rural Education Summit: Homegrown Solutions. Focusing on rural school districts, the summit centered around three key issues: recruitment, reinforcement and retention.

Interim President Muma reported that Wichita State University's COVID-19 positivity rate remains low and over 2,197 individuals on campus have received at least their first dose of the vaccine. Dr. Muma stated that all faculty and staff will be returning to campus on June 1st in a pre-Covid work environment to prepare for the fall semester. Dr. Muma then highlighted projects that are occurring on the WSU campus that directly align with the Board's strategic plan, *Building a Future*. Under Pillar I (Helping Kansas Families), the Shocker Neighborhood coalition is working to engage and empower the neighborhood communities surrounding the WSU campus. The Shocker Neighborhood Commitment provides last-dollar funding, as well as academic support and career planning services, for students who live in this area and choose to attend Wichita State. With regard to Pillar III (Advancing Economic Prosperity), WSU recently dedicated its Advanced Virtual Engineering and Testing lab to Kansas Senator Jerry Moran. Senator Moran has been a strong advocate for education, industry, and government coming together to meet the needs of businesses and people of our state. He also supports the University's priority to help build the economic growth and prosperity of the Wichita community. Dr. Muma reported that WSU hosted a panel discussion on freedom of expression. The panel of academic and legal experts discussed the responsibilities and roles of public universities to promote and protect the First Amendment. Dr. Muma noted it was a rigorous discussion of how universities can facilitate important conversations and debate around sensitive and controversial topics. Dr. Muma also announced that Brittany Wojciechowski, a Ph.D. student in aerospace engineering, was awarded the National Science Foundation's Graduate Research Fellowship.

President Scott stated that over this past year, the universities have been dealing with issues related to the pandemic and making decisions so that students can continue their education. He noted that students have been resilient and able to achieve their academic goals even in a difficult environment. He gave an example of three nursing students who will be graduating from PSU this spring and noted all three have job offers for after graduation. President Scott stated that PSU will be celebrating students and their achievements at its spring commencement ceremonies, which are scheduled to be in person. He thanked Regent Kiblinger for being a speaker at these events. President Scott announced that a simulation hospital will be built adjacent to the Irene Ransom Bradley School of Nursing and noted that private donors invested \$6 million to fund the project. Another facility project that will hopefully begin soon is the improvement to the Kelce College of Business building. When the project is completed, Dr. Scott stated that about ten percent of the University's deferred maintenance issues will be removed. President Scott then highlighted the many awards that students have achieved throughout the year.

Chancellor Girod stated that the University of Kansas Debate Team made it to the Final Four in the National Debate Tournament. Azja Butler and Nate Martin won eleven consecutive debates and were the 18<sup>th</sup> KU team in tournament history to reach the Final Four and the fourth in the last five years. The Chancellor noted that at the Tournament, Butler became the first Black woman to win the Ross Smith Top Speaker award, and Martin took the second-place speaker award. Chancellor Girod reported that three KU students were awarded Barry Goldwater Scholarships: Jonah Stiel, a junior majoring in chemistry; Emma Cosner, a junior majoring in chemistry and minoring in physics; and Anton Barybin, a junior majoring in chemistry. The Chancellor stated that several of KU's programs were highly ranked by *U.S. News & World Report* including Local Government Management (#1), Special Education (#1), and the School of Medicine for primary care (#9). Chancellor Girod then highlighted several faculty members. Carol Fabian, principal investigator and founder of KU Cancer Center's Breast Cancer Prevention and Survivorship Research Center, will use a \$4.2 million, five-year grant from the National Cancer Institute to study the effects of bazedoxifene and low-dose conjugated estrogen in women who are at increased risk for developing breast cancer. Jennifer Ng, Associate Vice Provost for Faculty Development and a Professor of Educational Leadership & Policy Studies, was named to the Association of American Universities Advisory Board on Racial Equity in Higher Education. Robert Unckless, Assistant Professor of Molecular Biosciences, received the Faculty Early Career Development (CAREER) award from the National Science Foundation (NSF).

The award is the highest honor given by the NSF to young researchers. The Chancellor also announced that KU has named Travis Goff as its Athletic Director.

(PowerPoints filed with Official Minutes)

BREAK

The Chair called for a break at 3:20 p.m. and resumed the meeting at 3:34 p.m.

**STANDING COMMITTEE AND OTHER REPORTS**

ACADEMIC AFFAIRS

Regent Kiblinger reported that the Board's Academic Affairs Standing Committee reviewed a 2020 accreditation report that noted the accreditation status of individual programs at each state university. Board staff presented a progress report that detailed the number of students majoring in academic programs that were launched within the last three years. The report allowed the Committee to review the number of students who majored in a new academic program in comparison to the number of majors that the university projected when it proposed the program. The Committee received an update on the progress of the General Education Workgroup, which is developing a proposed framework for a statewide general education package. Regent Schmidt then updated the Committee on Wichita State's Direct Support Professionals work. WSU has designed eight badges relating to Direct Support Professionals, and students can earn one credit hour for each badge.

FISCAL AFFAIRS AND AUDIT

Regent Rolph presented the Fiscal Affairs and Audit Standing Committee report. Jim MacMurray with the Kansas Development Finance Authority presented information on each state university's indebtedness. In the past year all six state universities have pursued refinancing of outstanding debt to garner savings from lower interest rates. KDFA uses Moody's Investor Services for its analyst ratings, and this past year the universities held their existing ratings, and Moody's has removed its negative outlook for the higher education sector. The Committee then reviewed the three Johnson County Education Research Triangle budgets for FY 2022 and reviewed the fiscal items on the Board's agenda.

GOVERNANCE

Regent Feuerborn reported that the Governance Committee reviewed two items at its morning meeting. The Committee received the recommendations from the Workgroup that was charged to consider how faculty might provide input into the development of any framework proposed by a state university that may implement the Board's temporary, pandemic-related workforce management policy. The Workgroup recommendations will be presented to the Board later in today's agenda. The Committee also discussed the roll-out recommendations tied to the Board's Free Expression Statement. These recommendations will also be presented to the Board later today.

**APPROVAL OF CONSENT AGENDA**

Regent Van Etten moved, with the second of Regent Rolph, that the Consent Agenda be approved. The motion carried.

Academic Affairs

UNIVERSITY QUALIFIED ADMISSION POLICIES

The university admission policies were approved. Each university's policy reflects the admission requirements as outlined in the regulations.

(Policies filed with Official Minutes)

AMENDMENT TO ADMISSION AND INDIVIDUAL PLANS FOR STUDENT SUCCESS POLICIES

The amendments to the Admission and the Individual Plans for Student Success policies, as set out below, were approved. The amendments were updated to include references to the new qualified admission regulations.

**CHAPTER II: GOVERNANCE<sup>1</sup> – STATE UNIVERSITIES**

...  
**B STUDENTS**

1 ADMISSION

a Admission of Undergraduate Students to State Universities

Admission of all undergraduate degree-seeking students to state universities shall be in compliance with the Board's Qualified Admission Regulations, K.A.R. Articles 88-29, 29a, ~~and~~ 29b, 29c, and 29d, as applicable. State universities may set admission requirements for undergraduate non-degree seeking students.

b Admission to Undergraduate Programs and Graduate Programs

State universities may restrict admission to undergraduate programs and graduate programs where conditions warrant. Any such restrictions shall not conflict with K.A.R. Articles 88-29, 29a, ~~and~~ 29b, 29c, and 29d, as applicable.

c Auditing Undergraduate and Graduate Courses

Any Kansas resident 60 years of age or older shall be permitted to audit eligible courses offered by a state university with no requirement for payment of tuition and fees ordinarily required of every student as a condition of enrollment under the following conditions:

- i Any person interested in auditing an undergraduate or graduate course pursuant to this provision shall present sufficient proof of age and residency to the state university prior to enrollment;
- ii any qualifying person interested in auditing an undergraduate course pursuant to this provision shall be admitted to the state university as a non-degree seeking student for purposes of K.A.R. Articles 88-29, 29a and 29b, 29c, and 29d, and subject to all other university policies related to non-degree seeking students enrolled in such undergraduate courses including, if any, limits on the number of credit hours that may be taken per semester;
- iii any qualifying person interested in auditing a graduate course pursuant to this provision shall meet the university and program conditions for admission as a non-degree seeking graduate student, and shall be subject to all other university policies related to non-degree seeking students enrolled in such graduate courses including, if any, limits on the number of credit hours that may be taken per semester;
- iv the state university may restrict or prohibit the enrollment of any otherwise qualifying person interested in auditing undergraduate or graduate courses that meet the Board's definition of

<sup>1</sup> See Chapter I., Section A.3. for definition of Governance.

distance education courses, or that are part of an undergraduate program with program-specific admissions requirements;

- v a qualifying person may audit eligible undergraduate or graduate courses only on a space-available basis; and
- vi a qualifying person may be required to pay any special fees associated with the course being audited.

All determinations as to residency, age, admission restrictions on non-degree seeking students, the designation of undergraduate and graduate courses and programs eligible for auditing, and the space available for the auditing of courses pursuant to this provision shall be made by the state university involved.

## 2 INDIVIDUAL PLANS FOR STUDENT SUCCESS

- a Each state university shall develop and implement a process requiring each student admitted as an exception to the qualified admission standards set forth in K.A.R. ~~88-29-1 et seq.~~ Articles 88-29, 29a, 29b, 29c, and 29d to adopt a written individual plan for student success. Processes and mechanisms to comply with this policy and statutory requirements imposed in K.S.A. 76-717 must be in place by the 2013 fall semester.
- b Individual plans shall be developed in accordance with the requirements of K.S.A. 76-717 and shall:
  - i Be jointly developed by the student and the student's advisor. Other university employees may be involved, at the discretion of the institution.
  - ii Address the student's academic coursework. If deemed appropriate by the student and the student's advisor, plans may address other issues, such as extracurricular activities, financial needs and any other aspect of student life having a bearing on academic success.
  - iii Be adopted prior to the student's initial enrollment at the university.
  - iv Be reviewed by the student and the student's advisor at least once each semester in the first academic year immediately succeeding adoption of the plan. Based on this review, the plan may be revised upon mutual agreement between the student and the student's advisor.
- c Each state university shall regularly report to the Board's Vice President of Academic Affairs on the academic progress of students admitted as exceptions.

### ACCREDITATION FOR MASTER'S IN ATHLETIC TRAINING – KUMC

The University of Kansas Medical Center received approval to seek accreditation for its new Master of Science in Athletic Training with the Commission on Accreditation of Athletic Training Education (CAATE). The initial cost of the accreditation is \$13,500 with an annual renewal fee of \$5,000.

### Fiscal Affairs & Audit

NEW TUITION RATE – ESU

Emporia State University received authorization to reduce its School of Library and Information Management's special out-of-state tuition rate (\$618.79 per credit hour) to the regular ESU Distance Education (DE) tuition rate (\$409.21 per credit hour). This change will take effect at the beginning of FY 2022.

Retirement PlanFUND INVESTMENT LINE-UP CHANGES IN THE BOARD'S MANDATORY AND VOLUNTARY RETIREMENT PLANS

The below fund investment line-up changes in the Board's Mandatory and Voluntary Retirement Plans were approved.

- Replace the TIAA-CREF Mid-Cap Value Fund with the John Hancock Disciplined Value Mid-Cap R6 (JVMRX) and
- Move the Voya suite of Vanguard Target Retirement Investor share class funds to the Institutional share class funds and add the 2065 vintage to the line-up.

These changes will be effective on July 1, 2021, or as soon thereafter as administratively feasible, and the Board's Investment Policy Statement will be updated to reflect the changes.

Technical Education AuthorityDEGREE AND CERTIFICATE PROGRAMS SUBMITTED BY COLLEGES

Cowley County Community College received approval to offer a Technical Certificate A (18 credit hours), Technical Certificate B (35 credit hours), Technical Certificate C (47 credit hours) and an Associate of Applied Science degree (65 credit hours) in Carpentry/Construction Trades (46.0201). The estimated cost of the program is \$123,775, which will be funded with institutional contingency dollars and business industry donations. The program will begin in the fall of 2021.

Garden City Community College received authorization to offer a Technical Certificate A (16 credit hours) in Computer Support Specialist (11.1006). The estimated cost of the program is \$63,600. Existing college faculty will be utilized and will be funded through state aid, student tuition, and local mil levy dollars. Instructional supplies and materials, and technology and/or software will be funded through the President's Consulting/Contract Services line item. The program will begin in the fall of 2021.

Kansas City Kansas Community College received approval to offer a Technical Certificate C (49 credit hours) and an Associate of Applied Science degree (65 credit hours) in Automation Engineer Technology (15.0406). The estimated cost of the program is \$672,145, which will be funded with business and industry donations, the Kansas Innovation Grant, and institutional funds. The program will begin in the fall of 2021. The College also received approval to offer a Technical Certificate B (33 credit hours) and an Associate of Applied Science degree (61 credit hours) in Surveying Technology (15.1102). The estimated cost of the program is \$225,145. The program will be funded with institutional funds and will begin in the fall of 2021.

Neosho County Community College received approval to offer a Technical Certificate A (16 credit hours) in Dietary Manager (51.3103). The estimated cost of the program is \$25,200. The College and USD 413 will fund the program, which is scheduled to begin in the fall of 2022.



Wichita State University Campus of Applied Science and Technology (WSU Tech) received authorization to offer a Technical Certificate A (22 credit hours) and an Associate of Applied Science degree (61 credit hours) in Unmanned Aircraft Systems (49.0199). The estimated cost of the program is \$115,000, which will be funded by institutional funds. The program will begin in the fall of 2021. WSU Tech also received approval to offer a Technical Certificate C (50 credit hours) and an Associate of Applied Science degree (65 credit hours) in Tooling and Fixture Fabrication (48.0507). The estimated cost of the program is \$209,004. The costs will be covered with JIIST grant funds received from the Kansas Department of Commerce. The program will begin in the fall of 2021.

#### DEGREE AND CERTIFICATE PROGRAM – WICHITA STATE UNIVERSITY CAMPUS OF APPLIED SCIENCES AND TECHNOLOGY

Wichita State University Campus of Applied Science and Technology received authorization to offer a Technical Certificate B (32 credit hours) and an Associate of Applied Science degree (62 credit hours) in Logistics and Supply Chain Management (52.0203). This request had first been made in 2018 but was tabled pending full ownership of the program, which is scheduled to occur when WSU Tech's partnership with Pima Community College ends in AY 2021. The estimated cost of the program is \$13,460. All costs will be funded through the institution's general fund. The program will be offered fully online and will begin in August 2021.

#### EXCEL IN CTE FEES FOR PROGRAMS OFFERED BY COLLEGES

The Excel in CTE fees for the programs offered by the following colleges were approved: Cowley Community College's Carpentry/Construction Trades program, Garden City Community College's Computer Support Specialist program, Neosho County Community College's Dietary Manager program, Kansas City Kansas Community College's Automation Engineer Technology program, Wichita State University Campus of Applied Sciences and Technology's Logistics and Supply Chain Management and Unmanned Aircraft Systems programs.

(Excel in CTE Program Fees filed with Official Minutes)

### **CONSIDERATION OF DISCUSSION AGENDA**

#### Academic Affairs

##### PROGRAM REVIEW REPORT

Daniel Archer, Vice President for Academic Affairs, reported the state universities are required to review Board approved programs at least once every eight years to ensure academic quality. He stated this process is different from the Board's low enrollment program review process, which focuses on low-enrollment undergraduate programs. Dr. Archer noted the following criteria are used in the program review process: 1) centrality of the program to fulfilling the mission and role of the institution; 2) quality of the program as assessed by the strengths, productivity and qualifications of the faculty; 3) quality of the program as assessed by its curriculum and impact on students; 4) demonstrated student need and employer demand for the program; 5) service the program provides to the discipline, the university and beyond; and 6) cost-effectiveness. For the academic year 2019-2020 program review cycle, 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 reviewed a total of 139 academic degree programs at various academic levels. As a result, 127 programs were recommended to continue, five were recommended for additional review, five were recommended for enhancement, and two were identified to be discontinued. Dr. Archer noted that the review of programs flagged for additional review must be completed within four years. Regent Rolph asked when the Board will be receiving information on the university faculty workload policies. Vice President Archer stated that Board staff has gathered

information from the universities and plans to work with the Board’s Academic Affairs Standing Committee to determine what the next steps are in the process.

(PowerPoint filed with Official Minutes)

Fiscal Affairs and Audit

CAPITAL IMPROVEMENT REQUESTS FOR FY 2023 AND FIVE-YEAR PLANS (First Read)

Chad Bristow, Director of Facilities, presented the proposed Capital Improvement Requests for FY 2023 and Five-Year Plans for the state universities. He noted that staff is recommending approval of the following: 1) all projects funded by non-state funds as submitted, 2) the university system request for spending authority for Rehabilitation & Repair projects from the Educational Building Fund, and 3) revising the proposed funding source of the individual building/infrastructure projects requesting state appropriations in FY 2023 and designating them as ‘To Be Determined’ (TBD). The Board will act on the recommendations at the May meeting.

(Tables 1 filed with Official Minutes)

Governance

RECOMMENDATIONS FROM WORKGROUP

Regent Rolph stated that last month the Council of Faculty Senate Presidents asked the Board to create a workgroup made up of a cross-section of university employees to offer recommendations to the Board as to how the temporary, COVID-related policy on workforce management should be implemented, specifically the framework that the policy requires be submitted to and approved by the Board prior to utilizing the policy. The Governance Committee created the workgroup, named its members, gave it a charge, and appointed Regent Rolph as the workgroup’s chairman. The group met and came to a consensus on the proposed recommendations. The Governance Committee discussed the proposed policy amendments earlier today and recommends approval. General Counsel Julene Miller stated the proposed changes to the policy would allow elected representatives from the faculty, staff, and student governance groups to provide feedback on a draft framework and would require the CEO to communicate to the Board and the campus the rationale for why a framework must be implemented. Regent Hutton suggested that the Board wait until May to act on the proposed language, to allow him time to review the changes and gather additional information. Regent Schmidt asked for clarification on how the CEO is going to communicate with the campus community. President Myers, who was on the workgroup, stated that he routinely provides written campus updates. He also noted that for this topic a CEO may host an open forum. Regent Rolph highlighted that the Chancellor and Provost Bichelmeyer have done a great job of publicly explaining KU’s financial challenges and the steps they are currently taking to address those challenges. Regent Bangerter thanked the workgroup for their time and believes the proposed changes have been sufficiently vetted. Regent Bangerter moved to approve the policy amendments. Regent Murguia seconded, and the motion carried. Regent Hutton voted against the motion. The following language was approved:

**CHAPTER II: GOVERNANCE - STATE UNIVERSITIES**

**C. CHIEF EXECUTIVE OFFICER, FACULTY AND STAFF**

...

**6. Suspensions, Terminations and Dismissals**

...

**b. Other** ([See COVID-19 Exception for Details](#))

**i.** Faculty and staff may also be suspended, dismissed or terminated from employment for reasons of significant reduction in or elimination of the funding source supporting the position, program discontinuance, financial exigency, or for just cause related to the performance of or failure to perform the individual's duties or for violation

of the reasonable directives, rules and regulations, and laws of the institution, the Board and the State of Kansas or the United States.

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

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

- (1) The university chief executive officer shall provide no less than 30 days' written notice of the suspension, dismissal, or termination to the affected employee, including the reasons for the action.
- (2) Any employee given notice of a suspension, dismissal, or termination that expressly invokes the authorization of this provision may submit an appeal of the action of the university chief executive officer, through the Board of Regents office as provided below, to the Office of Administrative Hearings. Suspension, dismissal, or termination not invoking this policy shall have solely those appeal rights provided by existing university policy or other applicable existing procedures.
- (3) The employee must submit the appeal to the Board office within 30 days of receiving notice of the employment action. The initial submission must include a copy of the notice of the action being appealed and a written statement, including any relevant supporting evidence or documentation, setting forth the reasons the employee believes the decision to suspend, dismiss, or terminate the employee (a) is substantially inconsistent with the university's decision-making framework approved by the Board, (b) was the result of unlawful bias or discrimination; or (c) was otherwise unreasonable, arbitrary or capricious. These shall be the only grounds for reversing the state university chief executive officer's decision. The employee shall provide a copy of the appeal and supporting evidence and documentation to the university's chief executive officer at the time the appeal is submitted.
- (4) The university chief executive officer shall have 30 days from receipt to respond in writing to the appeal, including any supporting evidence or documentation, and shall provide a copy of the response and any supporting evidence and documentation to the employee at the time the response is submitted. This 30-day period may be extended for good cause as determined by the Board President and Chief Executive Officer.

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

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

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

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

#### ROLL-OUT OF FREE EXPRESSION STATEMENT

General Counsel Miller stated that last month the Board adopted its Statement on Free Expression. The Statement affirms the Board's and the state universities' ongoing commitment to the principles underlying freedom of speech, encouraging and promoting rigorous yet respectful debate and critical evaluation of divergent ideas, and explain the limitations on the ability of government entities like the Board and the state universities to regulate protected speech. To provide guidance on how the Statement is to be used by the state universities, the Governance Committee reviewed and approved the following recommendations:

- The Board's Statement on Free Expression shall be readily available through a link on each state university's official website homepage and on a web page dedicated to student life.
- The Board's Statement on Free Expression shall be included in each state university's student orientation materials provided to incoming students, in either printed or digital format.
- Each state university, pursuant to regular university processes,<sup>2</sup> shall review its time, place and manner policies and protocols to ensure they are in alignment with the Board's Statement on Free Expression, Board policy, Kansas statutes, applicable federal laws, and with the United States and Kansas Constitutions and the legal opinions interpreting those provisions.
- Each state university, pursuant to regular university processes, shall review discrimination, harassment and other campus policies and codes that may impact free speech to ensure that they are consistent with the principles expressed in the Board's Statement on Free Expression, appropriately address unlawful conduct, and do not unlawfully restrict or ban protected speech.
- Each state university shall certify to the Board Governance Committee, by June 30, 2021, that the university has completed these reviews and has either completed or is in the process of making any required changes.
- Each state university that chooses to adopt its own statement of free expression or time, place and manner policies or protocols rather than adopting the Board's shall provide a detailed explanation of how their statement, policies, and protocols are consistent with the Board's.
- Each state university shall present to the Board for review at the April or May 2022 Board meeting a collection of their freedom of expression materials.

Regent Bangerter moved to approve the recommendations, and Regent Schmidt seconded. The motion carried.

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<sup>2</sup> Each university's regular review and development processes for policies of this nature include student participation.

Other Matters

AMEND AGENDA

Chair Feuerborn amended the agenda to move the Enrollment Report to the May meeting.

APPOINTMENT TO THE TECHNICAL EDUCATION AUTHORITY

Scott Smathers, Vice President for Workforce Development, stated that Keith Humphrey is being nominated to fill a vacancy on the Postsecondary Technical Education Authority that was created due to a previous Board appointee resignation. Mr. Humphrey is the President and Chief Executive Officer of Jet AirWerks, LLC, a Federal Aviation Administration Part 145 Repair Station in Arkansas City, Kansas. Vice President Smathers stated that if approved, Board staff is recommending that the Board set aside its three-year service limitation and appoint Mr. Humphrey to serve the rest of this year plus serve a full three-year term from July 2021 through June 2024. Regent Bangertter moved to approve. Regent Rolph seconded, and the motion carried.

LEGISLATIVE UPDATE

Matt Casey, Director of Government Relations, reported that the Legislature adjourned on April 9<sup>th</sup> and will return on May 3<sup>rd</sup> for veto session. The state budget was approved; however, it did not include a K-12 budget, which will be worked when the Legislature returns. For the higher education system the following items were included in the budget: 1) \$2.1 million for Excel in CTE for FY 2021, 2) \$8.3 million for Excel in CTE for FY 2022, 3) \$25 million for the higher education system, 4) \$10.3 million for the state university capital improvement initiative, and 5) \$1.4 million for the National Guard Scholarship program. Director Casey noted the Legislature also removed the square foot formula in the Education Building Fund appropriation, which will give the Board more flexibility, and highlighted that the Legislature passed the Engineering Initiative Act.

EXECUTIVE SESSION

At 4:17 p.m., Regent Kiblinger moved, followed by the second of Regent Rolph, to recess into executive session in the Kathy Rupp Conference Room for 90 minutes to discuss personnel matters of non-elected personnel. The subject of this executive session was two regular university CEO evaluations and the purpose was to protect the privacy of the individual Board employees involved. Participating in the executive session were members of the Board, President Flanders, President Mason (for a portion), and President Scott (for a portion). The motion carried. At 5:47 p.m., the meeting returned to open session. Regent Kiblinger moved to extend the session for 10 minutes, and Regent Rolph seconded. The motion carried. At 5:57 p.m., the meeting returned to open session. Regent Kiblinger moved to extend the session for 5 minutes, and Regent Rolph seconded. The motion carried. At 6:02 p.m., the meeting returned to open session.

ADJOURNMENT

Chair Feuerborn adjourned the meeting at 6:02 p.m.

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Blake Flanders, President and CEO

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Bill Feuerborn, Chair

# REPORTS AND CONSENT AGENDA

## IV. Introductions and Reports

- A. *Introductions*
- B. *Report from the Chair* Regent Feuerborn, Chair
- C. *Report from the President & CEO* Blake Flanders, President & CEO
- D. *Report from System Council of Presidents* President Rittle
- E. *Report from Council of Presidents* President Muma
- F. *Report from Council of Faculty Senate Presidents* Aleks Sternfeld-Dunn
- G. *Report from Students' Advisory Committee* Rija Khan
- H. *Report from the Community Colleges* President Rittle
- I. *Report from the Technical Colleges* President Genandt

## V. Standing Committee Reports

- A. *Academic Affairs* Regent Kiblinger
- B. *Fiscal Affairs & Audit* Regent Rolph
- C. *Governance* Regent Feuerborn

## VI. Approval of Consent Agenda

- A. *Academic Affairs*
  - 1. **Act on Request to Offer a Bachelor of Science in Environmental Science – KSU** **Daniel Archer,**  
**VP, Academic Affairs**

### Summary

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

## I. General Information

- A. **Institution** Kansas State University
- B. **Program Identification**
  - Degree Level: Bachelor of Science
  - Program Title: Environmental Science
  - Degree to be Offered: Environmental Science
  - Responsible Department or Unit: College of Arts and Sciences
  - CIP Code: 03.0104
  - Modality: Face-to-Face
  - Proposed Implementation Date: August 2021

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 addition of an environmental science program at Kansas State University would be a low-cost investment that has the potential to grow university enrollment at a time of need, not only for enrollments, but also because we currently face unprecedented environmental challenges with consequences for future economic growth in Kansas and beyond. As a land grant institution, it is central to our mission to provide training that will help the next generation meet those challenges. Threats from environmental challenges are increasing. Recent United Nations reports highlight global environmental challenges associated with climate change and loss of biodiversity, including the economic toll of those challenges (IPBES, 2019; IPCC, 2018).

Kansas is not immune from these global environmental issues. Climate change is increasing the risk of drought in the Central Plains (Cook, Ault, and Smerdon, 2015) at a time when groundwater availability is decreasing due to depletion and contamination in portions of the High Plains aquifer (Lane et al., 2020). Water availability directly influences biodiversity within Kansas ecosystems (Perkin et al. 2017), as well as rural Kansas economies via sustainable range management and food production (Kansas Water Vision, 2020). Water quality and quantity is also a concern of the Kansas oil and gas industry. The American Association of Petroleum Geologists lists environmental issues as one of its top challenges (AAPG Learn Blog, 2017).

Reflecting the gravity of these challenges, projected growth in the environmental workforce is high. Nationally, environmental science employment is expected to grow 8% from 2018-2028 (US Bureau of Labor Statistics Occupational Outlook Handbook, 2020). Similarly, growth in Kansas is expected to be 12.5% from 2016-2026 (Kansas Department of Labor 2026 Employment Projections, 2020). More details are provided in the Employment section below.

As workforce demand grows, awareness of environmental challenges is also growing. Younger generations are more aware of environmental challenges and more willing to act than older generations (Climate Note, 2019), potentially motivating them to seek environmental science programs (see Market Analysis). Moreover, we reason that, by providing a pathway for environmentally aware students to come to Kansas State University, the program also has the potential to help draw new students into the associated departments by rebranding their curricula and career opportunities. For example, geologists and geographers do not just collect rocks and make maps (Lemetti, 2019; Meola, 2017). They help contribute solutions to some of society's most pressing needs, including environmental challenges.

The interdisciplinary program we have defined represents a good investment for Kansas State University and for our potential students. Nearly all of the courses included in the proposed curriculum are courses that are already offered in the associated departments (see Curriculum section). Therefore, minimal university support will be required to initiate the program (see Budget section). Moreover, the proposed curriculum allows students to obtain dual majors without adding many additional courses – approximately one additional semester.

Lastly, an environmental science program will contribute to the goals of Kansas State University and the state of Kansas. The program will contribute to the K-State 2025 Visionary Plan by promoting interdisciplinary scholarly activities and collaborations (Theme 1 actions 2, 6, 10) and increasing interdisciplinary educational opportunities (Theme 2, actions 1, 4) and infrastructure (Theme 6, action 3) (K-State 2025 Visionary Plan, 2020). Moreover, the program will contribute the Kansas Water Vision by helping supply a future workforce prepared to meet challenges in water quantity and quality (Kansas Water Vision, 2020).

In summary, the addition of an environmental science program at K-State is a smart choice. It would be a timely, low-cost investment that is aligned with the goals of Kansas State University and the state of Kansas.

### IV. Program Demand: Market Analysis

- **Workforce demand is high.** The employment section below details the strong workforce demand for

students with environmental science training both nationally and within Kansas.

- **Awareness of environmental challenges is high among incoming students.** Recent United Nations reports highlight global environmental challenges associated with climate change and loss of biodiversity, including economic toll of those challenges (IPEBS, 2019; IPCC, 2018). As noted above, younger generations are more aware of these challenges and more willing to act than older generations (Climate Note, 2019). As a consequence of greater willingness to act, enrollment in environmental science majors is steadily increasing. For example, the Environmental Science major at Iowa State University had 49 enrolled students in 2003, 86 by 2009, and 207 by 2019 (Iowa State University Office of the Registrar, 2020). This trend is recognized nationwide.
- **There are no environmental science programs in Kansas.** The University of Kansas has an environmental studies program (166 majors and roughly 40 graduates/year; University of Kansas Environmental Studies Program, 2020). The program includes natural science as well as social science and humanities perspectives and little required math and natural science coursework. Thus, the program is less focused on quantitative natural science training than our proposed environmental science program at KSU. Our program will be unique for Kansas.
- **Reflecting high student demand, most major universities in surrounding states offer environmental science or studies degrees.** Environmental programs in adjacent states include (student numbers where available):
  - Nebraska - the University of Nebraska Lincoln and Omaha (229 students total), Doane University, Creighton
  - Oklahoma - Oklahoma State and the University of Oklahoma (64 graduates/year collectively), the University of Tulsa
  - Iowa - Iowa State and the University of Iowa (336 students collectively), the University of Northern Iowa
  - Missouri – the University of Missouri (Columbia and KC), Missouri State University, St Louis University, and St. Louis University
  - Arkansas – the University of Arkansas Fayetteville (113 students), the University of Central Arkansas, and Arkansas State University
  - Colorado – the University of Colorado Boulder (850 majors), Colorado Mesa University, and Western Colorado University

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

The table below shows the estimated number of new cohorts for each year. Thus, we estimate that the cumulative number of students in the program by year three will be 90. The estimated total number of credit hours is for the total number of students in the program each year and assumes 31 credit hours per student for year 1, 29 for year 2, and 30 for year 3, based on the example curriculum below.

Year	Headcount Per Year		Student Credit Hrs Per Year	
	Full- Time	Part- Time	Full- Time	Part- Time
Implementation	20		620	
Year 2	30		1510	
Year 3	40		2710	

**VI. Employment**

Data available from the U.S. Department of Labor, Bureau of Labor Statistics (BLS) demonstrate strong job prospects for environmental scientists:

- **Growth in environmental science jobs is projected to be high nationally and within Kansas.** BLS reported 85,000 environmental science jobs nationally in 2018 with projected workforce growth for 2018-2028 of 8% (faster than average) (US Bureau of Labor Statistics Occupational Outlook Handbook, 2020).



In Kansas, state workforce projections (2016-2026) report 1,052 environmental science jobs in 2016 with a projected growth of 12.5% collectively (Kansas Department of Labor 2026 Employment Projections, 2020).

- **This growth reflects the critical services that environmental scientists provide.** Environmental scientists help protect human health and improve sustainability by cleaning up polluted sites, advising policymakers on the value of ecosystem services to Kansas residents, and working with industry to reduce environmental impacts. In 2018, most environmental scientists worked in state governments (24%), consulting firms (24%), local governments (12%), engineering services (8%), and federal government (6%) positions (US Bureau of Labor Statistics Occupational Outlook Handbook, 2020). Many people with environmental science training also become teachers (US Bureau of Labor Statistics Occupational Outlook Handbook, 2020). As human populations and the need for natural resources grow, the importance of the environmental science workforce also grows.
- **Salaries for environmental scientists are favorable.** Nationally, the median annual salary for environmental scientists and specialists was \$71,130 in 2018 (US Bureau of Labor Statistics Occupational Outlook Handbook, 2020). In Kansas, median annual salary for Environmental Science and Protection Technicians and Environmental Scientist and Specialists was \$45,700 and \$65,410, respectively (Kansas Labor Information Center, 2020).
- **An environmental science program can help stimulate growth in participating departments, which also have strong workforce projections.** The participating departments are Agronomy, Biology, Geography and Geospatial Sciences, and Geology. The occupations with the 10 highest projected growth rates in Kansas (2016-2026) include Soil and Plant Scientists (21.5%), Biological Technicians (16.6%), Geological and Petroleum Technicians (15.7%), and Geoscientists (10.8%) in addition to the environmental science occupations listed above (Kansas Department of Labor 2026 Employment Projections, 2020).

## VII. Admission and Curriculum

### A. Admission Criteria

Our admission criteria are consistent with those of the College of Agriculture and the College of Arts & Sciences. Admission to K-State is test optional and requires achieving

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

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

### B. Curriculum

The proposed curriculum provides a balance between breadth and focus. Briefly, students will complete core math and science courses that ensure breadth and provide a strong foundation for careers in environmental science. They will also complete elective course work primarily within a specialization area of their choosing. The curriculum structure not only ensures that the students will develop a disciplinary strength but also lowers the coursework load for a double major. For example, a student who specializes in Earth Systems within the Environmental Sciences program would be able to simultaneously complete most of the course requirements for a Geology BS.

All courses in the proposed curriculum already exist, except for the Environmental Sciences Orientation (ENSCI 101) and Environmental Sciences Internship (ENSCI 410). ENSCI 101 is a one credit course that will create a common beginning that sparks community development. As such, it is a low-cost investment that can add great value to the program. ENSCI 410 is a three-credit hour elective that can satisfy an individual experiential learning requirement within the curriculum.

An example course selection follows below. This curriculum would be appropriate for a student who selects Water Resources for their specialization area (Part D in the curriculum). Please note that this example represents one path out of numerous possibilities in our flexible curriculum (see full curriculum in Appendix A).

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

Course #	Course Name	SCH 16
ENGL 100	Expository Writing I	3
COMM 105	Public Speaking IA	2
PHILO 100	Intro to Philosophical Problems (Philosophy elective)	3
MATH 205	General Calculus and Linear Algebra	3
PHYS 101	The Physical World	3
PHYS 103	The Physical World laboratory	1
ENSCI 101	Introduction to Environmental Science	1

**Year 1: Spring**

Course #	Course Name	SCH 15
ENGL 200	Expository Writing II	3
DANCE 120	Modern Dance I (Fine Arts elective)	2
STAT 325	Introduction to Statistics	3
CHEM 110	General Chemistry	3
CHEM 111	General Chemistry laboratory	1
ENGL 285	Introduction to American Ethnic Literature (US Multicultural Overlay elective)	3

**Year 2: Fall**

Course #	Course Name	SCH 14
GEOG 121	Introduction Physical Geography: Earth System Science	3
GEOG 122	Introduction Physical Geography: Earth System Science (lab)	1
GEOG 302	Cartography and thematic mapping (Specialization Area, Analytical and Geospatial Methods)	3
COMM 320	Theories in Human Communication (Literary or rhetorical arts elective)	3
GEOG 508	Geographic Information Systems I	4

**Year 2: Spring**

Course #	Course Name	SCH 15
GEOL 115	Environmental Geology (or GEOL100, Earth in Action)	3
GEOL 103	Geology Laboratory	1
AGRON 305	Soils	4
BIOL 198	Principles of Biology	4
LAR 322	Ethics and Environmental Dilemmas (Humans and the Environment Ethics elective)	3

**Year 3: Fall**

Course #	Course Name	SCH 15
HIST 151	History of the United States to 1877 (Western Heritage elective)	3
ECON 110	Principles of Macroeconomy (or ECON120, Microeconomics)	3
ANTH 310	Environmental Anthropology: living with change in the Anthropocene (Humans and the Environment Human-Environment elective #1)	3

ATM 661	Watershed Assessment and Management (Natural Environmental Systems Hydrosphere elective)	3
GEOL 502	Mineralogy (Natural Environmental Systems Geosphere elective)	3

**Year 3: Spring**

Course #	Course Name	SCH 15
SOCIO 363	Global Problems	3
GEOL 540	Geological Record of Climate Change (Natural Environmental Systems Atmosphere elective)	3
GEOL 605	Introduction to Geochemistry (Specialization Area, Water Resources elective)	3
AGRON 645	Soil Microbiology (Natural Environmental Systems Biosphere elective)	3
GEOL 125	Natural Disasters (Humans and the Environment Human-Environment elective #2)	3

**Year 4: Fall**

Course #	Course Name	SCH 15
AGEC 525	Natural Resource and Environmental Economics (Humans and the Environment Social Systems elective #1)	3
GEOL 599	Senior Thesis (Individual Experiential Learning elective)	3
AGRON 335	Environmental Quality (Specialization Area, Agroecosystems elective)	3
GEOG 740	Fluvial Geomorphology (Specialization Area, Water Resources elective)	3
AGRON 635	Soil and Water Conservation (Specialization Area, Water Resources elective)	3

**Year 4: Spring**

Course #	Course Name	SCH 15
NRES 582	Interdisciplinary Environmental Research	3
AGCOM 712	Environmental Communications (Humans and the Environment Social Systems elective #2)	3
GEOL 611	Hydrogeology (Specialization Area, Water Resources elective)	3
AGRON 515	Soil Genesis and Classification (Specialization Area, Agroecosystems elective)	3
BAE 669	Watershed Modeling (Specialization Area, Water Resources elective)	3

**Total Number of Semester Credit Hours 120**

**VIII. Core Faculty**

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

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

A. EXPENDITURES	First FY	Second FY	Third FY
<b>Personnel – Reassigned or Existing Positions</b>			
Faculty			
Administrators <i>(other than instruction time)</i>			
Graduate Assistants			

Support Staff for Administration (e.g., secretarial)			
Fringe Benefits (total for all groups)			
Other Personnel Costs			
<b>Total Existing Personnel Costs – Reassigned or Existing</b>			
<b>Personnel – New Positions</b>			
Faculty			
Administrators (other than instruction time)	\$90,000	\$90,900	\$91,809
Student Assistants (UG)	\$18,000	\$18,180	\$18,362
Support Staff for Administration (e.g., secretarial)			
Fringe Benefits (total for all groups)	\$27,180	\$27,452	\$27,726
Other Personnel Costs			
<b>Total New Personnel Costs – New Positions</b>	\$135,180	\$136,532	\$137,897
<b>Start-up Costs - One-Time Expenses</b>			
Library/learning resources			
Equipment/Technology	\$5,000		
Physical Facilities: Construction or Renovation	\$10,000		
Other			
<b>Total Start-up Costs</b>	\$15,000		
<b>Operating Costs – Recurring Expenses</b>			
Supplies/Expenses	\$10,000	\$10,000	\$10,000
Library/learning resources			
Equipment/Technology		\$2,500	\$2,500
Travel			
Other			
<b>Total Operating Costs</b>	\$10,000	\$12,500	\$12,500
<b>GRAND TOTAL COSTS</b>	\$160,180	\$149,032	\$150,397

<b>B. FUNDING SOURCES</b> <i>(projected as appropriate)</i>	Current	First FY (New)	Second FY (New)	Third FY (New)
Tuition / State Funds		\$193,750	\$471,875	\$846,875
Student Fees		\$13,349	\$32,503	\$58,333
Other Sources				
<b>GRAND TOTAL FUNDING</b>		\$207,096	\$504,378	\$905,208

<b>C. Projected Surplus/Deficit (+/-)</b> (Grand Total Funding <i>minus</i> Grand Total Costs)		+\$46,916	+\$355,346	+\$754,811
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**X. Expenditures and Funding Sources Explanations**

**A. Expenditures**

**Personnel – Reassigned or Existing Positions**

Through the array of core courses and degree specialization courses listed in the Curriculum (Sections C and D; see full curriculum in the Appendix), over 50 faculty members have the potential to contribute to the delivery of the Environmental Science (Env Sci) program. All faculty teaching core and specialization courses are employed by Kansas State University in the College of Arts & Sciences or the College of Agriculture. Therefore, course offerings, aside from ENSCI101 and 410, are offered as part of current appointments. Percent time dedication varies with faculty member roles. Most faculty have an average teaching assignment of 40% FTE (i.e. four courses per academic year). Assuming one core course contributed by a participating faculty member per academic year (i.e. 0.1 FTE per year), and assuming approximately 25% of the students in their class will be Env Sci majors, each faculty member teaching an Env Sci core or specialist course would contribute ~0.025 FTE to the program. Core faculty listed above are those who have contributed significantly to the design of the new program and who we anticipate will continue to contribute substantially to the establishment and delivery of the program over at least its first three years. The Env Sci Program Director will have an assignment of 1 FTE, which includes teaching, advising, and program management. It is anticipated that Env Sci Advisory Board members will contribute ~0.1 FTE to program management and teaching over its first three years.

**Personnel – New Positions**

We requested funds to establish an Env Sci Program Director and a support position. The Director will be responsible for programmatic oversight of Env Sci courses and make recommendations on administration and student outcomes to the Env Sci Advisory Board. The Director will also (i) teach the Introduction to Environmental Science program orientation course (ENSCI101), (ii) coordinate the ENSCI410 (Internship) courses, (iii) advise all program majors (until such time as the number of majors exceeds 40), and (iv) undertake marketing and promotional activities in order to grow and expand the program as quickly as possible. The support staff will consist of undergraduate hourly employees, who will be responsible for assisting the Program Director with general administrative support and help facilitate events. For both positions, the budget includes a modest 1% raise each year after the first fiscal year.

**Start-up Costs – One-Time Expenses**

The proposed program requires start-up funds to purchase computers and other office technology and equipment (estimated cost \$5,000). Funds are also required to develop an Env Sci Program office, where we can conduct student advising and recruiting (estimated cost \$10,000).

**Operating Costs – Recurring Expenses**

Office computers and technology will periodically require upgrades starting in year two (estimated cost \$2,500/yr). We also require funds for supplies/expenses associated with office materials, instruction, IT support, and promotion and marketing activities (\$10,000/yr).

**B. Revenue: Funding Sources**

The budget model will flow all credit-hour-generated revenue to the college in which the course is assigned. Our budget projection in the table below is based on student credit hours (SCH) per year from the example curriculum and assumes that 75% of the student credit hours are generated in the College of Arts & Sciences and 25% are from the College of Agriculture. These values will ultimately depend on the course selections of the Env Sci

majors (see MOU). Furthermore, some of the course options available to students are taught in the College of Engineering. Revenue generation by those courses is not factored in the analysis.

		<u>Program year 1</u>		<u>Program year 2</u>		<u>Program year 3</u>	
<b>Cohort #1</b>		Year 1 (31 SCH)		Year 2 (29 SCH)		Year 3 (30 SCH)	
	Cost/SCH	SCH	Subtotals	SCH	Subtotals	SCH	Subtotals
In-state on-campus tuition	\$ 312.50	620	\$ 193,750	580	\$ 181,250	600	\$ 187,500
COAS fees	\$ 16.70	465	\$ 7,766	435	\$ 7,265	450	\$ 7,515
COA fees	\$ 20.00	155	\$ 3,100	145	\$ 2,900	150	\$ 3,000
Academic enhancement fee	\$ 4.00	620	\$ 2,480	580	\$ 2,320	600	\$ 2,400
Total revenue			\$ 207,096		\$ 193,735		\$ 200,415
<b>Cohort #2</b>		Year 1 (31 SCH)		Year 2 (29 SCH)			
	Cost/SCH			SCH	Subtotals	SCH	Subtotals
In-state on-campus tuition	\$ 312.50			930	\$ 290,625	870	\$ 271,875
COAS fees	\$ 16.70			697.5	\$ 11,648	652.5	\$ 10,897
COA fees	\$ 20.00			232.5	\$ 4,650	217.5	\$ 4,350
Academic enhancement fee	\$ 4.00			930	\$ 3,720	870	\$ 3,480
Total revenue					\$ 310,643		\$ 290,602
<b>Cohort #3</b>						Year 1 (31 SCH)	
	Cost/SCH					SCH	Subtotals
In-state on-campus tuition	\$ 312.50					1240	\$ 387,500
COAS fees	\$ 16.70					930	\$ 15,531
COA fees	\$ 20.00					310	\$ 6,200
Academic enhancement fee	\$ 4.00					1240	\$ 4,960
Total revenue							\$ 414,191
<b>Totals</b>		tot SHC	totals	tot SCH	totals	tot SCH	totals
In-state on-campus tuition		620	\$ 193,750	1510	\$ 471,875	2710	\$ 846,875
COAS fees		465	\$ 7,766	1132.5	\$ 18,913	2033	\$ 33,943
COA fees		155	\$ 3,100	377.5	\$ 7,550	678	\$ 13,550
Academic enhancement fee		620	\$ 2,480	1510	\$ 6,040	2710	\$ 10,840
Total revenue			\$ 207,096		\$ 504,378		\$ 905,208

**C. Projected Surplus/Deficit**

Our budget estimate projects revenue generation early as year one.

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**2. Act on Request to Offer a Master of Arts in Organizational Communication – KU**

**Summary**

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

**I. General Information**

**A. Institution**

University of Kansas

**B. Program Identification**

Degree Level: Master’s  
 Program Title: Organizational Communication  
 Degree to be Offered: Master of Arts in Organizational Communication  
 Responsible Department or Unit: School of Professional Studies at the KU Edwards Campus  
 CIP Code: 09.0901  
 Modality: Online  
 Proposed Implementation Date: Summer 2021

Total Number of Semester Credit Hours for the Degree: 30

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

**III. Justification**

The Master of Arts in Organizational Communication is an online degree that focuses on helping mid-career professionals refine an advanced set of communication competencies related to understanding and managing organizational culture, team productivity and their personal career growth. The degree is applicable to a wide range of professions, including human resources, communications, or engineering – especially as one advances into management and leadership positions.

Professionals in every field today must be skilled at communicating across boundaries and uniting people around big new ideas and business imperatives. The MA in Organizational Communication provides students research-based insights helpful in clarifying, connecting, and inspiring diverse groups of employees and customers through communication. This differentiating communication skillset will help graduates become a trusted advisor for peers, company leaders and clients. Whether planning for a role change, looking to transition back into the workforce after taking care of family, or simply looking to effectively share expertise with others, advanced communication knowledge helps professionals transition within and across multiple industries and professions over the long term.

The program focuses on key facets of communication within organizations such as,

- Effectively building trust, prevent conflict across diverse teams and departments
- Identifying the management communication issues driving low employee engagement
- Leading a global team on a complex organizational change project
- Increasing retention of a diverse workforce with inclusive team communication practices
- Building effective onboarding programs for new hires and promotions
- Distilling survey findings into a presentation or report to address the concerns of multiple stakeholders or audiences, from marketing to finance and manufacturing



- Leveraging the power of social networks to successfully launch new internal initiatives, products

An MA in Communication Studies with a concentration in organizational communication is currently offered at the Edwards Campus by the Communication Studies Department. The Department has decided to move the organizational communication concentration of the MA degree from the department to the School of Professional Studies and limit the MA in Communication Studies to the Lawrence campus. To support this move, the School of Professional Studies is transitioning the organizational communication concentration of the MA in Communication Studies to an MA in Organizational Communication degree.

The current MA in Communication Studies that focuses on organizational communication is popular and received over 109 student inquiries in the last 3 years. In addition, the School of Professional Studies offers a Graduate Certificate in Professional Workplace Communication and a majority of students who began the Edwards campus graduate certificate by pursuing the four-course certificate choose to continue on to pursue the full master's degree.

More recently, with the announcement of the launch of the School of Professional Studies in March 2020, all MA in Communication Studies students in the organizational communication concentration at the Edwards campus expressed their excitement about transitioning to a new MA in Organizational Communication if it were launched within the School of Professional Studies. Though enrollment in the current organizational communication concentration is under 10 students, it is anticipated that new courses on virtual teams, interpersonal communication skills in the workplace and others aligned to the market analysis below will attract meaningful numbers of new working professional students.

#### **IV. Program Demand:**

##### **Market Analysis**

National surveys of CEOs and hiring managers identify communication as central and critical to their operations and report that many otherwise qualified individuals are deficient in communication skills and interpersonal communication competence. More recent anecdotal data indicates that employers are needing employees with skills in leading and managing remote teams, and as noted above, improving the interpersonal skills of supervisors, managers and leaders supporting diverse teams through times of rapid change and potential conflict with various internal and external stakeholders.

Furthermore, in a 2018 *Forbes* article, LinkedIn CEO Jeff Weiner stated, "interpersonal skills are where we're seeing the biggest imbalance. Communications is the number one skills gap." This was echoed by the 2018 LinkedIn Workforce report, which found that the "four most in-demand soft skills are within leadership, communication, collaboration, and time management." This corresponds to what the current Edwards Campus program advisory boards continue to tell us - that interpersonal and conflict management skills, persuasion through data, and leadership communication skills are essential communication competencies needing additional development in their existing workforce and in the graduates of our degrees. This proposed MA fills the skill gap identified by industry.

Additionally, demand for skills related to organizing and engaging remote teams, managing across boundaries, and engaging an increasingly diverse (race, age, culture, geography) workforce will likely be in high demand by employers as a result of the recent pandemic. Program marketing and community outreach efforts will help educate employers and potential students regarding how the master's in organizational communication delivers this advanced-level communication skillset for working professionals.

##### **Comparative Advantage**

The School of Professional Studies faculty assigned to the program hold PhDs in the field of communication studies and a mix of professional industry experience, extensive social science research and publication experience, and extensive connections to the Kansas City-area business community. Our faculty's professional

experiences in the fields of corporate communication, advertising, employee training and development, and health care help faculty blend theory and practice, something students value as a differentiator in their learning experience.

Additionally, working professional students at the Edwards Campus express preferring an online or hybrid format. This flexibility helps them to balance work, family and their educational goals. The 8-week format of classes is also popular with students, as they can choose which 8-week session best aligns with professional obligations and family care needs, rather than needing to be in class for a full 16-week session.

In the greater Kansas City region and online, there are a few similar programs including:

- Avila: Masters in Organizational Development
- Rockhurst: Organizational Development Certificate
- Online MA in Organizational Communication
  - John Hopkins- MA in COMS with Concentration in Corporate Communication
  - Arizona State University- MA in Communication
  - Maryville University- Masters in Strategic Communication and Leadership

Although similar in title, the corporate communication and strategic communication offerings are not direct competitors and more closely align with the learning outcomes of KU’s Integrated Marketing Communication program. The MA in Organizational Communication is certainly applicable to those professions, but the focus is much more on understanding the hidden communication dynamics of communication within and across organizations, which is helpful for specialists and managers in all professions. The main direct competitors for the online Organizational Communication program would include:

- Park University: Masters in Communication & Leadership
- Purdue University: MS in Communication with Concentration in Communication and Leadership
- Washburn University: MA in Communication and Leadership

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

Year	Headcount Per Year		Sem Credit Hrs Per Year	
	Full- Time	Part- Time	Full- Time	Part- Time
Implementation	2	8	60	120
Year 2	3	11	90	285
Year 3	4	13	120	360

**VI. Employment**

According to the Bureau of Labor Statistics, by 2026, communication occupations are projected to grow six percent, resulting in 43,200 new jobs. However, a degree in Organizational Communication helps prepare working professionals for a much broader range of careers, including human resources, community relations, marketing, corporate communications, consulting, and organizational development. Human resource related occupations are projected to 5 percent, with median pay in 2019 of \$62,000.

In addition, the Bureau of Labor states that training and development managers are projected to increase by eight percent, with a median pay of \$113,350 and employment of media and communication occupations is projected to grow 4 percent from 2018 to 2028, which will result in about 27,600 new jobs. Demand for media and communication occupations is expected to arise from the need to create, edit, translate, and disseminate information through a variety of different platforms.

The Mid America Regional Council (MARC) conducted a Greater Kansas City Employer Survey as part of the *Talent-to-Industry Exchange: A Labor Analysis of the KC Global Design Industry* report in 2018. In that survey, 67% percent of respondents identified good communication skills as essential and valuable in the workplace. Further, interpersonal and team skills were identified as the second most required workplace competency they expected in new hires. This certificate meets that workforce need for business communication skills. Additionally, the 2018 MARC report, *Talent-to-Industry Exchange: A Labor Analysis of the KC Global Design Industry*, defined the following communication competencies as providing a “competitive edge”: valuing differences, listening actively, writing effectively, building effective teams, and interpreting & applying data. These competencies are core to the MA in Organizational Communication.

In the current MA in Communication Studies program, the student population in the organizational communication concentration has historically been a mix of currently employed professionals seeking personal and professional growth, as well as individuals preparing to transition back into the full-time workforce. Over 75% of the students that recently completed the Master’s program received a promotion or new position within one year.

## VII. Admission and Curriculum

### D. Admission Criteria

For admission to KU's Master of Arts in Organizational Communication, applicants must have:

1. Bachelor’s degree from an accredited institution.
2. A 3.0 or higher undergraduate grade point average (on a 4.0 scale).
3. International students must also meet the English requirement by taking either the Test of English as a Foreign Language (TOEFL), the International English Language Testing System (IELTS) or have a degree from an English speaking institution. Financial support requirements must also be met.
4. A completed online application which includes the application fee, résumé, official transcripts showing degree conferral for each degree earned, personal statement, writing sample, and 3 letters of recommendation.

### E. Curriculum

The proposed MA in Organizational Communication degree is comprised of the following 30 credit hours:

- Required Courses: 12 credit hours
  - PFS 730 Writing & Speaking for Decision-Makers or PFS 801 Interpersonal and Persuasive Communication Skills for Managers (3)
  - PFS 810 Strategic Organizational Communication (3)
  - PFS 850 Interview-Based Research in Organizations (3)
  - PFS 860 Exploring Communication Theory (3)
- Elective Options: 15 credit hours (Students may select 15 credit hours of the electives below or approved courses from other departments. Students may opt to enroll in 6 credit hours of relevant course work from other disciplines. COMS courses – i.e., those offered through the KU Department of Communication Studies -- may be eligible to count as additional electives beyond 6 credit hours.)
  - PFS 821 Employee Onboarding & Role Development
  - PFS 823 Organizational Change & Communication
  - PFS 825 Communication Practices for Inclusive Organizations
  - PFS 827 Communication Ethics for Managers & Leaders
  - PFS 829 Communicating Across Workplace Generations
  - PFS 831 Case Studies in Organizational Communication
  - PFS 833 Communication and Team Development
  - PFS 835 Interpersonal Communication Skills at Work
  - PFS 837 Communication Strategies for a Virtual Workforce

- PFS 895 Independent Study in Organizational Communication
- COMS 930: Seminar in Speech: Topics Courses
- Capstone: 3 credit hours
  - PFS 899 Capstone Project in Organizational Communication

**Year 1: Fall**

**SCH = Semester Credit Hours**

Course #	Course Name	SCH: 12
PFS 730	Writing & Speaking for Decision-Makers	3 cr.
PFS 810	Strategic Organizational Communication	3 cr.
PFS 821	Employee Onboarding & Role Development	3 cr.
PFS 829	Communicating Across Workplace Generations	3 cr.

**Year 1: Spring**

Course #	Course Name	SCH: 12
PFS 850	Interview-Based Research in Organizations	3 cr.
PFS 860	Exploring Communication Theory	3 cr.
PFS 837	Communication Strategies for a Virtual Workforce	3 cr.
PFS 823	Organizational Change & Communication	3 cr.

**Year 1: Summer**

Course #	Course Name	SCH: 6
PFS 899	Capstone Project in Organizational Communication	3 cr.
PFS 835	Interpersonal Communication Skills at Work	3 cr.

**Total Number of Semester Credit Hours ..... 30**

**VIII. Core Faculty**

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

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

A. EXPENDITURES	First FY	Second FY	Third FY
<b>Personnel – Reassigned or Existing Positions</b>			
Faculty	\$ 75,264	\$ 75,264	\$ 75,264
Administrators (other than instruction time)	\$ 16,316	\$ 16,316	\$ 16,316
Graduate Assistants			
Support Staff for Administration (e.g., secretarial)	\$ 27,500	\$ 28,050	\$ 28,611
Fringe Benefits (total for all groups)	\$ 33,386	\$ 34,014	\$ 34,671
Other Personnel Costs			
<b>Total Existing Personnel Costs – Reassigned or Existing</b>	\$ 152,466	\$ 153,644	\$ 154,862
<b>Personnel – New Positions</b>			
Faculty		\$ 10,000	\$ 45,000
Administrators (other than instruction time)			
Graduate Assistants			

Support Staff for Administration (e.g., secretarial)			
Fringe Benefits (total for all groups)		\$ 1,200	\$ 16,622
Other Personnel Costs			
<b>Total Existing Personnel Costs – New Positions</b>		\$ 11,200	\$ 61,622
<b>Start-up Costs - One-Time Expenses</b>			
Library/learning resources			
Equipment/Technology			
Physical Facilities: Construction or Renovation			
Other- Online Course Development			
<b>Total Start-up Costs</b>			
<b>Operating Costs – Recurring Expenses</b>			
Supplies/Expenses	\$ 1,000	\$ 1,000	\$ 1,000
Library/learning resources	\$ 1,400	\$ 1,400	\$ 2,800
Equipment/Technology			
Travel			
Other	\$ 1,500	\$ 1,500	\$ 1,500
<b>Total Operating Costs</b>	\$ 3,900	\$ 3,900	\$ 5,300
<b>GRAND TOTAL COSTS</b>	\$ 156,366	\$ 168,744	\$ 221,784

<b>B. FUNDING SOURCES</b> (projected as appropriate)	First FY (New)	Second FY (New)	Third FY (New)
Tuition / State Funds	\$ 96,300	\$ 200,625	\$ 256,800
Student Fees			
Other Sources	\$ 60,066		
<b>GRAND TOTAL FUNDING</b>	\$ 156,366	\$ 200,625	\$ 256,800
<b>F. Projected Surplus/Deficit (+/-)</b> (Grand Total Funding minus Grand Total Costs)	\$ 0	\$ 31,881	\$ 35,016

**X. Expenditures and Funding Sources Explanations**

**A. Expenditures**

**Personnel – Reassigned or Existing Positions**

The KU Edwards Campus currently offers a MA in Communication Studies that focuses on organizational communication. The Communication Studies Department has decided to move this program from their department into the School of Professional Studies, due to the program aligning with the professional skills focus of the

School. With that change, faculty teaching in the existing program will transition to this new program. KU Edwards currently is funding the cost of instruction due to the existing MA and the Professional Workplace Communication Graduate Certificate that utilizes that same courses and serves as an introduction to the program. The program director will teach in the program, as well as spend 20% of their time on program administration. The program currently is utilizing an academic success coach, an advisor that works with students from point of inquiry through graduation, and this coach will remain working with the Organizational Communication program. The Organizational Communication program will make up 50% of their student load and the Organizational Communication program will fund 50% of salary and fringe.

#### **Personnel – New Positions**

Due to the anticipated student demand, the Organizational Communication program will be hiring a Professor of Practice in the third year to assist with the teaching load at .5 FTE. If additional courses are needed to meet demand, the Professor of Practice will be hired at 1.0 FTE rather than .5. Professors of Practice at KU are not on the tenure track. Until the additional Professor of Practice is needed, the program will utilize adjunct support to help with instruction of additional courses. An additional \$10,000 has been allocated in year two for adjunct support.

#### **Start-up Costs – One-Time Expenses**

With the KU Edwards Campus currently offering a similar MA program, there are not one-time startup costs. All courses have been previous taught by the instructors listed above.

#### **Operating Costs – Recurring Expenses**

All equipment, library, and supplies have been accounted for in the existing services provided to KU Edwards Students and no additional cost will be associated with the program. The KU Edwards Campus is allocating \$1,000 each year for instructional resources and Professional Association Memberships and \$1,500 each year for marketing and recruitment efforts. In addition, the two faculty members will receive \$1,400 each year for professional development.

#### **B. Revenue: Funding Sources**

The Organizational Communication program is a Johnson County Education and Research Triangle<sup>3</sup> (JCERT) funded program. The program will be fully funded through JCERT funds and tuition revenue. No state funds will be utilized. JCERT funds will be used to help fund the program during the implementation year until the program is revenue generating and sustainable on tuition funds alone. The program will be charged at an all-inclusive rate of \$535 per credit hour to closely align with the School of Professional Studies in-state tuition and fee rates, but this will also allow students from across the country to receive the same affordable rate, in order to ensure that the program is accessible as possible. The Edwards Campus Course Fee and Campus Fee will be backed out of the all-inclusive rate to be allocated towards services that are funded by these fees. Students from other disciplines will also utilize some of the courses for the program as part of their program's professional skills component. These students will also contribute to the enrollment growth of the program.

#### **D. Projected Surplus/Deficit**

Given the anticipated costs and revenue, the program is expected to run a deficit in the first year of implementation. JCERT funds will be used to help fund the program during the implementation year until the program is revenue generating and sustainable on tuition funds alone. With the current enrollment estimates, the Organizational

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<sup>3</sup> The Johnson County Education Research Triangle (JCERT) is a unique partnership between Johnson County, the University of Kansas and Kansas State University. Its goal is to create economic stimulus and a higher quality of life through new facilities for research and educational opportunities. In November 2008, Johnson County voters invested in the county's future by voting for a 1/8-cent sales tax to fund JCERT initiatives, including development of the National Food and Animal Health Institute at K-State Olathe; the KU Clinical Research Center in Fairway, Kansas; and here at KU Edwards, the BEST Building with several degree and certificate offerings in business, engineering, science and technology.

Communication program is expected to have a revenue surplus. These funds will be utilized to help improve the overall student experience and provide additional funding.

## **XI. References**

- Associates, B. (2018, June 30). Bersin & Associates predicts that a global TALENT imbalance will Shape HR and Talent strategies in 2012. Retrieved February 08, 2021, from <https://www.prnewswire.com/news-releases/bersin--associates-predicts-that-a-global-talent-imbalance-will-shape-hr-and-talent-strategies-in-2012-134742863.html>
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- Mid-America Regional Council. (2018). *Talent-to-industry exchange KC global design: A labor analysis of the KC global design industry: Engineering and architecture sectors*. Kansas City, MO: Mid-America Regional Council, p. 33.
- U.S. Bureau of Labor Statistics. (2020, April 21). Retrieved from <https://www.bls.gov/>

### 3. Receive 2020 Accreditation Report

#### Summary

Board policy states “The Vice President for Academic Affairs shall provide the Board with a report on the accreditation status of the Regents universities and their accredited programs. The report shall include information on a) whether the institution or the program is accredited for the full term of accreditation and b) whether the institution or the program has received full accreditation status or is on probationary status” (Ch. II.A.7.ii.). Reports from each state university can be found on the Board’s website at [https://kansasregents.org/resources/Program\\_Accreditation\\_2020\\_Issue\\_Paper\\_Board\\_w\\_slides.pdf](https://kansasregents.org/resources/Program_Accreditation_2020_Issue_Paper_Board_w_slides.pdf). Board staff concurs with the Board Academic Affairs Standing Committee in recommending acceptance of this report.

#### Background

Accreditation is a process certifying institutions and programs have met a specified set of standards. There are two broad types of accreditation in postsecondary education: institutional accreditation and the specialized accreditation of academic units or programs.

The accreditation of postsecondary institutions occurs through a system of accrediting bodies approved by the U.S. Department of Education. In Kansas and eighteen other states, postsecondary institutions may achieve institutional accreditation through the Higher Learning Commission.

The specialized accreditation of academic units or programs occurs through a system of accrediting organizations based in academic disciplines. In a few instances, state regulatory agencies accredit academic programs. For example, both the Kansas State Board of Education and the Council for the Accreditation of Educator Preparation accredit teacher education programs. Program accreditation is most prevalent in professional programs, such as architecture, engineering, nursing, law, and teacher education.

#### 2020 Accreditation Report

The Board of Regents receives a report on the accreditation status of the state universities and various programs within each that have specialized accreditation once every four years. These reports, which are attached, show each university is fully accredited by the Higher Learning Commission. In addition, they list the accreditation status of individual programs at each institution. Though program accreditors often award accreditation at a higher level, we list each program by CIP to be consistent with the Program Review Report. For example, the Association to Advance Collegiate Schools of Business (AACSB) accredits schools of business. If an institution’s school of business is awarded AACSB accreditation, each program residing in the school is covered by this accreditation. However, rather than simply indicate “School of Business” on the list, each program, such as accounting, management, and marketing, is listed separately for distinction. Further, we count each separate CIP and award level as a program here, consistent with Program Review.

#### In summary,

- Emporia State University reports 41 programs accredited by their respective specialized accrediting bodies. Of the 41 accredited programs, 23 are in The Teachers College and ten are in the School of Business.
- Fort Hays State University reports 21 programs accredited or recognized by specialized accrediting bodies. Of the 21 programs, nine are in the College of Health and Behavioral Sciences. The University’s Information Networking and Telecommunications program is designated as a National Center of Excellence in Cyber Defense Education.



- Kansas State University reports 64 programs accredited by licensed, approved, certified, or registered specialized bodies. Eleven programs from either the College of Engineering or the College of Technology and Aviation have full accreditation from ABET, Inc., formerly known as the Accreditation Board for Engineering and Technology. Additionally, eleven programs within the College of Arts and Sciences are fully accredited by various organizations, and the College of Veterinarian Medicine is accredited by four different entities.
- Pittsburg State University reports 38 programs accredited by specialized accrediting agencies. Of the 38, eight are in the College of Education. Seven programs, all from the College of Technology, have full accreditation from ABET, Inc.
- The University of Kansas reports 73 programs accredited by specialized accrediting agencies. Fourteen programs in the School of Business are fully accredited by AACSB International. The School of Engineering and the College of Liberal Arts and Sciences house eleven programs fully accredited by ABET, Inc.
- The University of Kansas Medical Center reports 19 programs accredited or approved by specialized accrediting agencies. In addition, 61 residency and fellowship programs are appropriately accredited or approved on the Kansas City campus and 13 through the Wichita campus.
- Wichita State University reports 60 programs accredited by specialized accrediting agencies. Of the 60, 15 are in the School of Business and are fully accredited by AACSB International. Another ten in the School of Engineering are fully accredited by ABET, Inc.

A breakdown of accredited programs by school/college for each institution is included in Appendix A. Further, a listing of the accrediting agencies and their acronyms is included in Appendix B of this report.

**Staff Recommendation**

Staff recommends acceptance of this report.

B. Fiscal Affairs & Audit

1. Act on Proposed Amended Memorandum of Agreement between the University of Kansas Medical Center and the Fraternal Order of Police Lodge 37 -KUMC

Natalie Yoza,  
Associate General Counsel

**Summary and Staff Recommendation**

*The University of Kansas Medical Center (KUMC) requests that the Board approve an amended Memorandum of Agreement between the University and the University of Kansas Medical Center chapter of the Fraternal Order of Police (FOP). If approved, the amendments will include changes to address wage increases, increase shift differential, identify a new entity to provide the list of individuals qualified to serve as arbitrators, reallocate sharing of arbitration expenses, establish a residential requirement, set forth an appeal process in connection with performance ratings, and to establish a labor management committee, as well as a few minor changes to formatting and article titles. Board staff has reviewed the proposed amendments for compliance with Board policy as well as state and federal law and finding no conflict recommend approval of the Amendments and authorizing the Chair to sign any necessary documents on behalf of the Board.*

**Background**

The Public Employer-Employee Relations Act (PEERA) (pursuant to which State agencies are required to meet and confer with their employees’ recognized bargaining units over terms and conditions of employment) first took effect in 1972.<sup>4</sup> In 1983, the Kansas Supreme Court held that the Kansas Board of Regents is the appropriate governing body for purposes of PEERA and therefore “must approve any proposed agreement in order to make it binding and effective.”<sup>5</sup> Thus, for many years, the Board has performed the role of approving agreements that are negotiated between the universities and the certified representatives of university employee bargaining units. The Kansas Secretary of Administration must also approve such agreements.

The Memorandum of Agreement (Agreement) in question was last approved by the Board at its May 2012 meeting, and has a term of three years with an annual reopener on wages only which can be requested by either party. The FOP bargaining unit now represents approximately 18 KUMC employees that are University Police Officers or the University Police Corporal or rank equivalent. Meet and confer sessions concerning this Agreement began in Summer 2020. Pursuant to Board policy, President Flanders met in April 2020 with Police Chief James Powers, Chari Young, Associate Vice Chancellor and Chief Human Resources Officer, and Kelly Nash, Senior Associate General Counsel. The Board’s General Counsel, Julene Miller, and Associate General Counsel, Natalie Yoza, also attended.

**SUMMARY OF CHANGES TO THE AGREEMENT BETWEEN FOP AND KUMC**

The following summary highlights the changes to the existing Agreement negotiated between the parties during their meet and confer sessions. There is no fiscal impact from the changes.

**Table of Contents**

This section was added as a reference.

**“Memorandum of Agreement”**

Formerly known as “Preamble”, this section has minor edits for clarity and brevity. The spirit and intent of the section are unchanged.

<sup>4</sup> K.S.A. 75-4321 *et seq.*

<sup>5</sup> *Kansas Board of Regents and Pittsburg State University v. Pittsburg State University Chapter of KNEA and PEERB*, 233 Kan. 801, 812 (1983).

**Definitions**

This new section has been added as a reference and to increase clarity and shared understanding.

**Article 1: Lodge Recognition**

The spirit and meaning of this article are unchanged, with minor edits for clarity.

**Article 2: Recognition of Management Rights**

The spirit and meaning of this article are unchanged, with minor edits for clarity, brevity, and accuracy. The reference to classified service has been removed, as this no longer exists at KUMC.

**Article 3: Lodge & Management Corporation**

Section 3 of this article was changed to clearly define how KUMC will respond to suggestions submitted by FOP, and a new Section 5 was added to clearly define venues of communication to FOP and employees.

**Article 4: Hyperlinks**

This new article, included at the request of KUMC, states that the Agreement will contain references to various KUMC policies, rather than including the text of the policies within the Agreement. The article also sets forth how policy updates will be handled.

**Article 5 (previously Article 4): Nondiscrimination**

This article has been rewritten, replacing previous text with a hyperlink to the policy (as described in Article 4) and contact information for the KUMC Equal Opportunity Office.

**Article 6 (previously Article 5): Meet & Confer**

This article has been revised to include a sentence providing for a more collaborative approach that permits all members at the table to contribute to the discussion.

**Article 7 (previously Article 6): Lodge Stewards**

This article has been changed to increase the number of stewards from three to six in order to cover all shifts at all locations, and new language has been added in Section 4 to better define “representative.”

**Article 8: Communication**

This article is new. It was added to reflect the mutual commitment to strong, clear, and transparent communication between the parties. The article sets forth a guiding principle and establishes an approach for operationalizing this commitment.

**Article 9 (previously Article 7): Training, Development, & Career Advancement**

This article has been edited to reflect department practices, create clarity, and manage expectations around the training process. For example, timelines, access to training, and manager accountability are now more fully described in Sections 1 and 2, as well as in new Sections 4-7.

**Article 10 (previously Article 8): Use of Facilities**

This article has only minor edits for clarity.

**Article 13 (previously Article 11): Official Personnel Records**

This article has only minor edits for clarity.

**Article 14 (previously Article 12): Work Week & Overtime**

This article has been edited to increase clarity and to create flexibility in scheduling. Section 1 now includes language that better articulates work timelines, hours, and options, and additional clarifying edits appear in sections 2, 3, 6, and 7.

**Article 15 (previously Article 13): Holidays**

This article has been edited for clarity and brevity. A hyperlink to the list of paid holidays has been added in place of the list that was included in the previous version of this article.

**Article 16 (previously Article 14): Salaries**

This article has been rewritten to reflect KUMC policies and procedures related to compensation.

**Article 17 (previously Article 15): Shift Differential**

A statement has been added to this article to affirm that there will be no reduction in shift differential without first meeting and conferring with the Lodge.

**Article 18 (previously Article 16): Standby, Call-in, & Callback Pay**

This article has been edited for clarity and brevity. A hyperlink to current policy has been added following the first sentence, process details have been added to Sections 2 and 3, and details about notification are included in new Section 4.

**Article 19: Police Training Program**

This new article was added to document and clarify processes and procedures that already exist for the department's field training program.

**Article 20 (previously Article 17): Residential Requirement**

This article was changed to allow employees to reside with a sixty-minute response time. The purpose of this change from the previous forty-minute requirement is to expand the area for the recruitment of new officers.

**Article 21 (previously Article 18): Probation**

A new Section 5 was added to specify that employees will be informed in writing when they complete probation and that new employees will be notified of the start and end dates of their probationary period in their initial hire documentation.

**Article 22 (previously Article 19): Productivity Measures**

A few minor edits have been made for clarity.

**Article 23 (previously Article 20): Health & Safety**

This article has been completely rewritten to more effectively convey the value KUMC places on workplace safety and to document policies and procedures already in place. Hyperlinks have been added to provide additional information.

**Article 24: Employee Assistance Program (EAP)**

This new article was added to provide information about the Employee Assistance Program and a hyperlink for easy access.

**Article 25: Meals and Break Periods**

This article has been edited to update and clarify times and restrictions for breaks and meals and to expand the driving radius.

**Article 26 (previously Article 22): Travel Expenses**

This article was rewritten to reflect current KUMC policy and processes for expense reimbursement and to provide a hyperlink.

**Article 28 (previously Article 24): Workers' Compensation**

This article has been edited to better articulate Medical Center policies and procedures and to provide hyperlinks.

**Article 30 (previously Article 26): Weapons Proficiency**

This article has been edited to better articulate how the department will provide weapons training opportunities and supplies.

**Article 31 (previously Article 27): Mandatory Court Appearance**

Minor edits were made to this article to clarify expectations around a process already in practice.

**Article 32 (previously Article 28): Internal Affairs**

Section 4 now includes a provision for an employee and their representative to have an opportunity to view the original recording of the interrogation. New Section 9 states that KUMC will notify, in writing, the officer of the disposition following the conclusion of the investigation.

**Article 33 (previously Articles 29-32, 42): Leaves**

This article combines all types of leave in one article. Hyperlinks and additional details are included.

**Article 34 (previously Article 33): Wellness Program**

The current Agreement provides for full memberships at KUMC's Kirmayer Fitness Center. This article has been changed to provide flexibility for officers to work out at equivalent facilities not to exceed the cost of the Kirmayer facility.

**Article 35 (previously Article 34): Duty Accommodations**

This article, formerly referred to as "Light Duty", has been renamed "Duty Accommodations." Edits have been made to reflect current KUMC policies and procedures and to include relevant hyperlinks.

**Article 36 (previously Article 35): Special Projects Committee**

This article, previously entitled "Review Board" has been changed to "Special Projects Committee." The article has been completely rewritten to reflect the Parties' mutual goal of creating an incubator for department development and an avenue for broader input and feedback from the entire department.

**Article 37 (previously Article 36): Uniforms**

This article has been edited to clarify existing policies and procedures regarding uniform procurement, with greater flexibility now being offered in how officers procure and manage their personal equipment. In addition, new Sections 9 and 10 articulate standards regarding tattoos and facial hair.

**Article 38: (previously Article 37): Promotions**

This article has been edited to better articulate current policy and procedures.

**Article 39 (previously Article 38): Seniority**

This article was edited to better articulate current policy and practice, and Section 6 was expanded to provide greater detail in how seniority is calculated.

**Article 40 (previously Article 39): Disciplinary Action**

This article was edited for clarity and brevity, with a hyperlink to USS Policy replacing the KUMC Appeals Board Policy text that was previously included in Section 2.

**Article 41 (previously Article 40): Grievance Procedure**

This article was edited for clarity and brevity, and to better articulate existing policies and processes.

**Article 42 (previously Article 41): Lockers**

This article had minor edits to improve clarity.

**Article 45: Evaluation Appeals**

This article was edited to improve clarity.

**Article 46: Labor Management Committee**

This article was edited to improve clarity.

**Article 47: Duration & Termination**

This article was changed to state that “the respondent will acknowledge in writing and include any general items they need to address during the negotiation.”

**Proposed Board Action**

KUMC requests that the Board approve the amendments to the Memorandum of Agreement between it and the FOP. Board staff reviewed the proposed amendments and, finding nothing in conflict with Board Policy or state and federal laws, recommends that the Board approve these amendments to the Agreement and authorize the Board Chair to execute all necessary documents.

**2. Act on Request to Sell Real Property and Execute Instruments of Conveyance – KSU**

**Chad Bristow,  
Director of Facilities**

**Summary**

*Kansas State University requests that the Board approve and execute documents conveying two adjacent and related parcels of land in Cherokee County, Kansas that it formerly used for pecan research.*

*The first parcel is a roughly 45-acre plot gifted to K-State in 1962 that, pursuant to a reversionary interest, must be conveyed to the descendants of the original grantors when the property is no longer used for pecan research. The condition triggering the reversionary interest is met, the interested descendants are known, and a quit-claim deed is necessary to convey the property to them.*

*The second parcel is a roughly 35-acre plot K-State purchased in 1965. It has no use for the land given the cessation of pecan research and K-State has met the requirements necessary to sell it.*

*K-State and reversionary interest holders determined that jointly selling the two parcels together would yield the best price and have secured a purchase offer exceeding the appraised value to be divided proportionally among the parties. Staff recommends approval and authorization for the Chair and President and CEO to execute the conveyance documents for both parcels.*

**Background**

In 1962 Frank and Katherine Brewster gifted roughly 45-acres to K-State to conduct pecan production research (“Gifted Land”), subject to a clause reverting ownership to them if K-State ever ceased pecan research on the land. In 1965 the Brewsters sold K-State adjacent parcels totaling approximately 35 acres that were also used for pecan research (“Purchased Land”).

In 2018 K-State decided to discontinue pecan production research on both parcels, triggering the Gifted Land’s reversionary interest. Frank and Katherine Brewster are deceased, leaving multiple heirs whose respective interests have been established via court orders. The interested parties agreed to sell the Gifted and Purchased Land together to maximize the sale price, and to split those proceeds according to their respective interests – approximately 56% to the Brewster heirs, with the remaining 44% to K-State. K-State sought and obtained KBOR approval to sell the Purchased Land in November 2018 and obtained authority to sell the Purchased Land from the Legislature in 2020 House Substitute for Senate Bill No. 25, Section 137(a)(1). The combined parcels appraised for \$3,944 per acre, for a total price of \$315,500. A purchaser has agreed to pay more than that appraised price - \$4,438 per acre for a total price of \$355,058. K-State has published notice of intent to sell the property and has complied with applicable policy and statutory requirements, including KBOR [Ch. II.E.11.c](#) and K.S.A. [§75-430a\(d\)](#), necessary to complete this sale.<sup>6</sup> Conveyance of the parcels will not be made until the deeds, title and conveyance has been reviewed and approved by the Attorney General as required by law, and title insurance is obtained for the purchased parcels that are being conveyed by warranty deed.

Two concurrent Board actions are required: (a) approval of a quit claim deed conveying the Gifted Land subject to the reversionary interest to the Brewster heirs so that they may then sell that property, and (b) approval of the contract for sale and warranty deed conveying the Purchased Land to the purchaser. K-State’s proportionate share of the sale proceeds shall be deposited into its restricted use account.

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<sup>6</sup>In 2019 the Legislature approved the property sale via H. Sub. for SB 25; however, that legislation incorrectly stated the written and fractional property descriptions, i.e. “The South Half (N/2)”. K-State has worked with KBOR and the Attorney General’s office to identify and resolve this discrepancy and will include the correct description in the final deed.

Kansas State University requests that the Board authorize the Chairman and the President and CEO to (a) sign the quit claim deed conveying the Gifted Land to the Brewster heirs, and (b) sign the contract for sale and warranty deed conveying the Purchased Land to the purchaser.

**Recommendation**

Staff reviewed the documents and relevant statutes and determined that K-State followed Board Policy. Based on the information K-State provided regarding the property value, staff recommends the Board approve the sale and authorize the Board Chair and Board President and CEO to take the requested action.



C. *Technical Education Authority*

**1. Act on Requests for Degree and Certificate Programs Submitted by Wichita State University Campus of Applied Sciences and Technology**

**Scott Smathers,  
VP, Workforce Development**

**Summary**

*The Board office received a request from Wichita State University Campus of Applied Sciences and Technology to offer a Technical Certificate B and Associate of Applied Science degree in Culinary Arts. The program submitted addressed all criteria requested and was subject to the 10-day comment period required by policy. The program was reviewed by the Technical Education Authority and recommended for approval.*

**Background**

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

**Wichita State University Campus of Applied Sciences and Technology (WSU Tech)** requests approval of the following program:

- Culinary Arts (12.0503) – Technical Certificate B/30 credit hours and Associate of Applied Science/63 credit hours

According to the U.S. Department of Education, CIP Code 12.0503 Culinary Arts/Chef Training is defined as a program that prepares individuals to provide professional chef and related cooking services in restaurants and other commercial food establishments. The program should include instruction in recipe and menu planning, preparing, and cooking of foods, supervising and training kitchen assistants, the management of food supplies and kitchen resources, aesthetics of food presentation, and familiarity or mastery of a wide variety of cuisines and culinary techniques.

Crosswalking the proposed CIP Code (12.0503 Culinary Arts/Chef Training) to occupations resulted in four standard occupation classification codes (SOC Code), 35-1011 Chefs and Head Cooks, 35-1013 Cooks, Private Household, 35-2014 Cooks, Restaurant, and 35-2019 Cooks, All Other. WSU Tech states the proposed program will lead to 35-1011 Chefs and Head Cooks which is defined as an employee who directs and participates in the preparation, seasoning, and cooking of salads, soups, fish, meats, vegetables, desserts, and other foods. The position may plan and price menu items, order supplies, and keep records and accounts.

Development of the proposed program is a result of a collaboration between the college and local business and industry with the desire to have a nationally recognized Culinary Arts and Hospitality training center located in downtown Wichita. The initial year of the program will be at WSU Tech South campus. The college is working with Douglas Market Development LLC, to create an innovative space dedicated to the hospitality and culinary industries. The new facility will be named the National Institute for Culinary and Hospitality and located at 124 S Broadway. The 45,000 square foot facility will accommodate instructional space (30,000 square feet) and a student operated food and retail establishment (15,000 square feet).

Upon successful completion of the program, students will be eligible for the ServSafe Manager industry certification as well as the Certified Culinarian and Certified Sous Chef industry certifications offered through the American Culinary Federation.

The Kansas Department of Labor Long-term Occupation Projections 2018-2028 indicate a statewide change of employment for Chefs and Head Cooks of 3.4% with an annual median wage of \$42,730 with a high school diploma or equivalent as the typical education needed for entry. Annual openings equate to 159 jobs per year. Emsi job posting analytics show that from February 2020 to February 2021, over 5,700 total postings (666 unique postings) were advertised statewide with a median advertised salary of \$17.05 per hour.

Sixteen letters of support were received from The Belmont, The Kitchen, Reverie Roasters, Public at the Brickyard, Doo-Dah Diner, Holiday Inn, The Ambassador, Skagit River Brewery, Harvest Ventures, Amelia Earhart Elementary School, Center for Advancement of Food Service Workers, Cargill, WSU Wine Appreciation/The Good Life Radio Program, the Greater Wichita Partnership, Visit Wichita, and Envision Wichita. Proposed commitments and supports for the program include serving on the program advisory committee, curriculum development, providing internships to students, providing off-site learning to students, tours, commitment to interview program completers, providing feedback to interviewed students, providing the college with up-to-date job descriptions, referring denied applicants to the program, and donations to WSU Tech labs.

Currently, one institution (Johnson County Community College) utilizes the same CIP Code (12.0503) and nine institutions offer similar programs in various CIP Codes (12.0500, 12.0501, 12.0504, and 12.0505). According to the AY19 Kansas Training Information Program (K-TIP) report, as a system, 78 students graduated and exited the higher education system with average wages ranging from \$11,809 to \$61,105 per year.

Within the application, WSU Tech states they were in discussions with Butler Community College on a collaborative Culinary Arts program. Discussions focused on the two institutions joining forces to provide the community with a variety of educational options. WSU Tech states that discussions took place for nearly two years; however, no clear direction or decision was made to cooperatively move forward. In the fall of 2020, presidents of WSU Tech and Wichita State University (WSU) decided it was in the best interest of the Wichita community, Sedgwick County, and industry partners to move forward.

WSU Tech is working with WSU's Barton School of Business to create a 2+2 agreement between the programs. WSU is also considering a complementary bachelor degree program in Food Management.

WSU Tech plans to begin the proposed Culinary Arts program in the fall of 2021. The college estimates the initial cost of the proposed program at approximately \$180,477 (\$124,270 salaries, \$12,207 equipment, \$43,000 instructional supplies and materials, and \$1,000 technology and software). All program costs will be funded by institutional funds. The college has a line item within the budget for new program development. John Michael, Director of Culinary and Hospitality, will assume responsibility for the proposed program.

The proposed program was subject to the 10-day comment period from March 19, 2021, to April 1, 2021 during which one comment of opposition was received from Butler Community College. Butler Community College's full comment is included in the packet.

### **Recommendation**

The new program request submitted by WSU Tech for a Technical Certificate B at 30 credit hours and Associate of Applied Science degree at 63 credit hours in Culinary Arts has been reviewed by the TEA and is recommended for approval by the Board.

**Butler Community College comment regarding WSU Tech's Culinary Arts program proposal  
March 31, 2021**

Butler Community College has a long standing, regionally recognized, and successful Culinary Arts program that is currently offered in Wichita's Boston Recreation Center. This program has been offered at the Boston Recreation Center since the fall of 2012. Prior to that time, Butler's culinary arts courses, which were part of the Hospitality Management program, were offered in Andover by utilizing the Andover High School Human Ecology kitchen and a bakery in Andover. In 2012, Butler was granted approval to offer this program in Wichita by Wichita State University and at that time, WATC. Butler's Culinary Arts program has successfully served the greater Wichita area and south central region for more than 10 years and has a highly respected reputation within the culinary industry. Adding a second program within just a few miles would be duplicative of Butler's well established and successful program as well as impact the launch of a new program by WSU Tech.

There have been numerous conversations over the past four years to consider a partnership with WSU, WSU-Tech and Butler. Since late 2018, the work has focused especially on a partnership between WSU Tech and Butler. While work has continued since then, the partnership MOU and business plan presented to Butler by WSU Tech in mid-fall 2020 were not mutually beneficial to Butler's existing program and did not address Butler's expectations. To date, no formal agreement has been reached.

## 2. Act on Excel in CTE Fees for Wichita State University Campus of Applied Sciences and Technology’s Culinary Arts Program

### Summary

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

### Background

K.S.A 72-3810 states:

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

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

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

As per the Postsecondary Technical Education Authority’s (TEA) request, on Thursday, December 19, 2019, representatives from community colleges, technical colleges, and Board staff met to set guidelines for fees associated with Excel in CTE courses and programs. As a result of this meeting, agreed upon allowable fees include items/services students take with them and industry-specific fees required for entrance/acceptance into the program. The TEA approved this methodology at their February 27, 2020 meeting.

#### Allowable fees include:

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

#### Unallowable fees include:

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

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

<b>Institution Name:</b>	Wichita State University Campus of Applied Sciences and Technology
<b>Program Title:</b>	Culinary Arts
<b>Program CIP Code:</b>	12.0503

<i>Please list all fees associated with this <b>program</b>. Only list costs the institution <b>is</b> charging students.</i>		
<b>Fee</b>	<b>Short Description</b>	<b>Amount</b>
	<i>There are no fees associated at the program level</i>	

<i>Please list all courses within the program and any fees associated to those <b>courses</b>. Only list costs the institution <b>is</b> charging students. Do not duplicate expenses.</i>		
<b>Course ID</b>	<b>Short Description</b>	<b>Amount</b>
CUL 105	Culinary Fundamentals	\$ -
CUL 110	Introduction to Gastronomy & Sustainability	\$ -
CUL 115	Culinary Nutrition	\$ -
CUL 120	Modern Banquet Cookery	\$ -
CUL 125	Baking & Pastry Skill Development	\$ -
CUL 130	Culinary Innovation & Sustainability	\$ -
CUL 135	Cuisines and Cultures of the United States	\$ -
CUL 140	Global Cuisines	\$ -
CUL 145	Cuisines and Cultures of the Mediterranean	\$ -
CUL 150	Cuisines and Cultures of Northern Europe	\$ -
CUL 155	Cuisines and Cultures of Asia	\$ -
CUL 160	Garde Manger	\$ -
CUL 165	Culinary Arts Internship	\$ -
CUL 170	Advanced Baking: Chocolate & Confectionary Techniques	\$ -
CUL 175	Advanced Baking: Cakes and Desserts	\$ -
CUL 180	Advanced Baking: Breads and Rolls	\$ -
PDV 105	Blueprint for Personal Success	\$30.00
	15 credits of General Education (\$123 X 15 credit hours)	\$1,845.00

<i>Please list items the student will need to purchase on their own for this program: Institution <b>is not</b> charging students these costs, rather students are expected to have these items for the program.</i>		
<b>Item</b>	<b>Short Description</b>	<b>Estimated Amount</b>
	<i>There are no other costs</i>	

### 3. Act on Kansas Nursing Initiative Grant Awards

#### Summary

*On an annual basis, the Kansas Legislature appropriates approximately \$1.7 million to support accredited nursing programs. Institutions submit proposals to support nursing faculty and purchase supplies, while focusing on student success.*

#### Background

The following eligibility criteria are utilized for nursing programs:

- Approved by the Kansas Board of Nursing and nationally accredited
- Most recent 3-year average NCLEX test score aligns with the 3-year national average percentile range
- Documented articulation of one of the following: RN to BSN, BSN to MSN, MSN to DNP, APRN, etc.

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

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

#### Response to Request for Proposals

A total of 28 proposals were received: 15 from two-year institutions and 13 from four-year institutions. Of the 28 applicants, 4 applied for the set-aside, as they did not meet the NCLEX minimum score requirement.

#### Proposal Review

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

Institution	Project Summary	Award
<b><i>NCLEX score improvement</i></b>		
Colby Community College	- Salary support for new faculty - Faculty professional development - Tutoring services for students - NCLEX preparation sessions for students	\$31,080
Pratt Community College	- Professional development for faculty - Test review and preparation services for students	\$45,841
Neosho County Community College	- Faculty professional development - Development of student remediation plan and resources - NCLEX practice exam services for students	\$14,845
Seward County Community College	- Faculty professional development - Test preparation resources for students	\$69,648
<b><i>Full Application</i></b>		
Baker University	- Professional development for faculty - Consumable laboratory supplies	\$9,009
Barton Community College	- Professional development for faculty - Consumable laboratory supplies - High-fidelity nursing simulator	\$52,000

Benedictine College	<ul style="list-style-type: none"> <li>- Curriculum development</li> <li>- Test preparation resources for students</li> <li>- Pediatric simulator</li> </ul>	\$74,850
Butler Community College	<ul style="list-style-type: none"> <li>- Professional development for faculty</li> <li>- Consumable laboratory supplies</li> </ul>	\$33,700
Cloud County Community College	<ul style="list-style-type: none"> <li>- Professional development for faculty</li> <li>- Test preparation resources for students</li> <li>- Consumable laboratory supplies</li> <li>- Labor/delivery and newborn high-fidelity simulator</li> </ul>	\$61,042
Emporia State University	<ul style="list-style-type: none"> <li>- Faculty professional development</li> <li>- Subscription to virtual reality clinical simulation service</li> <li>- Simulation laboratory equipment</li> </ul>	\$80,000
Fort Hays State University	<ul style="list-style-type: none"> <li>- Curriculum revision and development</li> <li>- Faculty professional development</li> <li>- Test review and preparation services for students</li> <li>- Consumable laboratory supplies</li> <li>- Health assessment models for the classroom</li> </ul>	\$164,479
Fort Scott Community College	<ul style="list-style-type: none"> <li>- Professional development for faculty</li> <li>- Test review and preparation services for students</li> <li>- Consumable laboratory supplies</li> </ul>	\$24,013
Garden City Community College	<ul style="list-style-type: none"> <li>- Labor/delivery and newborn simulator</li> <li>- Simulation training for faculty</li> </ul>	\$30,000
Hesston College	<ul style="list-style-type: none"> <li>- Faculty professional development</li> <li>- Curriculum development</li> <li>- Consumable laboratory supplies</li> <li>- Auscultation manikin and CPR manikins</li> </ul>	\$19,119
Highland Community College	<ul style="list-style-type: none"> <li>- Professional development for faculty</li> <li>- On-campus professional development/invited speaker</li> </ul>	\$11,600
Hutchinson Community College	<ul style="list-style-type: none"> <li>- Faculty professional development</li> <li>- Subscription to nursing scenario software</li> <li>- Consumable laboratory supplies</li> </ul>	\$7,649
Johnson County Community College	<ul style="list-style-type: none"> <li>- Professional development for faculty</li> <li>- Simulation laboratory equipment</li> </ul>	\$42,536
Kansas City Kansas Community College	<ul style="list-style-type: none"> <li>- Salary support for new faculty</li> <li>- Subscription to teaching resources</li> <li>- Faculty professional development</li> <li>- Tutoring and support for at-risk students</li> <li>- Consumable laboratory supplies</li> <li>- Labor/delivery and newborn simulator</li> </ul>	\$88,042
University of Kansas	<ul style="list-style-type: none"> <li>- New faculty salaries</li> <li>- Test preparation and academic support for students</li> <li>- Consumable laboratory supplies</li> <li>- Nursing simulator with body skin accessories</li> <li>- Injection models</li> </ul>	\$162,777

Kansas Wesleyan University	<ul style="list-style-type: none"> <li>- Salary support for nursing faculty</li> <li>- Faculty professional development</li> <li>- Mentoring program for new faculty</li> <li>- Test review and preparation services for students</li> <li>- Consumable laboratory supplies</li> <li>- Simulation laboratory equipment</li> </ul>	\$37,767
Labette Community College	<ul style="list-style-type: none"> <li>- Salary for a new faculty member</li> <li>- Faculty simulation training</li> <li>- Digital examination software for students</li> <li>- Consumable laboratory and simulation supplies</li> <li>- Nursing simulator</li> </ul>	\$50,833
MidAmerica Nazarene University	<ul style="list-style-type: none"> <li>- Professional development for faculty</li> <li>- High-fidelity simulator</li> </ul>	\$30,000
North Central Kansas Technical College	<ul style="list-style-type: none"> <li>- Faculty professional development</li> <li>- Subscription to teaching resources</li> <li>- Newborn simulator</li> </ul>	\$31,257
Ottawa University	<ul style="list-style-type: none"> <li>- Professional development for faculty</li> <li>- Development of cultural competency training materials</li> <li>- New faculty salary support</li> <li>- Curriculum development</li> <li>- Online clinical support for students</li> </ul>	\$72,065
Pittsburg State University	<ul style="list-style-type: none"> <li>- Salary support for new faculty</li> <li>- Professional development for faculty</li> <li>- Live review for pre-licensure students</li> <li>- Consumable laboratory supplies</li> </ul>	\$103,088
University of St. Mary	<ul style="list-style-type: none"> <li>- New faculty salary support</li> <li>- Curriculum revision for the Next Generation NCLEX</li> <li>- Professional development for faculty</li> <li>- Subscriptions to teaching resources</li> <li>- Test review and preparation resources for students</li> <li>- Consumable laboratory supplies</li> <li>- Laboratory equipment</li> </ul>	\$ 197,669
Washburn University	<ul style="list-style-type: none"> <li>- Faculty professional development</li> <li>- Subscription to teaching resources</li> <li>- Access to simulation development resources for faculty</li> <li>- Tutoring services for students</li> <li>- Consumable laboratory supplies</li> <li>- Newborn neonatal simulator</li> </ul>	\$ 141,778
Wichita State University	<ul style="list-style-type: none"> <li>- Salary support for new faculty</li> <li>- Faculty professional development</li> <li>- Consumable laboratory supplies</li> </ul>	\$ 64,800
	Total	\$ 1,751,487

**Recommendation**

The awards were approved by the Technical Education Authority Budget and Finance Committee on April 14, 2021 followed by the Technical Education Authority on April 29, 2021 and are recommended for approval by the Board.



# DISCUSSION AGENDA

A. *Other Matters*

1. **Receive Legislative and Budget Update**

**Matt Casey,**  
**Director, Government Relations**

**Summary**

*The Board will receive a legislative update and an overview of how everything ended up after the Legislature wrapped up veto session. This will include an update on the maintenance of effort issue and what to expect with this funding stream for the future as well as other legislation that impacted higher education.*

B. *Fiscal Affairs & Audit*

1. **Act on the Kansas Law Enforcement Training Center (KLETC) Master Plan**

Regent Rolph  
**Chancellor Girod**

The University of Kansas requests approval of the new Kansas Law Enforcement Training Center (KLETC) Master Plan. The master plan being presented is the first comprehensive master plan for KLETC that takes into account allied agency training in addition to providing needed facilities to meet the current and future needs of law enforcement training in the State of Kansas. The build-out of this master plan would create a “public safety campus.” The goals of this project are to strengthen core competencies in basic training, expand professional development and allied agency training, implement campus security, advance the presence of law enforcement training, organize the campus with distinctive zones and enhance the on-campus environment. This master plan will raze obsolete facilities, remodel existing facilities for adaptive reuse, utilize existing facilities for their current use and build new facilities to provide needed training, housing, and program spaces. As part of the master planning process, a building condition analysis and space analysis was done for all of the currently existing facilities.

The project build-out would include the establishment of infrastructure to support the expanded campus, expand campus housing and dining facilities to increase training capacity, expand training facilities, and create facilities for allied agency training. New training facilities would include an indoor firing range, a defensive tactics building, a tactical village, a scenarios building, an administrative/welcome center/professional development complex, a multipurpose event facility and expanded support facilities.

**2. Act on Capital Improvement Requests for FY 2023 and Five-Year Plans**

**Chad Bristow,  
Director of Facilities**

**Summary**

*As required by Kansas law and in accordance with the format prescribed by the Division of the Budget, the campuses have submitted their FY 2023 capital improvement requests and five-year plans. Included are summaries of the universities' requests and staff recommendations for the Board's review and discussion. Board staff recommends approval of the projects displayed in the tabular summary. The capital improvement requests are due to the Division of Budget on July 1, 2021.*

**Background**

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

In recent years, the Legislature has not appropriated money from the State General Fund (SGF) for new building projects on a consistent basis, only on an isolated project-by-project basis. For example, the Legislature and Governor supported \$25 million in bonds for the new Health Education Building at KU Medical Center and infrastructure improvements for the National Bio-Agro Defense Facility in Manhattan with SGF appropriations for debt service, but other projects have not received SGF support. Therefore, when state universities identify projects on the capital improvement plans that require state funding within Year 1 or 2 of the Five-Year Plan, Board staff usually does not support inclusion of that project unless state funds have already been appropriated, a specific funding source has been identified, or a designation of TBD (to be determined) is indicated.

For over a decade, addressing the deferred maintenance of existing facilities has been a top priority with the Board and Legislature, yet insufficient state resources have been directed toward that purpose. Funding for the construction, maintenance and operation of new facilities has largely been left to other resources available to the University System. The only consistent source of state funding for university buildings has been the Educational Building Fund (EBF), which now provides approximately \$40-44 million per year for rehabilitation and repair projects. The Board has directed that EBF resources be used solely for deferred maintenance-type projects, to help address the deferred maintenance backlog. As reported in the Fall 2020 report on state university building inventory, space utilization and facilities condition, there is currently an estimated \$1.2 billion backlog in deferred maintenance for mission critical buildings (that are also EBF-eligible). It is estimated that the system would need at least \$108 million per year to provide for the minimum annual maintenance just for this subset (approximately 330 buildings) of the over 1,000 buildings on the Regents campuses.

**Staff Recommendations**

- Approve all projects funded by non-state funds as submitted (e.g. housing, parking, private gifts, restricted fees, etc.).
- Approve University System request for spending authority for Rehabilitation & Repair projects from the Educational Building Fund (EBF).
- Approve the staff recommendation to revise the proposed funding source of the individual building/infrastructure project requesting state appropriations in FY 2023 and designate 'To Be Determined' (TBD)

List of individual building/infrastructure projects submitted for SGF support:

FY 2022	WSU Central Energy Plant Cooling Tower Fan Replacement	\$ 100,000
FY 2023	WSU Central Energy Plant Cooling Tower Fan Replacement	\$ 2,258,531
<hr/>		
	TOTAL	\$ 2,358,531

Summary of state funds requested from SGF

**As Submitted**

FY 2022	\$ 100,000
FY 2023	\$ 2,258,531
FY 2024	--
FY 2025	--
FY 2026	--
FY 2027	--
TOTAL	\$ 2,358,531

**As Recommended**

FY 2022	\$ 0.00
FY 2023	\$ 0.00
FY 2024	--
FY 2025	--
FY 2026	--
FY 2027	--
TOTAL	\$ 0.00

The following table is a summary of each University’s FY2023 five-year plan and capital improvement requests as recommended for approval by Board staff.

**3. Approve Johnson County Research Triangle (JCERT) FY 2022 Budgets – KU, KUMC and KSU** **Elaine Frisbie**  
**VP, Finance & Administration**

**Summary**

*The 2007 Legislature created the Johnson County Education Research Triangle Authority (JCERTA), subject to the approval of Johnson County voters (KSA 19-5001 through 19-5005). The voters of Johnson County approved the 1/8 cent sales tax to support three university projects: (1) medical education and life sciences and cancer research programs at the Johnson County locations of the University of Kansas Medical Center; (2) research and education programs in animal health and food safety and security at the Olathe Campus of Kansas State University; and (3) specific undergraduate and graduate programs at the Edwards Campus of the University of Kansas in the City of Overland Park.*

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

*In accordance with Board policy, the Fiscal Affairs and Audit Committee reviewed the budget proposals at the April 14 Committee meeting. The JCERTA Board met on April 19th and approved the budget proposals. Staff recommends that the Board is approve the FY 2022 JCERT budgets as detailed in the following documents.*

**Background**

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

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

From FY 2010 through FY 2020, the universities received a cumulative \$178.6 million through the JCERT Authority. Within FY 2021, the universities had each budgeted \$6.3 million from the sales tax, and actual collections through March showed a growth of 3.2 percent over the same period within FY 2020 (July 1 through March 31). The universities hold a portion of prior years’ revenues in reserve as a buffer against potential downturns in sales tax revenues to ensure that adequate cash is available every year to make bond payments.

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

The following documents are the proposed FY 2022 budget plans for the operation of the Business, Education, Science and Technology (BEST) Building and degree programs at KU’s Edwards Campus in Overland Park; the Clinical Research Center at the KU Medical Center in Fairway; and the International Animal Health and Food Safety Institute at K-State’s Innovation Campus in Olathe.

**Kansas State University  
Proposed Fiscal Year 2022  
JCERTA Budget**

The first cohort of graduate students pursuing JCERTA-supported programs in animal health and food safety were enrolled in Fall 2013. As of Spring 2021, six biosciences-related graduate degree programs are being offered in addition to other programs in adult learning and leadership (master's and doctorate degrees) and school counseling. There are currently 45 faculty and administrative staff directly supporting educational and research programs.

In January 2015, the Kansas Board of Regents formally approved the new School of Applied and Interdisciplinary Studies at K-State Olathe. The School provides the campus with academic authority under policies and procedures of the university to hire instructors and researchers and develop courses, certificates and degrees. The school's two graduate certificate programs were approved in Spring 2016. At the April 2016 Kansas Board of Regents meeting, a Professional Science Masters (PSM) was approved for the Olathe campus. The first graduates of the program earned diplomas in Spring 2018 and more than 30 students have received certificates. With a name change in early 2020, the degree is now focused on Applied Biosciences with focus areas in animal health and food safety/security.

In addition, a graduate certificate in animal health regulatory affairs was approved in late 2019 and launched in early 2020. This first-of-its-kind program in the U.S. was tailored to meet industry's needs by experts in the field along with faculty. With a price tag of under \$9,000, this for-credit offering has seen significant interest and the first program graduates earn their certificate in Spring 2021. Students in the program also are able to leverage their education into either the PSM or a master's in Veterinary Biomedical Science.

K-State Olathe Professional Development provides advanced continuing education courses that meet the evolving needs of the Greater Kansas City workforce and beyond. A concentrated effort on professional development activities at K-State Olathe began in mid-2017. In 2019, more than 1,000 participants took part in seminars, workshops and courses to improve their skills and knowledge. The ongoing Regulatory Affairs Seminar Series has now evolved into deep-dive workshops involving federal agencies that oversee compliance along with ongoing basic skills offerings.

Recognizing a significant workforce gap in the cybersecurity and related technology markets, the K-State Olathe Professional Development team launched a digital skills training program in Fall 2020. Collaborating with HackerU, cohorts of students are now enrolled in cybersecurity and digital marketing programs with more programs to launch in late 2021. The training program also offers career coaching and placement as part of the effort.

Research activities at K-State Olathe are well underway representing the broad areas of veterinary medicine and animal health, food science, horticulture/urban food systems, and sensory and consumer research. More than \$5 million in research has been conducted at Olathe since the campus opened its doors in 2011 and the current initiatives could lead to substantial gains in this area, which supports the university's goals.

Engagement activities include science-based partnerships with school districts in Johnson County, including assistance in curriculum development with Blue Valley CAPS and Olathe 21<sup>st</sup> Century programs. Since opening in 2011, K-State Olathe has engaged nearly 40,000 students in grades kindergarten through 12 at events and programs focused on STEM professions as well as providing teachers with strategies for classroom instruction. This ranges from offering a One Health online course to give students a taste of college to STEM-based summer camps and outreach to first-generation students.

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

### **BUDGET OVERVIEW**

JCERT collections remain strong. The major change in our budgeting for FY 2022 results from refinancing our bonds to achieve significant annual savings in debt service (\$425,000 per year). We are increasing the investment in academic programs to support further growth. The university continues to phase in implementation of its new budget model. At this point, we do not have firm estimates of our potential revenue from tuition for FY 21 or FY 22. We have included a conservative estimate for tuition while we continue to work through the new model.

### **REVENUE**

We are budgeting \$6,400,000 in JCERT tax revenue for FY 2022. In addition, we expect to collect \$783,983 in building rental, non-credit programs and interest for total revenue of \$7,183,983.

### **EXPENDITURES**

#### **Debt Service on Bonds: \$1,592,350**

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

#### **Special District Assessment and Taxes: \$116,650**

K-State Olathe owned 38 acres within the 91-acre Kansas Biosciences Park in Olathe, Kansas. A special benefit district was created to develop the infrastructure in the park and K-State Olathe is responsible for payment of its share of the \$6.5 million in special assessments on the benefit district until 2030. With the return of 11 acres to the City of Olathe in summer 2019, our obligation has been reduced by approximately \$56,000 per year.

#### **Scholarships: \$50,000**

Kansas State University Olathe and the University of Kansas Edwards Campus have agreed to provide \$50,000 per year in scholarships for residents of Johnson County. Any unspent funds will carry forward to the next year.

#### **Facilities Operations, Maintenance and Deferred Maintenance: \$1,524,992**

This amount represents the utilities and maintenance costs for the facility, including custodial, engineering, security and landscape services. Of this amount, \$500,000 is being set aside to fund a deferred maintenance reserve for the building.

#### **Programmatic Personnel Costs: \$1,144,655**

This includes salaries and fringe benefits for administrative staff.

#### **Academic Programs: \$1,751,475**

These funds are used for personnel, fringe benefit costs and program costs for the academic and research programs in animal health, food safety and security, and K-12 outreach programs in those focus areas. In addition, Kansas State University funds and the tuition collected from Olathe courses support several graduate programs. Changes in the university's budget model have affected the distribution of tuition revenue and caused some shifts to where faculty will be paid (from Olathe or Manhattan). These shifts are reflected in the reduced tuition revenue and in

the reduction in faculty salaries from KSU funds spent through Olathe. With the refinancing of our bond issue, we are now able to devote additional JCERT funds for additional academic program growth.

**General Administrative and Information Technology: \$702,609**

This category covers office supplies, travel, marketing, audit, legal and other administrative expenses. Information technology staffing and support are also included.

**Total JCERT Expenditures: \$6,832,731**



**Proposed Fiscal Year 2022  
JCERTA Budget  
KU Edwards Campus  
Business, Engineering, Science, and Technology (BEST)**

**Background**

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

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

**Expenditure Categories**

A draft two year budget is attached for reference and planning purposes. While only the FY 2022 budget is being approved at this time, the additional year provides a clear picture of all expenses for building support and operations, and the programmatic costs.

Below are details of the FY 2022 budget which is presented for approval.

**Debt Service: \$1,688,703**

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

**JCERTA Scholarships: \$150,000**

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

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

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

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

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

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

In FY 2022, the combined scholarships being requested are again \$150,000. The increase over previous years will allow more students to enter JCERT programs. The increase in enrollment is expected to offset the additional expense.

### **JCERTA Programmatic Costs: \$2,670,767**

Several JCERTA programs are at a point in cycle of generating revenue (tuition) for reinvestment. Many of the faster growing programs will be supported with a combination of JCERTA tax dollars and tuition, or fully with tuition. Ongoing costs in FY 2022 for the Bachelor's in Business Administration are \$341,658 from JCERTA funds and \$300,000 from tuition for a total of \$641,658. For the Bachelor of Science in Information Technology, ongoing costs are \$558,412, of which \$450,410 will be funded by JCERTA, the balance funded with tuition. The Master of Science in Project Management and Master of Engineering in Project Management, both the face to face and the online programs, have ongoing costs of \$249,894, of which \$149,544 is supported by JCERTA, the remaining \$100,350 supported by tuition. The new undergraduate Project Management program will be fully funded with JCERTA tax dollars for a total of \$103,683.

The Professional Service Masters in Environmental Assessment, has an ongoing cost of \$325,266. JCERTA will fund \$88,909 of the total with the remaining \$236,357 supported by tuition. The BAS in Biotech has FY 2022 costs of \$284,784, funded at \$257,984 from JCERTA, and \$26,800 from tuition. Communications Studies will be funded \$128,840 from JCERTA. Civil Engineering has FY22 costs of \$185,848, of which \$176,705 will be funded with JCERTA and the remaining with tuition. The Masters in Accounting, paired with the Accounting Certificate, will be funded at \$424,492 from JCERTA. The Cybersecurity Certificate will be funded \$158,483 from JCERTA and \$18,870 from tuition. The Software Engineering Certificate will be fully JCERTA funded at \$26522

The Bachelor's in Exercise Science has FY 2022 costs of \$299,445, and will be fully supported with tuition dollars. The Bachelor of Applied Science in Statistics launched during FY 2016, will have FY 2022 operational costs of \$947,972, funded by tuition. And finally, Applied Behavioral Sciences, one of our fastest growing programs, and with an FY 2022 cost of \$392,041, will be fully funded with tuition dollars

A couple of changes occurred to the three programs new in FY 2020. The Health Management Minor was eliminated, and Environmental Studies has been included in the PSM in Environmental Assessment as the courses are shared. The third program that was new in FY 2020, the PSMAS in Environmental Geology, will be funded at 100% with JCERTA tax dollars (\$162,874) in FY 2022.

A new degree program for FY 2021, the Bachelor in Health Sciences, was delayed, but is planned to be implemented in FY 2022. Preliminary groundwork has been accomplished and initial faculty and adjuncts are expected to be hired to develop the curriculum throughout the fiscal year. The first year costs will be JCERTA

funded at \$141,179. Also new for FY 2022 that coincides with the launch of the School of Professional Studies, is the Professional Management program, to be funded 100% with JCERT in the amount of \$76,351.

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

**All Other JCERTA Costs: \$1,658,968**

Administrative FTE has been reduced for FY 2022 as we focus our JCERTA tax revenue on academic programs. JCERTA funded staff costs are \$226,456 for 2.55436 FTE supporting recruitment, communications/marketing, and science administration. Marketing and recruitment costs will remain flat over the previous year at \$821,074, funded by JCERTA. IT Administrative costs will be funded at \$310,000. Faculty mileage costs will be covered with tuition dollars. The estimated JCERTA tax cost of facility expenses including the library services, custodial services, general building maintenance, utilities, and technology is \$527,894.

**Reserves: \$840,000**

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

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

**Proposed Fiscal Year 2022  
JCERTA Budget  
The University of Kansas Clinical Research Center**

**Summary of the Project:**

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

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

**JCERT Impact**

At the KU Clinical Research Center (CRC), physicians, researchers and others work together to identify safer and more effective approaches to prevention, screening, diagnosis and treatment of cancer. The Clinical Trial office's budgeted staff is now 183 FTE's which has more than quadrupled since the building opened in 2012.

In 2020 the CTO had 665 participant accruals including our community sites. 159 of those participants are Early Phase patients that are treated in the CRC building. At any given time, KU Cancer Center has about 250 interventional treatment trials open to enrollment. For the 16,000 Kansans who will be diagnosed with cancer this year, this means access to groundbreaking therapies, close to home.

**Expenditure Categories**

A draft two year budget is attached for reference and planning purposes. While only the FY2022 budget is being submitted for approval at this time, the additional year provides a clear picture of all expenses for building support and operations, and the clinical research program. Also provided is information on other revenue sources that support the operations of the CRC.

Below are details of the FY 2022 budget which is presented for approval.

**Debt Service: \$905,156**

The annual debt service is now under \$1million per year. The original 2010P bond for \$15,930,000 were refinanced in December 2020. The 2020W bond has a principal balance of \$8,410,000 and will be financed over the next 10 years. The savings due to the refinance will be more than \$800,000 over the life of the bonds.

**Clinical Research Center Staff and Operating Expenses: \$5,101,655**

These funds support oncology physicians and clinical research support staff and related operating expenses. These positions help support our clinical trials activities.

**Facilities Operating Costs: \$954,700**

These funds will be used to provide utilities cost, custodial and security staff, other facility services.

**Reserve for Capital Expenditures: \$400,000**

We allocate \$400,000 annually to fund a reserve to repair, renovate or upgrade infrastructure at the CRC.

**Reserve for Operations: \$200,000**

\$200,000 is put aside as reserve for operations. These funds will be used to maintain three months of operating expenditures in the event of revenue decline.

#### 4. Receive Presentations and Discuss University Fee and Tuition Proposals for FY 2022 (First Read)

- University of Kansas
- Kansas State University
- Wichita State University
- Emporia State University
- Pittsburg State University
- Fort Hays State University

#### Summary

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

[http://kansasregents.org/about/regent\\_meetings\\_agendas\\_and\\_minutes](http://kansasregents.org/about/regent_meetings_agendas_and_minutes).

#### Background

When evaluating university tuition proposals, it is important to keep in mind the financial structures around which the universities operate. The state's financial investment in the universities added to their tuition revenues represent the general use budget for the institution (with some exceptions for KSU Veterinary Medical Center and KSU Extension and Research Programs). These dollars are what the universities can devote to any function or program necessary to operate the institution. They are generally not dedicated to any one purpose or use, again with some exceptions from legislative appropriations.

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

The current tuition model is that the state budget is finalized first, so that tuition proposals are considered by the Board of Regents with the knowledge of the state funding available to the universities for the upcoming fiscal year. As the universities' tuition proposals were prepared this year, the 2021 Legislature passed appropriations bills for FY 2022 that added \$25.0 million for the Board to distribute among the universities, but with language that limits the uses of the money for employee buyouts, reimbursement for the February 2021 cold weather event energy bills, economic development, as well as student scholarships and student recruitment. The KU Medical Center may also use a portion of the money for employee recruitment and retention.

The Board's approach has been to set tuition and fee rates for each state university that reflects each university's mission, program offerings, geographic locations, competitive environments, level of state support and other considerations. In recent years, the universities have sustained recurrent State General Fund appropriation cuts. Tuition increases, although not intended to make up for those reductions, have served to mitigate the financial dilemma created by the budget cuts.

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

Summary tables are provided for more context:

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

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

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

Tuition and fees are eventually incorporated along with housing rates and all other fees assessed by the state universities into the Comprehensive Tuition and Fees Report, published annually on the Board web site at [http://www.kansasregents.org/data/system\\_data/tuition\\_fees\\_reports](http://www.kansasregents.org/data/system_data/tuition_fees_reports)

### **VIII. Executive Session**

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

# DISCUSSION AGENDA AND REPORTS

## IX. Executive Session

Board of Regents – matters deemed confidential in the attorney-client relationship

## X. Reports

### A. Reports from the State University CEOs

- Pittsburg State University
- Fort Hays State University
- Emporia State University

## XI. Consideration of Discussion Agenda

### A. Fiscal Affairs & Audit

#### 1. Receive Enrollment Report

Regent Rolph

Elaine Frisbie

VP, Finance & Administration

### Summary

*Highlights of the annual report will be presented, examining historical trends as well as projections for Kansas public higher education enrollment. The full report will be available for viewing on the Board website at [https://www.kansasregents.org/data/system\\_data/enrollment\\_reports](https://www.kansasregents.org/data/system_data/enrollment_reports).*

### Background

Many data points presented in the enrollment report are also available in the agency’s portal, Kansas Higher Education Statistics (“KHEStats”). For interactive views of enrollments, credential production, the student success index, institutions’ finances, and wage earnings of graduates, navigate from the main webpage at [www.kansasregents.org](http://www.kansasregents.org) to “Data” and to “KHEStats.” Data are available for all four public sectors: state universities, community colleges, technical colleges, and Washburn University. Data can also be filtered by institution, academic year, and semester.

The Board office also publishes comprehensive data books for the four public sectors. The data books are an important source for financial information and faculty/staff data in addition to typical enrollment data. Enrollment data in the data books has been aligned with the data in KHEStats. Data books are available at: [http://www.kansasregents.org/data/system\\_data/higher\\_education\\_data\\_books](http://www.kansasregents.org/data/system_data/higher_education_data_books).

### Background of the Kansas Board of Regents Uniform Data System

In 1999, the Kansas Higher Education Coordination Act charged the Board with collecting and analyzing data and maintaining a uniform postsecondary education database. Today the data system houses comprehensive data for 32 public institutions and limited data for the private independent institutions and Haskell Indian Nations University. Collectively, the data is called the Kansas Higher Education Data System (KHEDS). The Board Office also maintains data on students enrolled in adult education programs.

KHEDS data are frequently used to support the Board’s strategic agenda, calculate state and federal performance indicators, respond to legislative requests, report enrollment and outcome data, and perform strategic evaluation and research relevant to the improvement of educational instruction and the effective administration of educational and financial aid programs. Major system enhancements have been made in support of the state’s postsecondary funding formula for career and technical education and to provide data for research purposes.



**2. Discuss Policy Recommendations and Funding Scenarios for Capital Renewal Initiative**

**Chad Bristow,  
Director of Facilities**

**Summary**

*The Board of Regents discussed the deferred maintenance initiative at the February 2021 meeting and charged Board staff and state university staff to analyze the Board’s approved six-part motion to establish a framework for advancing the initiative. A follow-up discussion took place between the Board and the Universities on the second day of the March 2021 meeting. Draft policy recommendations and funding scenarios have been studied, further developed to incorporate a breadth of feedback, and presented as a first read for the Board’s consideration and discussion.*

**Background**

The problem of facilities and infrastructure deferred maintenance is not unique to Kansas. Universities, institutions and governments across the country and the world increasingly struggle to match available resources sufficiently with the maintenance needs of aging buildings and infrastructure. Primary factors leading to the current state of deferred maintenance on the state university campuses are a lack of funding coupled with the age of the buildings. Over 80 percent of the current total state university inventory was constructed prior to 2007. A need for periodic maintenance or replacement is to be expected and must be planned, as building systems and materials reach the end of life cycles.

Historically, the state universities have received insufficient rehabilitation and repair (R&R) funding. Both the Legislature’s Joint Committee on State Building Construction and the Board of Regents have recognized this as a problem, and beginning in Fiscal Year 1992, Educational Building Fund (EBF) monies previously used for new construction projects were redirected to fund rehabilitation and repair (R&R) type projects. The “Crumbling Classrooms” initiative in the late 1990’s and the 2007 State Educational Institution Long-Term Infrastructure Maintenance Program were both efforts directed at addressing deferred maintenance; however, the backlog has continued to grow at an ever-increasing rate.

Taking into consideration variances for age and type of facilities, it is generally acknowledged that an appropriate budget allocation for routine annual maintenance and capital renewal is in the range of 2 to 4 percent of the current replacement value (CRV), excluding major infrastructure. The Association of Physical Plant Administrators (APPA) and experts in the field of facilities management and deferred maintenance generally accept this range. Assuming the low end of the range, 2 percent of the CRV of \$5.4 billion equals approximately \$108 million per year, or almost 2.5 times the current revenue generated by the EBF. In a commendable effort to properly maintain the mission critical facilities, each university routinely supplements these resources with a combination of operating budget and other resources, in the range of seven figures on average.

In 2019, the Board of Regents decided more focused attention must be directed at this chronic issue of deferred maintenance of state university facilities and a plan must be developed to improve the condition of the buildings. Then, the 2020 global pandemic brought with it extraordinary and unprecedented challenges for the stewardship of university facilities that accelerated and multiplied trends of the past few decades. The events of this past year have helped to highlight many deficiencies in the buildings on the campuses of our state universities. Questions about the future of learning, working, collaborating, gathering, living on campus are being considered and even potentially reimagined. The leadership and efforts of the university facilities teams to manage the built environment and spaces through these challenging times have resulted in potential insights that can be leveraged to rethink how facilities can more effectively and sustainably support the missions of the state’s universities moving forward.

In a facility and construction industry publication produced by Gordian in partnership with APPA<sup>7</sup>, the growth of new space on university campuses has outpaced enrollment growth in all areas except for specific research institutions. However, one encouraging point from that report is that the estimated square foot cost to address facility renewal/deferred maintenance backlog of state university mission critical facilities in Kansas (that are also EBF eligible) is slightly lower than average comparatively. Nevertheless, a change of approach over the long term will be necessary to ultimately address this problem.

### **TAKING STOCK OF FACILITIES & ESTABLISHING FOUNDATIONAL DATA**

As a first substantive step, the Board commissioned two systemwide studies in 2020: one, conducted by Accruent, Inc. (now Gordian, as of May 3, 2021) to assess the condition of mission critical buildings and the other, conducted by GouldEvans + Rickes Associates, to take stock of utilization rates for academic instructional space and offices. Both efforts were conducted by independent, third party consultants using industry standard methodologies.

The studies were completed on time, despite the pandemic and the extra attention the staff had to devote to keeping their campuses safe. The university staff and the consultants are to be commended for their work on this important project. The efforts put forth by campus facility teams must also be recognized – they are the ones who have confronted these maintenance issues over the years, and it is to their credit that our buildings function as well as they do. Our students, faculty and staff benefit greatly from their work.

The findings of the facility condition assessment (FCA) show that the current estimated maintenance backlog for EBF-eligible buildings is approximately \$1.2 billion. The results of the space utilization study indicate that utilization of classrooms and instructional space across the system generally fall below nationally recognized target efficiency metrics, and there is five to six percent of the System’s assignable space that could potentially be repurposed or taken out of service. It is important to note that the data provided by the universities to the consultants to perform this analysis is based on a snapshot in time during the 2019 fall semester and was not designed to take into account the effects of COVID-19.

The System is now well positioned to leverage the data from these studies by bringing them together into a single database and then utilize the information to prioritize projects, programming and plans for the usage of space. Never before has the System had this type of tool to guide the care and renewal of university buildings. The creation of this evergreen, dynamic data model will support the implementation of a strategic planning process with an eye toward thoughtfully reducing the physical campus footprint, in response to flattening enrollment trends and the growth of hybrid and on-line course delivery, right-sizing spaces and improving the overall quality, condition, performance and utilization of the remaining facilities.

Additionally, toward the end of January 2021 staff kicked off a weekly series of capital budgeting/planning work sessions with Accruent and representatives from all the state universities to configure building and systems ranking criteria for the facilities data system. That process, which took place largely over the month of February, will result in a planning tool that can be run against each university’s data and provide a consistent starting point for identifying critical priorities.

Staff have also formed two new systemwide committees that will work together to improve consistency across institutions, align methodologies in order to maintain the facilities data on an annual basis so that the usefulness of the initial investment is preserved and the data stays fresh and relevant for analysis, and to inform future decision-making.

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<sup>7</sup> “State of Facilities in Higher Education: Exploring Facilities Relevance in a Changing Environment.”

## Space Management Committee (Initial Objectives):

- Establish systemwide space standards for new construction/space; and
- Harmonize space management processes and requirements (in light of various software products utilized) in order to be compatible with the facility database and maintain consistency across institutions.

## Facilities Condition Data Committee (Initial Objectives):

- Establish systemwide standards and minimum requirements for maintaining and updating the facilities database;
- Determine annual requirements of data maintenance;
- Determine minimum requirements for third-party support on an annual basis;
- Determine annual requirements for additional surveys/assessments (for example, 10-20% each year); and
- Determine deadline for having all state-owned facilities represented in the facilities database.

### **INITIAL POLICY & FUNDING CONCEPTS FOR A UNIVERSITY FACILITIES RENEWAL FRAMEWORK**

At the February 2021 Board meeting, the Board recommended that the \$10.3 million in the Governor's FY 2022 budget be committed to the exclusive use toward the Deferred Maintenance Initiative. At the time, it was stated that should the Legislature retain the funding in the budget process and a bonded indebtedness be authorized to be repaid with that appropriation, the first bond payment would most likely occur in FY 2023. The cash available in FY 2022 could, therefore, be directed to strategic capital projects, including the razing of university buildings. One barrier to tearing down buildings is lack of funding.

The Board also approved a second motion directing staff to work with the universities to study, analyze, and further develop a policy framework centered around six action items/concepts, which is reproduced below:

1. That, for a period of time deemed appropriate by the Board, the Board consider an amount up to \$5 million be withheld from Universities operating funds for the exclusive use toward payment of debt incurred as part of the Deferred Maintenance Initiative and that the report include a proposed formula that incorporates the Facilities Condition Index for each campus when determining a Universities assessed portion of the \$5 million.
2. That, for a period of time deemed appropriate by the Board, the Board consider committing 50% of the annual proceeds from the Educational Building Fund (EBF) be dedicated for the exclusive use towards payment of debt incurred as part of the deferred maintenance initiative, with the balance of the funds reserved for the annual maintenance of qualifying facilities.
3. The formation of a "Maintenance Assessment" policy that would establish the basis for assessing the amount of funds that a University would be charged annually for the maintenance of their facilities and what facilities, if any, would be exempt. This report should include a proposed formula that takes into account each Universities Facility Condition Index, the gross area of their buildings, and an industry recognized method of estimating the annual cost to adequately maintain their buildings as the method of establishing a Universities charge for their Maintenance Assessment.
4. Formation of a "Classroom Efficiency" policy that would require each University to obtain the goal of bringing their campus facility utilization in line with the standards established in the Efficiency Report. This should include a proposed method for establishing the

metrics that will drive the policy and for a reasonable transition time frame to allow for compliance with a policy, and what, if any, ramifications there are if compliance is not met.

- 5. Begin negotiations with a single qualified consultant to work with our Universities to create a system wide master plan for the consolidation and demolition of facilities necessary to comply with the “Classroom Efficiency” policy and to bring a proposal to the board for consideration.
- 6. A “Maintenance Reserve” policy that requires any new proposed facility to establish a funding mechanism that provides for the annual maintenance of the new building for a period of no less than 50years, with the amount established by an independent industry recognized consultant. This report should also include what buildings would be exempt as well as acceptable alternative methods.

There is recognition that a comprehensive program for tackling deferred maintenance can include a wide range of capital improvements that ultimately support the reduction of the overall campus footprints and right-sizing of spaces. In order to create a more meaningful connection to the Board’s new strategic plan, and to inspire innovation to overcome this obstacle, a working title for this initiative is proposed:

**BUILDING A FUTURE: A FRAMEWORK FOR STATE UNIVERSITY FACILITIES RENEWAL**

*A multi-year capital renewal initiative to ensure campus buildings are maintained, deferred maintenance is addressed, and the campuses of the state universities are revitalized in order to preserve them for future generations and to serve the higher education needs for Kansas in the 21<sup>st</sup> century.*

**PROGRESS & CURRENT EFFORTS**

**POLICY**

Per the Board’s direction, staff has collaborated with the universities to further study and analyze the conceptual components of the Board’s motions. Core policy components that will be critical to the success of the facilities capital renewal initiative are as follows:

**Maintenance Assessment Fund / Account**

In order to adequately fund the ongoing annual maintenance costs of mission critical academic buildings (constructed prior to 2007) a maintenance assessment should be applied to this subset of facilities using resources other than the Educational Building Fund (EBF). With the establishment of the maintenance assessment, EBF resources can be fully dedicated to addressing deferred maintenance backlog and strategic renewal projects. The maintenance assessment account will be managed by the universities and should itemize annual expenditures itemized by individual building. Annual expenditures will be reviewed by the Board each year at the budget workshop utilizing the Board’s standard template. (A draft standard maintenance assessment expenditure reporting template will be developed with guidance from Gordian/Accruent and presented to the Board for review/approval.)

The Board could respond to individual cases where the university makes a case that the cost for the annual maintenance assessment greatly exceeds the revenue generated by the university for the maintenance assessment.

The following three hypothetical formulas show a ramping up of this assessment over time and ultimately arriving at 2% of the current replacement value of that core subset of university buildings.

Four-Year Escalator

FY 2023 - 1/2%	of CRV	(example – \$750,000,000 x 0.005	= \$3,750,000)
FY 2024 - 1%	of CRV	(example – \$750,000,000 x 0.01	= \$7,500,000)
FY 2025 - 1-1/2%	of CRV	(example – \$750,000,000 x 0.015	= \$11,250,000)
FY 2026 - 2%	of CRV	(example – \$750,000,000 x 0.02	= \$15,000,000)

Six-Year Escalator

FY 2023 - 1/4%	of CRV	(example – \$750,000,000 x 0.0025	= \$1,875,000)
FY 2024 - 1/2%	of CRV	(example – \$750,000,000 x 0.005	= \$3,750,000)
FY 2025 - 3/4%	of CRV	(example – \$750,000,000 x 0.0075	= \$5,625,000)
FY 2026 - 1%	of CRV	(example – \$750,000,000 x 0.01	= \$7,500,000)
FY 2027 - 1-1/2%	of CRV	(example – \$750,000,000 x 0.015	= \$11,250,000)
FY 2028 - 2%	of CRV	(example – \$750,000,000 x 0.02	= \$15,000,000)

Eight-Year Escalator

FY2023 - 1/4%	of CRV	(example – \$750,000,000 x 0.0025	= \$1,875,000)
FY2024 - 1/2%	of CRV	(example – \$750,000,000 x 0.005	= \$3,750,000)
FY2025 - 3/4%	of CRV	(example – \$750,000,000 x 0.0075	= \$5,625,000)
FY2026 - 1%	of CRV	(example – \$750,000,000 x 0.01	= \$7,500,000)
FY2027 - 1-1/4%	of CRV	(example – \$750,000,000 x 0.0125	= \$9,375,000)
FY2028 - 1-1/2%	of CRV	(example – \$750,000,000 x 0.015	= \$11,250,000)
FY2029 - 1-3/4%	of CRV	(example – \$750,000,000 x 0.0175	= \$13,125,000)
FY2030 - 2%	of CRV	(example – \$750,000,000 x 0.02	= \$15,000,000)

**Maintenance Reserve Fund**

All future projects that add new space and additional campus square footage will require a detailed plan for a Maintenance Reserve Fund to be submitted for Board review and approval along with the program statement. At a minimum, a line item of 10% of the estimated construction cost must be included in the total project development budget along with a structured plan to provide for a minimum of 2% of facility replacement value over the projected design life of the building (in years). The worksheet for calculating the maintenance and operating costs will be determined by industry standard methods and take into account building type, complexity and function. Maintenance Reserve Funds shall be dedicated by building and reviewed by the Board annually.

A draft Maintenance Reserve Fund worksheet will be developed with guidance from Gordian/Accruent and presented to the Board for review/approval.

**Systemwide Facilities Condition Data & Space Utilization Guidelines**

Establishment of two guiding documents: Board’s Space Standards and Management Guidelines and Board’s Facilities Condition Data Guidelines to guide systemwide strategic objectives and accountability metrics in order to consistently improve space utilization efficiency and the quality of facilities. These guideline documents will layout best practices, standards, processes and procedures, methodologies and minimum requirements for annual space and facilities condition data management and maintenance, as well as establish a strategic systemwide framework for campus consolidation that should be referenced by each university in their individual Campus Master Plans. A range of target metrics for the improvement and efficient use of facilities and ranking mechanisms for project prioritization will be set forth in these guiding documents and updated as necessary with review and approval by the Board. The Board’s Space

Standards and Management Committee and Facilities Condition Data Committee will meet biannually to review and maintain these documents.

Preliminary drafts of the Board's Space Standards and Management Guidelines and Facilities Condition Data Guidelines will be developed with support from Gordian/Accruent and Gould Evans / Rickes Associates and will be presented to the Board at a future date.

### **Accountability & Reporting**

#### **Annual**

In an effort to preserve the significant investment of the two systemwide studies and build on the foundation of the facilities database for strategic planning purposes, building inventory, space utilization and facilities condition reports will be submitted to the Board, beginning on October 1, 2022, and annually thereafter. This report will serve as the biennial statutory report to the Legislature in odd numbered years.

To ensure that the maintenance assessment funds have been expended toward annual maintenance, the Board will review an expenditure report each year at the budget workshop.

The annual report of EBF expenditures will continue to be required and will be submitted to the Board on October 1 of each year for the prior fiscal year.

#### **Monthly**

Additionally, each state university shall submit a monthly project information and status report for all university projects in planning, design, or construction phases for projects greater than \$100,000 in total project costs, using the Board's standard template.

### **FUNDING SCENARIOS**

A variety of funding scenarios have been evaluated for a twenty-year timeframe and analysis summarized in the PowerPoint presentation that accompanies this issue paper.

#### **Conclusion**

After the analysis of deferred maintenance, it is evident that a sustainable but aggressive solution will require a combination of increased revenue and recurring annual expenditures, coupled with a strategic effort to reduce the overall campus footprints. Analysis of enrollment and space growth data reinforce this perspective that a revitalization program to maintain facilities for future generations must focus on right-sizing, sufficient reinvestment and responsible stewardship.

### **DRAFT RECOMMENDATIONS FOR UPDATE OF BOARD POLICY MANUAL**

Updates and Additions to the Board's Policy Manual Chapter II: Governance – State Universities / E Facilities are presented as follows. Given the significant amount of revisions, sections 1 through 8 have been struck in their entirety to be replaced by the proposed language. In addition to the policy concepts proposed to support the Facilities Capital Renewal Initiative, other policies relevant to campus master plans, capital project approvals, capital improvement projects, etc. have been updated for clarity and emphasis.

## Chapter II: Governance – State Universities

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### E FACILITIES

~~Guiding Principle. Each state university shall inform the Board’s Director of Facilities in a timely manner about construction projects at each campus, including all relevant milestones or unforeseen changes, regardless of location relative to the university property. Consistent with Board policy on procurement, each capital project involving a state university, its affiliated corporations or other related organizations shall, for projects using state funds, be advertised and bid in a manner that advances and supports the mission of the university, promotes a competitive and fair procurement environment, and is open and transparent.~~

#### ~~1 PROJECT PLANNING~~

- ~~a Each state university shall maintain a Campus Master Plan that documents concepts and guiding principles for future land use and development of campus facilities and infrastructure. Each state university shall submit to the Board President and Chief Executive Officer a new Campus Master Plan, or update to an existing Campus Master Plan, by January 1, 2015. Each Campus Master Plan shall be updated and resubmitted to the Board President and Chief Executive Officer every ten years or when a new facility is planned in order to demonstrate how it will be incorporated in the Campus Master Plan.~~
- ~~b New Campus Master Plans, or significant modifications to existing Campus Master Plans, shall
  - ~~i address deferred maintenance needs;~~
  - ~~ii include a plan to ensure compliance with space utilization standards established by the Board; and~~
  - ~~iii be submitted to the Board for approval.~~~~
- ~~c Annually, in concert with the capital budget planning process, each university shall demonstrate that any capital improvement or repair project proposed to be financed in whole or in part with debt obligations can be accommodated within the university’s debt capacity as measured by the university’s ratios described in the university’s approved debt capacity plan. In consultation with the Board’s Director of Facilities, each university shall identify and present to the Board for approval any substantial change to its previously approved project debt financing plan.~~

2— SUMMARY OF PROJECT APPROVAL REQUIREMENTS (Refer to substantive provisions within this policy manual for more detailed requirements)

	Board of Regents	Joint Committee on State Building Construction	Full Legislature	Program Statement required?	Execution process (architect/contractor)
<b>Capital Improvements and Financing &gt; \$1,000,000</b>					
Affiliated Corporations	approve	advise		yes	Campus
State General Fund	approve	advise	approve (DA 418)	yes	State selection/bid
All Other Non State Funds	approve	advise		yes	K.S.A. 76-7,125 et seq
Revenue Bonds	approve	advise	approve (DA 418)	yes	State selection/bid
Educational Building Fund	approve	advise	***8	yes	State selection/bid
<b>Rehabilitation and Repair Projects &lt; \$1,000,000</b>					
Affiliated Corporations	approve	advise		no	Campus
State General Fund/EBF	approve	advise		no	State selection/bid
All Other Non State Funds	approve	advise		no	K.S.A. 76-7,125 et seq
<b>Deferred Maintenance Projects &gt; \$1,000,000</b>					
Infrastructure Maintenance Funds	approve	advise		no	State selection/bid
University Interest	approve	advise		no	K.S.A. 76-7,125 et seq
Tax Credits	approve	advise		no	State selection/bid
Energy Performance Contracting	approve	advise			K.S.A. 75-37,111 through 37,114 and 75-37,125
Building Razing	approve	advise <sup>10</sup>	no, K.S.A. 76-7,108		

<sup>8</sup> If new project or major renovation.

<sup>9</sup> Projects < \$1,000,000 require Director of Facilities’ review and Board President and Chief Executive Officer approval; projects < \$250,000 are delegated to the state university chief executive officer.

<sup>10</sup> Not required by law.



~~3—CAPITAL IMPROVEMENT PROJECTS~~

~~a—Definitions~~

- ~~i—Capital improvement projects are those the costs for which exceed \$1,000,000, regardless of funding source, including new buildings, remodeling or alterations, annual maintenance, and utility projects. Deferred maintenance projects are governed by subsection 5., below.~~
- ~~ii—Educational Building Fund, or EBF, means the fund created pursuant to K.S.A. 76-6b01 et seq. and funded by the annual mill levy authorized by Article 6, Section 6 of the Kansas Constitution. Moneys in the EBF may only be expended as authorized by K.S.A. 76-6b02.~~

~~b—Process~~

- ~~i—Initial Request: Each state university shall include initial concept requests for authorization of capital improvement projects with the university’s five year plan submitted to the Board for consideration on March 1 of each year. Each project that will require the services of an architect and/or engineer shall have a written program statement included with the request. The request shall identify each anticipated source of funding for the project. For improvements that include new space for which private moneys are to finance at least 51% of the cost, the request shall include a plan for paying the annual maintenance and operation costs for the project from either private funds or existing university resources (K.S.A. 76-790). For improvements that include new space for which private moneys are to finance less than 51% of the cost, the request shall include a plan for paying annual maintenance and operation costs that identifies the resources to be used for such costs. Such annual maintenance and operation costs plans shall be included in the program statement and shall adhere to standards prescribed by the Board’s Director of Facilities. Each request approved by the Board shall be filed with the appropriate state offices on or before July 1 in the format determined by the State Budget Director. Each state university is prohibited from pursuing gubernatorial or legislative approval of any project not previously approved by the Board.~~
- ~~ii—Amendments: Amendments to the current year capital improvements project list may be submitted to the Board at times other than those specified above. Once approved, each university shall be responsible for ensuring that appropriate legislative approvals are obtained, including advising the Joint Committee on State Building Construction.~~
- ~~iii—Licensed Professional Consultants: The design and construction administration for all new buildings and major renovations on state property shall be performed by licensed professional consultants retained in accordance with Kansas statutes. A written program for each building project shall be submitted and approved by the Board and by the Legislature or legislative building committee as set forth in section E.2. before such services are obtained.~~
- ~~iv—Program Statements: Minimum requirements for program statements include introductions, project budgets, and project schedules. For new construction or major renovations the program statement must also include space projections, space summaries, space descriptions, a discussion of the impact the additional space will have on overall campus space, and new buildings operating costs and the proposed source of funding for such operating costs (or a statement that such will not be requested). Additional information that the institutions deem necessary may be included.~~

~~v—*Design Development Plans:* Following Legislative and Board approval of a specific capital improvement project, design development plans for a building or project and the location of the new building shall be submitted to the President and Chief Executive Officer for review and approval before final plans are prepared. The Board President and Chief Executive Officer, upon the recommendation of the Director of Facilities, may approve said design development plans for the Board.~~

~~e—Funding~~

~~i—*Funding Sources:* Capital improvement projects may be paid for from the State General Fund, tuition, the Educational Building Fund, revenue bond proceeds (in accordance with chapter H.D. of this Policy Manual), restricted fees, auxiliary, research overhead funds and other resources as approved by the Board.~~

~~Capital improvement projects that are also approved deferred maintenance projects may be paid for in whole or in part by tuition interest earnings, contributions received pursuant to the postsecondary educational institution tax credit program (K.S.A. 79-32,261), and other funds earmarked by the Board or Legislature for the purpose of addressing deferred maintenance.~~

~~ii—*Federal Grant Requests:* All institutional requests for federal grants for capital improvements shall be submitted to the Board President and Chief Executive Officer before the request is submitted to the appropriate federal agency.~~

~~iii—*Private Funds:* No capital improvement project that is funded in part or totally from private funds may proceed to signature of contract unless and until all private funds have been deposited in an account for the use of the project or a letter of credit has been received by the Board President and Chief Executive Officer that guarantees the availability of the funds necessary to complete the project.~~

~~iv—*Fund Raising:* In addition to the project approval required in subsection 3.b.i. of this section, notification of all capital improvement projects to be funded in part or in whole from private resources must be submitted to and approved by the Board’s President and Chief Executive Officer before fund raising efforts are publicly announced. This provision shall not be construed to prohibit fund raising efforts prior to their public announcement.~~

~~d—Annual Maintenance~~

~~Beginning with projects initiated after January, 2007, and except as otherwise specifically provided for by law or approved by the Board, state universities shall not seek new appropriations from the State General Fund to finance annual maintenance and operation costs for any new capital improvement project.~~

~~4—REHABILITATION AND REPAIR PROJECTS~~

~~a—Definition~~

~~Rehabilitation and repair projects are those projects that cost \$1,000,000 or less, including new buildings, remodeling or alterations, annual maintenance, or utility projects. Deferred maintenance projects are governed by subsection 5., below.~~

~~b—Process~~

~~The state universities are authorized by the Board and the Legislature to proceed with rehabilitation and repair projects on a fiscal year basis. Upon request of the university with concurrence of the Board's Director of Facilities, the Board President and Chief Executive Officer has the authority to revise such authorizations during the fiscal year; provided, however, that any project requiring expenditures of \$1,000,000 or more must be considered by the Board.~~

~~e—Funding~~

~~The Board receives an annual line item appropriation from the Educational Building Fund for rehabilitation and repair projects. This appropriation is allocated by the Board to the state universities pursuant to an "adjusted square footage" formula, which factors in gross square footage, building age and complexity of the physical plant.~~

~~Additionally, the universities may provide funds for rehabilitation and repair projects from State General Fund appropriations, tuition, restricted fees, auxiliary, research overhead funds and other resources as approved by the Board.~~

~~Rehabilitation and repair projects that are also approved deferred maintenance projects may be paid for in whole or in part by tuition interest earnings, contributions received pursuant to the postsecondary educational institution tax credit program (K.S.A. 79-32,261), and other funds earmarked by the Board or Legislature to address deferred maintenance.~~

~~5—2007—STATE—EDUCATIONAL—INSTITUTION—LONG TERM—INFRASTRUCTURE MAINTENANCE PROGRAM~~

~~a—Definitions (K.S.A. 76-7,102)~~

~~i—Deferred maintenance projects are those projects involving the maintenance, construction or rehabilitation of any one or more of the following:~~

- ~~(1) a building located at a state educational institution;~~
- ~~(2) any utility system and other infrastructure relating to such building;~~
- ~~(3) any life safety upgrade to such building; or~~
- ~~(4) any improvements necessary to be made to such building in order to comply with the requirements of the Americans with Disabilities Act or other federal or state law.~~

~~ii—Deferred maintenance projects shall not include:~~

- ~~(1) the construction of new buildings;~~
- ~~(2) the maintenance, repair, reconstruction or rehabilitation of any building used as an athletic facility, residential housing or other auxiliary that does not directly support the delivery of academic pursuits; or~~
- ~~(3) the maintenance, repair, reconstruction or rehabilitation of the residence of the president or chancellor of a state university.~~

~~iii 2007 state educational institution long-term infrastructure maintenance program refers to K.S.A. 76-7,101 through 76-7,107, and amendments thereto. This program was enacted by the Legislature in 2007 to address funding for state university deferred maintenance projects and provides for demand transfers by the Director of Accounts and Reports from the state general fund to the infrastructure maintenance fund in fiscal years 2009, 2010, 2011 and 2012. The 2007 Legislature also enacted a tax credit program (K.S.A. 79-32,261) and expanded availability of university interest earnings (K.S.A. 76-719(c), (d), (e)) to assist with funding deferred maintenance projects.~~

~~b Process (K.S.A. 76-7,103 and 76-7,105)~~

~~i Each state university shall maintain a list of deferred maintenance projects that have been approved by the Board. The list shall prioritize the most critical deferred maintenance projects and reflect the deficiencies identified in the Board's 2007 or subsequent deferred maintenance studies. The listed projects shall not:~~

~~(1) provide for additional space requirements;~~

~~(2) reflect new program requirements or changes of use; or~~

~~(3) include exceptional levels of finish, equipment or other similar enhancements.~~

~~ii Requests for changes to the Board approved list of deferred maintenance projects shall be submitted to the Board for consideration and approval. Each request for a change shall include justification for adding the project as one of the university's priority deferred maintenance needs. The state universities are authorized by the Board and the Legislature to proceed with deferred maintenance projects on a fiscal year basis. Upon request of the university with concurrence of the Board's Director of Facilities, the President and Chief Executive Officer of the Board has the authority to revise such authorizations during the fiscal year; provided, however, that any project change requiring expenditures of \$500,000 or more requires Board approval.~~

~~iii Each state university shall provide quarterly status and expenditures reports to the Board. Each report shall include information showing the progress made during the reporting period to reduce the university's deferred maintenance backlog as identified in the university's Board approved deferred maintenance projects list, and information showing the effect that the expenditures have had on the campus of the university. The original estimate for each project shall remain constant, however actual expenditures shall also be shown.~~

~~iv Each state university, in coordination with the Board office, shall advise and consult with the Joint Committee on State Building Construction before expending any moneys from the Infrastructure Maintenance Fund, or from any account of accounts of the Infrastructure Maintenance Fund of the university.~~

~~v Each state university, in coordination with the Board office, shall advise and consult with the Joint Committee on State Building Construction before expending any moneys received by the university as a contribution that qualifies as an income tax credit pursuant to the postsecondary educational institution tax credit program.~~

~~vi Any project in excess of \$750,000 must have a written program statement. Design development plans for the project must be submitted to the Board for approval.~~

~~e—Funding (K.S.A. 76-7,103, 76-7,104, 76-719(c), (d), (e) and 79-32,261)~~

~~Allocations of funds from the Infrastructure Maintenance Fund will be based on a maintenance allocation formula that factors gross square footage, building age, and complexity of each university's physical plant. Such funds, as well as funds in each state university's deferred maintenance support fund, may be used only to help finance Board approved deferred maintenance projects on the state university's list. Projects that exceed the strict scope of the deferred maintenance initiative due to program changes, additional space requirements, and expectations for exceptional levels of finish, equipment, etc. will require other funding sources above and beyond the state provided deferred maintenance pool of funding.~~

~~6—ENERGY CONSERVATION MEASURES (K.S.A. 75-37,125)~~

~~a—Definition~~

~~Energy conservation measure means an energy study, audit, improvement or equipment which is designed to provide energy and operational cost savings at least equivalent to the amount expended by the participating state university for such energy study, audit, improvement or equipment over a period of not more than 30 years after the date such improvement or equipment is installed or becomes operational.~~

~~b—Process~~

~~i—When an energy conservation measure is to be financed with revenue bond proceeds pursuant to K.S.A. 74-8960, the applicable processes for approval of and issuance of revenue bonds shall be followed.~~

~~ii—When an energy conservation measure is to be financed by means other than with revenue bond proceeds pursuant to K.S.A. 74-8960, the provisions of K.S.A. 75-37,125 and any other applicable statutory provisions shall be followed and the project shall be presented to the Board for approval prior to entering into any contract, lease purchase agreement or other financing arrangement.~~

~~7—OBSOLETE BUILDINGS~~

~~Each state university shall evaluate all buildings in the university's inventory to determine if any building is obsolete. If a building is found to be obsolete, the state university shall request approval of the Board to retire the building from service and shall make a recommendation to the Board regarding the prudence of razing the building. Such recommendations shall include all pertinent information such as a justification statement, costs and funding source(s), environmental issues and anticipated use of the vacated property.~~

~~8—INSPECTIONS~~

~~a—State Fire Marshal~~

~~Except as provided in this subsection, an annual inspection of all buildings at each state university shall be made by the State Fire Marshal with copies of the inspection report to be sent to the university. The state university shall provide a written summary of the State Fire Marshal's annual inspection report and the university's response thereto to the Director of Facilities, who will~~

~~review and forward to the President and Chief Executive Officer of the Board. This report shall be made no later than January 30th of each year. Any notice of citation, potential sanction, violation, cease and desist order or hazard requiring follow up by the state university shall be immediately reported to the Director of Facilities, who will review and forward to the President and Chief Executive Officer.~~

~~In lieu of the State Fire Marshal conducted inspection provided above, a state university may enter into a memorandum of agreement with the State Fire Marshal pursuant to the State Fire Marshal Commissioned Inspector Act, K.S.A. 31-701 *et seq.* Annual inspections conducted by a university commissioned inspector shall be performed in accordance with the Act and the university's memorandum of agreement. A list of commissioned inspectors shall be filed with the Director of Facilities for each University. Annual inspections by the commissioned inspectors shall be submitted to the Director by January 30th of each year.~~

~~b—Department of Administration~~

~~Each state university shall obtain such Department of Administration inspections for new construction or renovation as are required by the Department's Building Design and Construction Manual.~~

~~e—Boiler and Other Inspections Required by Law~~

~~Each state university shall provide for such boiler and other inspections as are required by law. (K.S.A. 44-913 *et seq.*) Each state university shall retain its annual inspection reports for 21 years or until no longer useful.~~

**Chapter II: Governance – State Universities**

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**E FACILITIES**

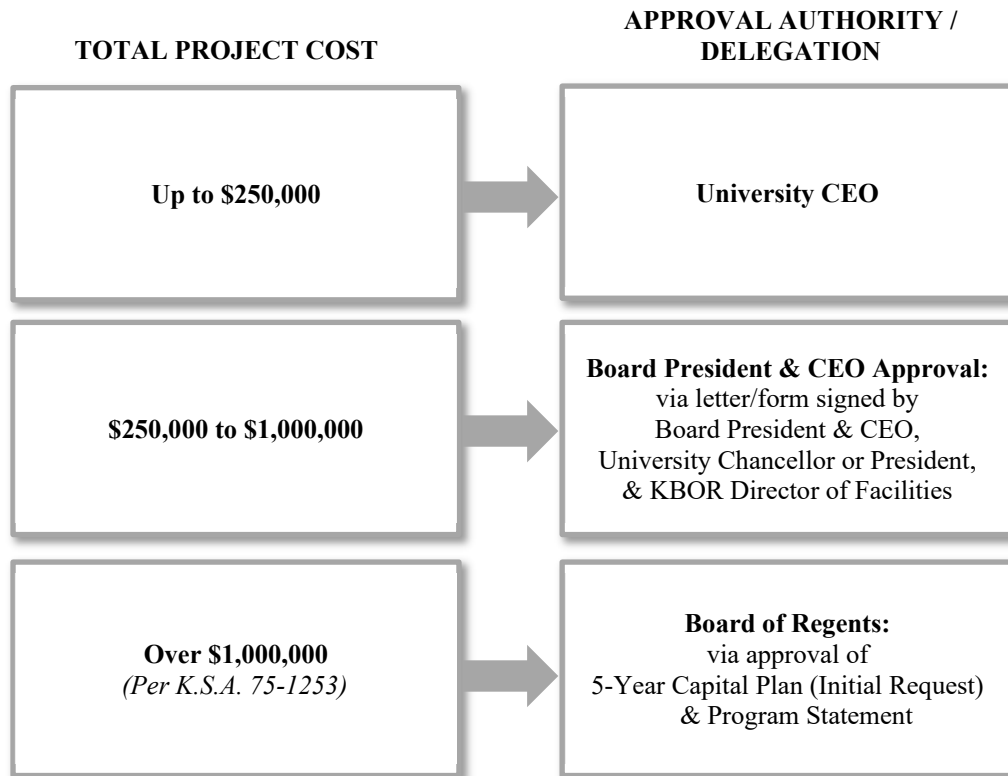
Guiding Principle. Each state university shall inform the Board’s Director of Facilities in a timely manner about construction projects at each campus, including all relevant milestones (including design phases, bidding and construction phases) and unforeseen changes. Consistent with Board policy on procurement, each capital project involving a state university, its affiliated corporations or other related organizations shall, for projects using state funds, be advertised and bid in a manner that advances and supports the mission of the university, promotes a competitive and fair procurement environment, and is open and transparent.

**1 PROJECT PLANNING**

- a Each state university shall maintain a Campus Master Plan that documents concepts and guiding principles for future land use and development of campus facilities and infrastructure in support of the institution’s mission and strategic plan. Each state university shall submit a new Campus Master Plan at least once every ten years for Board review and approval. Significant modifications or updates to the Campus Master Plan shall also be submitted to the Board for review and approval. Each state university shall present its Campus Master Plan to the Board in October 2021 and every three years thereafter, regardless of changes, for informative purposes. Additionally, each state university shall present its Campus Master Plan to the Board when a new facility is planned in order to demonstrate how it will be incorporated in the Campus Master Plan, how the new facility will be operated and maintained, the anticipated life span of the new facility/infrastructure (in years) and the universities’ plan for funding future maintenance.
- b Campus Master Plans, or significant modifications and updates to existing Campus Master Plans, shall
  - i address current and deferred maintenance needs;
  - ii include a plan to ensure compliance with space utilization standards established by the Board;
  - iii demonstrate how newly planned facilities will be incorporated into the Plan;
  - iv forecast the life expectancy of newly planned facilities (in years) based on design criteria and anticipated real world conditions; and
  - v demonstrate how the new facilities will be operated and maintained and identify the funding plan for future maintenance.
- c Annually, in concert with the capital budget planning process, each university shall demonstrate that any capital improvement or repair project proposed to be financed in whole or in part with debt obligations can be accommodated within the university’s debt capacity as measured by the university’s ratios described in the university’s approved debt capacity plan. In consultation with the Board’s Director of Facilities, each university shall identify and present to the Board for approval any substantial change to its previously approved project debt financing plan.

2 SUMMARY OF APPROVAL REQUIREMENTS

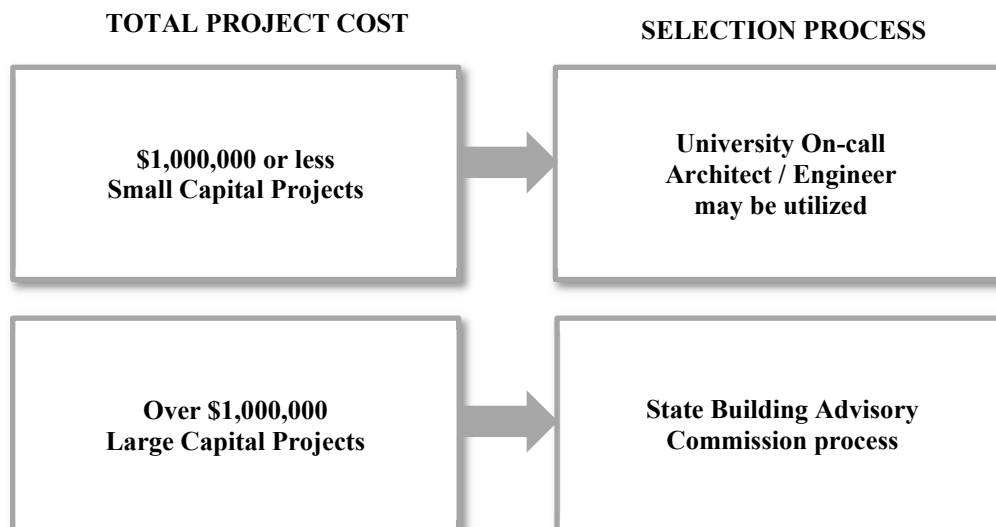
a Capital Projects Approval



Notes:

- Approval requirements applicable to all projects with state funding or on state-owned property
- Design Development plans must be approved by the Board President and CEO via signed memorandum.
- Joint Committee on State Building Construction (JCSBC) must be advised of all project expenditures.

b Architect & Engineer Selection (Projects with State Funding)





### 3 CAPITAL IMPROVEMENT PROJECTS

#### a Definitions

- i Large capital improvement projects are those which exceed \$1,000,000 in total project costs, regardless of funding source, including: new construction, building additions, major renovation, remodeling or alterations, demolition of structures, annual maintenance, deferred maintenance, rehabilitation and repair, fixed equipment replacement, and utility or infrastructure projects. "Total project costs" include project soft costs. Any large capital improvement project located on state property is governed by the applicable and relevant processes and policies for capital improvements established by the State of Kansas and the Kansas Board of Regents, regardless of funding source.
- ii Small (or On-call) capital improvement projects are those which are \$1,000,000 or less in total project costs, regardless of funding source, including: new construction, building additions, renovation, remodeling or alterations, demolition of structures, annual maintenance, deferred maintenance, rehabilitation and repair, fixed equipment replacement, and utility or infrastructure projects. "Total project costs" include project soft costs. Any small capital improvement project located on state property is governed by the applicable and relevant processes and policies for capital improvements established by the State of Kansas and the Kansas Board of Regents, regardless of funding source.
- iii Educational Building Fund (EBF) means the fund created pursuant to K.S.A. 76-6b01 et seq. and funded by the annual mill levy authorized by Article 6, Section 6 of the Kansas Constitution.

#### b Process

##### i Large Capital Improvement Projects

- (1) Initial Request: Each state university shall submit initial concept requests for authorization of large capital improvement projects (exceeding \$1,000,000 in total project cost) with the university's five-year capital plan submitted to the Board for consideration on March 1 of each year utilizing the Kansas Division of Budget forms. Typically, Board review of each five-year capital plan will take place in April with Board approval in May of each year. Each university shall also submit for Board review and approval a written program statement for each project that will eventually require the services of an architect and/or engineer, prior to proceeding with consultant selection and/or design services. Each request approved by the Board shall be filed with the appropriate state offices on or before July 1<sup>st</sup> in the format determined by the State Budget Director. No state university shall pursue gubernatorial or legislative approval of any large capital improvement project not previously approved by the Board.
- (2) New Space: All large capital improvement project proposals for new buildings or major additions shall include detailed plans for a Maintenance Reserve Fund, utilizing the Board's standard calculation worksheet template(s), as part of the program statement. At a minimum, a line item of 10% of the estimated construction cost must be included in the total project development budget along with a structured plan to provide for a minimum of 2% of facility replacement value over the projected design life of the building (in years). The worksheet for calculating the maintenance

and operating costs will be determined by industry standard methods and take into account building type, complexity and function. Maintenance Reserve Funds shall be dedicated by building and reviewed by the Board annually. Note: When a facility is razed or divested of, any remaining maintenance fund balance shall be transferred to the benefit of another university building account upon review and approval by the Board.

For improvements that include new space for which private moneys are to finance at least 51% of the cost, the request shall include a detailed plan for paying the annual maintenance and operation costs for the project from either private funds or existing university resources (K.S.A. 76-790).

For improvements that include new space for which private moneys are to finance less than 51% of the cost, the request shall include a plan for paying annual maintenance and operation costs that identifies the resources to be used for such costs. Such annual maintenance and operation costs plans shall be included in the program statement and shall adhere to standards prescribed by the Board's Director of Facilities.

- (3) Amendments to the current year capital improvements project list may be submitted to the Board at times other than those specified above. Following Board approval, the state universities shall be responsible for advising the Joint Committee on State Building Construction of amendments after the capital plans are due at the Budget Office on July 1<sup>st</sup> of each year.
- (4) Licensed Professional Consultants: The design and construction administration for all new buildings and major renovations on state property shall be performed by licensed professional consultants retained in accordance with Kansas statutes. A written program statement for each building project shall be submitted and approved by the Board and by the Legislature or legislative building committee, as set forth in section E.3.b.i.5., before such services are obtained.
- (5) Program Statements: Minimum requirements for program statements include goals and objectives, detailed project scope and description, project budget (indicating estimated total project development costs in line item format), project schedules, and project delivery method. For projects creating new space, the program statement must also include a list of spaces with detailed descriptions, area summaries, functional criteria, room data sheets, justification and impact of the additional space on overall campus space, the projected design life of the building (in years) and completion of the Maintenance Reserve Fund worksheet. Additional information that the state university deems necessary may also be included.
- (6) Design Development Plans: Following Legislative and Board approval of a specific capital improvement project, design development plans for a building or project and the location of the new building shall be submitted to the President and Chief Executive Officer for review and approval before final plans are prepared. The Board President and Chief Executive Officer, upon the recommendation of the Director of Facilities, may approve design development plans on behalf of the Board by issuance of a signed memorandum.

ii Small Capital Improvement Projects

The state universities are authorized by the Board and the Legislature to proceed with projects the total project costs of which are \$1,000,000 or less on a fiscal year basis. Authority to approve projects costing less than \$250,000 is delegated to the state university chief executive officer. Upon written request of the university's chief executive officer, and with concurrence of the Board's Director of Facilities, the Board President and Chief Executive Officer has the authority to authorize projects with costs greater than \$250,000 and less than \$1,000,000 during the fiscal year. The large capital projects requirements for Program Statements, Licensed Professional Consultants, Design Development Plans, and Maintenance Reserve Fund shall apply to all small capital projects that would add new space.

c Funding

i *Funding Sources:* Capital improvement projects may be paid for from the State General Fund, tuition, the Educational Building Fund, revenue bond proceeds (in accordance with chapter II.D. of this Policy Manual), restricted fees, auxiliary, research overhead funds, tuition interest earnings (for infrastructure improvement projects only), as defined by K.S.A. 76-7,102(d), in accordance with K.S.A. 76-719(e)), and other resources as approved by the Board.

ii Moneys in the Educational Building Fund (EBF) may only be expended as authorized by K.S.A. 76-6b02. The Board has further narrowed the use of EBF revenue to state-owned "mission critical" buildings (those predominantly used for academic and/or research missions) constructed prior to 2007.

The Board receives an annual line item appropriation from the EBF for construction, reconstruction, equipment and repairs of buildings and grounds, razing of obsolete structures and for payment of debt service on revenue bonds. This appropriation is allocated by the Board to the state universities pursuant to the "adjusted square footage" formula used by the Board since 2007, which factors in gross square footage, building age and complexity of the physical plant. Buildings razed after adoption of this policy shall not impact distribution of the appropriation.

Additionally, the universities shall provide funds for small capital projects (including annual and deferred maintenance, and rehabilitation and repair projects) from State General Fund appropriations, tuition, restricted fees, auxiliary, research overhead funds and other resources as approved by the Board.

iii *Federal Grant Requests:* All institutional requests for federal grants for capital improvements shall be submitted in writing to the Board President and Chief Executive Officer before the request is submitted to the appropriate federal agency.

iv *Private Funds:* No capital improvement project that is funded in part or totally from private funds may proceed to signature of contract unless and until all private funds have been deposited in an account for the use of the project or a letter of credit has been received by the Board President and Chief Executive Officer that guarantees the availability of the funds necessary to complete the project.

v Fund Raising: In addition to the project approval required in subsection 3.b.i. of this section, notification of all capital improvement projects to be funded in part or in whole from private resources must be submitted in writing to the Board’s President and Chief Executive Officer and approved before fund raising efforts are publicly announced. This provision shall not be construed to prohibit fund raising efforts prior to their public announcement.

4 MAINTENANCE ASSESSMENT

a Definition(s)

i Annual Maintenance is defined as a combination of the following:

(1) Capital Renewal/Replacement - The replacement of major building and/or utility components and systems to extend useful life of a facility (e.g. roof replacements, HVAC retrofits);

(2) Normal/Routine Maintenance and Minor Repairs - The cyclical, planned work performed on capital assets such as buildings, fixed equipment and infrastructure to help them reach their originally anticipated life; and

(3) Preventive Maintenance - The planned program of periodic inspection, adjustment, cleaning, lubrication and/or selective parts replacement, as well as performance testing and analysis intended to maximize the reliability, performance, and lifecycle of building systems and equipment.

ii Deferred Maintenance is annual maintenance and necessary renewal of facilities systems and components that have been postponed, delayed, or deferred, to a future budget cycle or until funds are available.

b Process

Beginning in FY 2022, and each year thereafter, each university shall establish a Maintenance Assessment Account calculated as a percentage of the professionally estimated replacement cost of EBF-eligible buildings (constructed prior to 2007) according to the prescriptive incremental schedule culminating in a sustainable 2% of current replacement value (CRV). This campus account shall itemize maintenance resources on a building-by-building basis for the Board’s review annually at the budget workshop. Maintenance funds must be spent annually toward maintenance of the aforementioned buildings unless approved by the Board as an exception.

c Funding

Each state university shall identify and expend campus funds (excluding EBF allocations and tuition interest) annually for the purpose of addressing annual (and deferred maintenance) according to an assessment plan reviewed by the Board at the annual budget workshop.

5 FACILITY REPORTS

a Biennial

Each state university shall maintain, prepare, and assemble data to be included in the State University Facilities Report to be submitted by the Board in January of odd numbered years. This report is submitted to the Legislature in odd numbered years to satisfy the reporting requirements

of K.S.A. 76-7, 103. The State University Facilities Report combines the facilities condition report (previously termed the Report on State University Deferred and Annual Maintenance report), the building inventory, and the space utilization efficiency report (previously termed the Inventory of Physical Facilities and Space Utilization report).

b Annual

Each state university shall maintain and manage space utilization data in the VFA Facility database to be included in the State University Facilities Report to be submitted to the Board in January of each year.

i Space Utilization Efficiency

Each state university shall report on campus space utilization efficiency to the Board of Regents by October 1, 2022, and annually thereafter, as part of the State University Facilities Report in compliance with the methodology and best practices identified in the Board's Space Standards and Management Guidelines.

Each state university shall assign at least one representative to participate on the Board's Space Standards and Management Committee in order to establish and maintain the Board's Space Standards and Management Guidelines and ensure a consistent methodology of space management across the state universities.

ii Facilities Condition

Each state university shall maintain and manage facilities condition data and comprehensive building inventory utilizing the VFA Facility database to be included in the State University Facilities Report.

Each state university shall assign at least one representative to participate on the Board's Facilities Condition Data Committee. This Committee shall establish and maintain the Board's Facilities Condition Data Guidelines and ensure a consistent methodology of inspection, assessment and data management across the state universities.

iii Maintenance Assessment Expenditures

Each state university shall annually report project expenditures (for the previous fiscal year) from their Maintenance Assessment Fund for the Board's review at the annual budget workshop utilizing the Board's standard template.

iv Educational Building Fund (EBF) Expenditures

Each state university shall submit annual EBF expenditures (for the previous fiscal year) utilizing the Board's standard template by October 1<sup>st</sup> of each year.

c Monthly

Each state university shall submit a monthly project information and status report for all university projects in planning, design, or construction phases for projects greater than \$100,000 in total project costs, using the Board's standard template.

6 ENERGY CONSERVATION MEASURES (K.S.A. 75-37,125)

a Definition

Energy conservation measure means an energy study, audit, improvement or equipment which is designed to provide energy and operational cost savings at least equivalent to the amount expended by the participating state university for such energy study, audit, improvement or equipment over a period of not more than 30 years after the date such improvement or equipment is installed or becomes operational.

b Process

- i When an energy conservation measure is to be financed with revenue bond proceeds pursuant to K.S.A. 74-8960, the applicable processes for approval of and issuance of revenue bonds shall be followed.
- ii When an energy conservation measure is to be financed by means other than with revenue bond proceeds pursuant to K.S.A. 74-8960, the provisions of K.S.A. 75-37,125 and any other applicable statutory provisions shall be followed and the project shall be presented to the Board for approval prior to entering into any contract, lease-purchase agreement or other financing arrangement.

7 OBSOLETE BUILDINGS

Each state university shall evaluate all buildings in the university's inventory to determine if any building is obsolete. If a building is found to be obsolete, the state university shall request approval of the Board to retire the building from service and shall make a recommendation to the Board regarding the prudence of razing, repurposing and/or divesting of the building. Such recommendations shall include all pertinent information such as: estimated costs and funding source(s), the building's condition, current backlog of deferred maintenance, and any environmental issues associated with the property to be vacated.

8 INSPECTIONS

a State Fire Marshal

An annual inspection of all buildings at each state university shall be made by the State Fire Marshal with copies of the inspection report to be sent to the university. In lieu of the State Fire Marshal conducted inspection, a state university may enter into a memorandum of agreement with the State Fire Marshal pursuant to the State Fire Marshal Commissioned Inspector Act, K.S.A. 31-701 *et seq.* Annual inspections conducted by a university commissioned inspector shall be performed in accordance with the Act and the university's memorandum of agreement. A list of commissioned inspectors shall be filed with the Director of Facilities for each University. Over the course of the year as inspections are conducted, the State Fire Marshall's office will copy the Director of Facilities on any notice of citation, plan of correction, potential sanction, violation, cease and desist order or hazard requiring follow up by the state university, who will review with the President and Chief Executive Officer.

b Department of Administration

Each state university shall obtain such Department of Administration reviews and inspections for new construction or renovation as are required by the Department's Building Design and Construction Manual.

c Boiler and Other Inspections Required by Law

Each state university shall provide for such boiler and other inspections as are required by law. (K.S.A. 44-913 et seq.) Each state university shall retain its annual inspection reports for 21 years or until no longer useful.

...

**3. Initial Discussion of the Board’s Unified FY 2023 Budget Request Preparations**

**Elaine Frisbie  
VP, Finance & Administration**

The Kansas Higher Education Coordination Act directs the Board of Regents to present a unified budget request for postsecondary education. The statutory deadline for submission of the Board’s request is October 1. Capital improvement requests, as embodied in the five-year plans, are submitted July 1 and are also included in the fall budget submission. Staff recommends that the Board begin to gather budget proposals for FY 2023 and utilize the typical schedule to allow for input and discussion. The Postsecondary Technical Education Authority is gathering its list of priorities which will be included with the institutions’ requests. The official approval of the unified request will occur at the Board meeting in September.

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

**Unified Appropriation Request Schedule**

April 2021 Board Meeting	Capital improvement requests for state universities (First Reading)
May 2021 Board Meeting	Board acts on capital improvement requests for July 1
June 2021 Board Meeting	Board staff reviews potential areas of request. Board receives institution and sector specific requests. (Sector and institutions’ proposals are requested to be submitted to the Board Office by <b>Tuesday, June 1.</b> )
Summer 2021 Board Retreat	Board conducts budget session to discuss FY 2023 requests. Board continues discussion of system, institution, and sector specific requests and indicates preference for inclusion in the FY 2023 Budget Request.
September 2021 Board Meeting	Board officially approves FY 2023 unified budget request
October 1, 2021	Board’s FY 2023 unified budget request submitted



*B. Other Matters*

**1. Elect FY 2022 Board Chair and Vice Chair**

**Regent Feuerborn**

**XII. Executive Session**

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

**XIII. Adjournment**

# AGENDA

**KANSAS BOARD OF REGENTS  
ACADEMIC AFFAIRS STANDING COMMITTEE  
Monday, May 3, 2021  
11:00 a.m.**

The Board Academic Affairs Standing Committee (BAASC) will meet by video conference. Meeting information will be sent to participants via email, or you may contact [arobinson@ksbor.org](mailto:arobinson@ksbor.org).

- I. Call to Order** Regent Kiblinger
  - A. Roll Call
  - B. Approve minutes from April 14, 2021 video conference
  
- II. Consent Items**
  - A. BS in Environmental Science – K-State Brian Niehoff
  - B. MA in Organizational Communication – KU Jean Redeker
  
- III. Other Matters**
  - A. Election Day as a Non-Instructional Holiday Update Daniel Archer
  - B. JCCC/KU Edwards Campus Transfer Pilot Update Mickey McCloud, JCCC  
Shannon Portillo, KU
  - C. Credit for Prior Learning (CPL) Report Tara Lebar
  
- IV. Suggested Agenda Items for May 19th Meeting**
  - A. Discuss Instructional Workload Standard
  - B. Newer Program 3-Year Progress Reports
  - C. Concurrent Enrollment Partnership (CEP) Report
  - D. Advantage Kansas Coordinating Council
  - E. Direct Support Professionals (DSP) Update
  
- V. Adjournment**

# MINUTES

## Kansas Board of Regents Board Academic Affairs Standing Committee MINUTES

Wednesday, April 14, 2021

The April 14, 2021 meeting of the Board Academic Affairs Standing Committee (BAASC) of the Kansas Board of Regents was called to order by Regent Kiblinger at 10:26 a.m. The meeting was held by Zoom.

### In Attendance:

Members:	Regent Kiblinger, Chair Regent Schmidt	Regent Brandau-Murguia	Regent Van Etten
Staff:	Daniel Archer Amy Robinson Jarett Payne	Karla Wiscombe Sam Christy-Dangermond	Tara Lebar Travis White
Others:	Barbara Bichelmeyer, KU Chuck Taber, K-State Carter File, Hutchinson CC Brad Bennett, Seward CC Erin Shaw, Highland CC Jean Redeker, KU Melinda Roelfs, PSU Linnea GlenMaye, ESU Mickey McCloud, JCCC Robert Klein, KUMC Catherine Hooey, PSU	Brian Niehoff, K-State David Cordle, ESU Corey Isbell, NKC Tech Aleks Sternfeld-Dunn, WSU Howard Smith, PSU Jill Arensdorf, FHSU Mahbub Rashid, KU Rija Khan, WSU Tiffany Evans, Colby CC Monette DePew, Pratt CC Nora Hatton, PSU	Aron Potter, Coffeyville CC Cindy Hoss, Hutchinson CC Adam Borth, Fort Scott CC Elaine Simmons, Barton CC Jane Holwerda, Dodge City CC Kim Zant, Cloud County CC Lori Winningham, Butler CC Michelle Schoon, Cowley CC Sarah Robb, Neosho County CC Taylor Crawshaw, Independence CC Paul Grimes, PSU

Regent Kiblinger welcomed everyone. Roll call was taken for members and presenters.

### Approval of Minutes

Regent Brandau-Murguia moved to approve the March 30, 2021 meeting minutes, and Regent Van Etten seconded the motion. With no corrections, the motion passed.

### Program Accreditation Report

Sam Christy-Dangermond shared a PowerPoint and summarized the report. The KBOR Academic Affairs is required by Board policy to provide a report on Program Accreditation every four years. Over the last few years, the KBOR Data, Research, and Planning unit and Information Technology team have worked together to add accreditation information to Program Inventory in the Kansas Higher Education Data System. This change allows each institution to update their own Program Accreditation data in the system, and the 2020 Program Accreditation report is pulled directly from that data. Each program is listed separately, which creates a longer report, but one that is more consistent with Program Review reports. This report contains the accreditation status for each program, and Sam provided an overview of the respective university reports as provided in the agenda starting on page 6. There is a total of 316 accredited programs within our system.

It was noted the following corrections to footnotes in the KU report will be updated for the Board. The footnotes will change to 1) on page 24 footnote 6 should be with HLC accreditation on the first line of the report, 2) page 24 footnote 2 goes one line down with Psychology Ph.D., 3) page 25 footnote 3 goes one line down with Counseling Psychology Ph.D., 4) page 28 footnote 4 goes one line down with Law JD, 5) page 29 footnote 5 goes one line down with Pharmacy Practice MS, and 6) page 29 footnote 6 should be removed.

Regent Schmidt moved to place the Program Accreditation Report with amendments to the footnotes on the Board discussion agenda in May, and Regent Van Etten seconded the motion. The motion passed unanimously.

### **New Program 3-year Progress Reports**

Sam Christy-Dangermond presented the report, which BAASC recently requested to have more frequent updates on programs than the regular eight-year Program Review cycle. This report covers all programs approved during AY2018 that indicated an approximate start date of Fall 2018 in their program proposals. The report contains 11 programs meeting these criteria; eight of them started when planned and have three years of data, and three programs started the next year and have two years of data. Sam asked the Committee to take into consideration three main points when reviewing. The first is that many estimates seem fairly ambitious and exceed program minima. Secondly, it is tempting to consider comparing estimates and headcounts to the minimum required in Program Review for Bachelor-level degrees, which is 25. However, one must consider the number of majors used for Program Review only includes juniors and seniors, while this report includes freshmen through seniors. Lastly, while most estimates exceed actual headcounts, the majority of headcounts look to be on track to meet Program Review minima. Five years of data are typically used for Program Review, so there will still be two or three years to continue building enrollments.

Regent Kiblinger asked if the members liked the data and process of the new report. Regent Schmidt stated his primary interest is watching program trends. Regent Kiblinger would be interested in seeing programs two years old as well as those that have only been in implementation one year. She believes looking at this data from one to three years would give them a better sense of how they are doing from the start. Sam responded that she could add the programs that are one and two years old. Regent Van Etten stated it is important to watch trends and whether programs are reaching their projections so that assistance can be provided sooner than later. The Committee asked KBOR staff to prepare a follow-up report for the next face-to-face meeting, which includes the additional programs.

### **General Education (GE) Working Group Update**

Daniel Archer thanked Regent Kiblinger for attending the last GE meeting and noted her opening comments helped them have a positive and productive meeting. In terms of GE work, they have used national resources for guidance, conducted surveys, and looked at work done in other states. The group had discussions on being intentional in understanding the work through multiple institutional lenses, specific transfer situations, if and how knowledge and skills are assessed, and potential connections to knowledge and skills and discipline areas. They are trying to take the information from the resources and from group discussions to accomplish two goals. The first is to finalize a GE framework that will include finalizing disciplines, specifying credit hours, and finalizing knowledge and skills to emphasize. The second is finalizing a process for writing student outcomes.

Regent Schmidt asked about the timeline. Daniel responded he envisions bringing something for approval in the fall, and once they have the approval or an endorsement, they will bring faculty together to write student outcomes. Daniel noted they would also need to have discussions to create a plan for system-wide implementation. Regent Schmidt stated he would like to be included in the implementation discussions to help with any roadblocks and help move the project quickly.

### **Advantage KS Coordinating Council Update**

Regent Kiblinger provided an update and noted she would also be updating the Board later in the same day. She stated the original Coordinating Council had been paused while the Advantage KS Coordinating Council starts its

work. She believes once the new group's work is completed, they will come back to the Coordinating Council and continue their previous work with K-12 and Post-Secondary. The Advantage KS Coordinating Council work will align with the KBOR goals and work that will go through BAASC as it tries to create access and ensure industry alignment. The Advantage KS Coordinating Council has divided itself into three workgroups, and more detail will be provided at the Board meeting. Regent Kiblinger noted the Governor's Education Council is still meeting, and as they have the same workgroups, this will need to be aligned. Dr. Lane is on both groups and will assist in this alignment to ensure the two councils are not duplicating work.

#### **Direct Support Professionals (DSP) Update**

Regent Schmidt stated the DSP Curriculum had been developed at WSU, where they came up with eight badges for DSP workers. They have lined up one undergraduate credit hour per badge. The original intent was to place the curriculum into the high schools and try to fit it into a CTE pathway. After discussions between the workgroup with KSDE, it was determined this could not fit into the CTE pathway because of age and high school graduation requirements, and pathways would not entirely fit the needs of a DSP. Regent Schmidt stated he would be looking into this further. He is pleased to move forward in the high school curriculum but noted it would not get tuition paid as he hoped. Shirley Lefever stated it was workplace requirements that require an age of 18 and a high school diploma or GED, and the reason they were trying to connect to CTE pathways is to offer badges in a way students could take courses while working. Shirley noted they are looking into different forms of applied learning, such as shadowing. Committee members discussed how it would be nice to find a way to fit this into CTE for funding purposes.

#### **Adjournment**

The next BAASC meeting was originally scheduled for May 4, 2021, at 11:00 a.m. The meeting was rescheduled to May 3, 2021, at 11:00 a.m.

Regent Brandau-Murguia moved to adjourn the meeting, and Regent Van Etten seconded. With no further discussion, the meeting adjourned at 11:10 a.m.

# AGENDA

**Fiscal Affairs and Audit Standing Committee**  
**Wednesday, May 19, 2021**  
**10:15am – 12:00pm**  
**Board of Regents' Board Room**

## **I. Old Business**

- A. Approve minutes of April 14, 2021 committee meeting
- B. Follow up on issues raised during the May 3 teleconference call regarding FAA items on the Board's agenda and any other questions/clarifications

## **II. New Business**

- A. Review Board Agenda Items under Fiscal Affairs
- B. **FAA 21-08** Review Progress on State University Deferred Maintenance Initiative (standing item)
- C. **FAA 21-09** Receive Update on Non-Resident Tuition Work Group (standing item)
- D. Audits for committee review and discussion (standing item)
- E. Other Committee Business

## **III. Other Committee Items**

### **Next meeting dates:**

- June 1, 11:00 am, Agenda Planning Conference Call
- June 16, 10:15 am, Committee Meeting

# AGENDA

**Board Governance Committee  
Wednesday, May 19, 2021  
9:15 - 10:00  
Kathy Rupp Conference Room  
Livestreamed**

- I. APPROVE MINUTES FROM APRIL 14, 2021**
- II. CONSIDER 2020-2021 GOVERNANCE COMMITTEE TOPICS**
  - A. GOV 21-06**, Consider requests for Board President/CEO to execute Board contracts; request to execute collection services contracts for the Board office and state universities
  - B. GOV 21-10**, Discuss new Board Member (and New University CEO) orientation process
- III. NEXT MEETING DATES**
  - A.** June 16
  - B.** Retreat?

# MINUTES

## GOVERNANCE COMMITTEE April 14, 2021 Minutes

The Kansas Board of Regents Governance Committee met on Wednesday, April 14, 2021. Regent Feuerborn called the meeting to order at 9:30 a.m. Proper notice was given according to law.

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

### MINUTES

Regent Rolph moved to approve the minutes of March 17, 2021. Regent Kiblinger seconded, and the motion carried.

### RECOMMENDATIONS FROM WORKGROUP

Regent Rolph stated that last month the Council of Faculty Senate Presidents asked the Board to create a workgroup made up of a cross-section of university employees to offer recommendations to the Board as to how the temporary, COVID-related policy on workforce management should be implemented, specifically the framework that the policy requires be submitted to and approved by the Board prior to utilizing the policy. At its March meeting, the Governance Committee created the workgroup, named its members, and gave it a charge. Regent Rolph stated that the group met and came to a consensus that the temporary, COVID-related policy on workforce management should be amended to 1) allow elected representatives from the faculty, staff, and student governance groups to provide feedback on any draft framework, and 2) require the CEO to communicate to the Board and the campus the rationale for why this policy needs to be used rather than the university's existing procedures. Dr. Sternfeld-Dunn stated that the Council of Faculty Senate Presidents are comfortable with the proposed changes. Regent Rolph moved to approve the amendments, and Regent Kiblinger seconded. The motion carried. The recommendations will be presented to the Board for consideration later today.

### BOARD DIRECTIVE FOR FREEDOM OF EXPRESSION STATEMENT

General Counsel Miller stated that last month the Board adopted its Statement on Free Expression. The Statement affirms the Board's and the state universities' ongoing commitment to the principles underlying freedom of speech, encouraging and promoting rigorous yet respectful debate and critical evaluation of divergent ideas, and explains the limitations on the ability of government entities like the Board and the state universities to regulate protected speech. General Counsel Miller reviewed the below recommendations for rolling out the Board's Statement and amended policies:

- The Board's Statement on Free Expression shall be readily available through a link on each state university's official website homepage and on a web page dedicated to student life.
- The Board's Statement on Free Expression shall be included in each state university's student orientation materials provided to incoming students, in either printed or digital format.
- Each state university, pursuant to regular university processes,<sup>11</sup> shall review its time, place and manner policies and protocols to ensure they are in alignment with the Board's Statement on Free Expression, Board policy, Kansas statutes, applicable federal laws, and with the United States and Kansas Constitutions and the legal opinions interpreting those provisions.

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<sup>11</sup> Each university's regular review and development processes for policies of this nature include student participation.



- Each state university, pursuant to regular university processes, shall review discrimination, harassment and other campus policies and codes that may impact free speech to ensure that they are consistent with the principles expressed in the Board's Statement on Free Expression, appropriately address unlawful conduct, and do not unlawfully restrict or ban protected speech.
- Each state university shall certify to the Board Governance Committee, by June 30, 2021, that the university has completed these reviews and has either completed or is in the process of making any required changes.
- Each state university that chooses to adopt its own statement of free expression or time, place and manner policies or protocols rather than adopting the Board's shall provide a detailed explanation of how their statement, policies, and protocols are consistent with the Board's.
- Each state university shall present to the Board for review at the April or May 2022 Board meeting a collection of their freedom of expression materials.

Regent Rolph moved to approve the recommendations and forward them to the Board for consideration. Regent Kiblinger seconded. The motion carried. The recommendations will be presented to the Board for consideration later today.

ADJOURNMENT

The Regent Feuerborn adjourned the meeting at 9:46 a.m.

# AGENDA

**System Council of Presidents  
Kansas Board of Regents  
May 19, 2021  
10:15 a.m.  
Suite 530 and Zoom**

1. Approve minutes of April 14, 2021 meeting
2. Report from System Council of Chief Academic Officers: Erin Shaw
3. Receive update on the equity gap metric
4. Discuss JCCC/KU Edwards Campus Transfer Pilot: Dr. McCloud & Dr. Portillo
5. Other Matters

# MINUTES

**System Council of Presidents Kansas Board of Regents  
April 14, 2021  
10:15 a.m.**

Members present:

Interim President Rick Muma, Wichita State University – Co-Chair; President Dennis Rittle, Cowley Community College– Co-Chair; Chancellor Douglas Girod, University of Kansas; President Tisa Mason, Fort Hays State University; President Jerry Farley, Washburn University; President Richard Myers, Kansas State University; President Steve Scott, Pittsburg State University; President Allison Garrett, Emporia State University; President Jim Genandt, Manhattan Technical College.

The meeting was convened at 10:15 a.m. by President Dennis Rittle – Co-Chair.

- I. Minutes from the March 17, 2021 meeting, moved by President Mason and seconded by President Muma, were approved.
- II. Report from System Council of Chief Academic Officers: Erin Shaw
  - The System Council of Chief Academic Officers received a Transfer and Articulation Council (TAAC) update. Six new courses and thirteen review courses were approved for 2021. List of courses on the KBOR website. The KCOG conference will be on Oct. 8.
  - JCCC/KU Edwards Campus Transfer Pilot has shown promising results. Showed about 90 percent persistence and very little transfer shock in GPA for students that transferred to KU Edwards campus. Good amount of diversity in the degrees students are earning. Looking for future partners to continue pilot and expand program.
  - Received a credit for Prior Learning (CPL) Report. The international baccalaureate moved into top 5 types of credit for prior learning. AP is still the most popular.
  - KHEStats has a high school data tab which shows high school enrollment in post-secondary work at each institution. This data is available to view on the KBOR website.
  - General Education (GE) Working Group is working towards finalizing next steps.
- III. Update on General Education Working Group: Daniel Archer
  - Reviewed the key elements and resources being used. The Association of American Colleges and Universities data is already widely used by each institution, so provided a common ground. Looking at general education framework in other states so we can learn from what they have done. Working to finalize framework and gather feedback.
- IV. Update on the equity gap metric: Blake Flanders
  - The enrollment report makes it clear how critical this work is in helping elevate Kansas. As the state’s population changes we need to think about how we can better serve these students. Would like to work with Georgia State’s Student Success Institute to do an initial gap analysis on a few of our schools - one regional, research and community college.
- V. Being no further business meeting adjourned at 10:34 am.

# AGENDA

**Council of Presidents  
Kansas Board of Regents  
May 19, 2021  
10:45 a.m. or adjournment of SCOPs  
Suite 530 and Zoom**

1. Approve minutes of April 14, 2021 meetings
2. Report from Council of Chief Academic Officers: Shirley Lefever
3. Report from Council of Chief Business Officers: Werner Golling
4. Report from Council of Government Relations Officers: Zach Gearhart
5. Report from Council of Chief Student Affairs Officers: Teri Hall
6. Report from Council of Diversity Officers: Marche Fleming-Randle
7. Other matters

# MINUTES

## Council of Presidents Kansas Board of Regents April 14, 2021

### Members present:

Interim President Rick Muma, Wichita State University – Chair; Chancellor Douglas Girod, University of Kansas; President Tisa Mason, Fort Hays State University; President Richard Myers, Kansas State University; President Steve Scott, Pittsburg State University; President Allison Garrett, Emporia State University.

1. Minutes from the March 17, 2021 meeting, moved by President Mason and seconded by President Scott, were approved.
2. Report from Council of Chief Academic Officers: Shirley Lefever
  - COCAO approved second readings for:
    - i. BS in Environmental Science – K-State
    - ii. MA in Organizational Communication – KU
  - President Scott moved to approve these degrees for COPS, Chancellor Girod seconded. All approved.
  - COCAO approved other requests to:
    - i. Change Names of BSJ, MS, and PhD in Journalism Degrees – KU
    - ii. Name Change of Department of Counseling, Educational Leadership, Educational and School Psychology – WSU
    - iii. Minor in Multi-Organizational Leadership- WSU
    - iv. Minor in Sustainability – WSU
    - v. Minor in Sustainability – PSU
    - vi. Name Change to Bill Gross Professional Pilot Program – K-State
    - vii. Degree Change from MA in Geography to MS in Geography – K-State
  - Received an update from the Council of Faculty Senate Presidents and SGA student body president Rija Khan on using Election Day as a Non-Instructional Holiday for students.
3. Report from Council of Chief Business Officers: Werner Golling
  - COBO met and discussed the Higher Education budget which restores \$25M or 3% of the original 5% cut and set aside \$10M for KBOR priorities or deferred maintenance.
  - Discussed FY22 tuition and fee proposals which are due to the Board on May 7.
  - COBO received an update on the deferred maintenance initiative.
  - Regional HR leaders proposed a system wide tuition assistance program. At this time COBO is not recommending this.
4. Report from Council of Government Relations Officers: Zach Gearhart
  - Last Friday marked First Adjournment or the end of regular session. The legislature will return May 3<sup>rd</sup> to consider an omnibus bill as well as K-12 funding and possibly veto override votes for bills that have been sent to the Governor. Before leaving, the legislature did pass a budget as well as a number of bills.
  - The legislature passed HB 2101 which extends the University Engineering Initiative Act another ten years. That bill is now awaiting the Governor's signature.
  - With the First Adjournment deadline looming, a number of bills were quickly debated and passed or added to a conference committee report. Included in these were the lowering of the

conceal and carry age from 21 to 18 and SB 208 which establishes the Fairness in Women's Sports Act.

5. Report from Council of Chief Student Affairs Officers: Teri Hall
  - Discussed the 'return to campus' plans with most colleges returning June 1 or later. Most campuses maintain a mask mandate and are considering keeping this into the fall. Some are looking at physical distancing in lieu of masks.
  - Discussed vaccinations and the student response. At this point institutions are not planning to make vaccinations a requirement for fall enrollment.
  - Discussed KBOR free speech policy and campus policy alignment.
  - Discussed legislation on concealed carry and transgender sports ban.
6. Report from Council of Diversity Officers: Marche Fleming-Randle
  - The Community College Roundtable with the Council of Diversity Officers is tomorrow where they will discuss DEI initiatives.
7. Being no further business meeting adjourned at 11:00 a.m.

# AGENDA

**KANSAS BOARD OF REGENTS  
SYSTEM COUNCIL OF CHIEF ACADEMIC OFFICERS  
Wednesday, May 19, 2021  
8:30 – 9:00 am**

The System Council of Chief Academic Officers (SCOCAO) will meet by video conference. Questions can be emailed to [arobinson@ksbor.org](mailto:arobinson@ksbor.org). SCOCAO is co-chaired by Erin Shaw, Highland CC, and Shirley Lefever, WSU.

**I. Call to Order**

Erin Shaw, Co-Chair

- A. Introductions
- B. Approval of Minutes from April 14, 2021

**II. Transfer and Articulation Council (TAAC) Update**

Linnea GlenMaye

**III. Other Matters**

- A. Developmental Education Update
- B. Data on High School GPA and College Course Success
- C. AY2022 Performance Agreement

Sam Christy-Dangermond  
Marti Leisinger & Jarett Payne  
Daniel Archer

**IV. Next SCOCAO Meeting – June 16, 2021**

**V. Adjournment**

# MINUTES

## System Council of Chief Academic Officers MINUTES Wednesday, April 14, 2021

The April 14, 2021 meeting of the System Council of Chief Academic Officers was called to order by Co-Chair Erin Shaw at 8:30 a.m. The meeting was initially scheduled to be held in Topeka. Due to the COVID-19 pandemic, it was held through Zoom.

### In Attendance:

Members:	Shirley Lefever, WSU Chuck Taber, K-State Barbara Bichelmeyer, KU Jill Arensdorf, FHSU	Erin Shaw, Highland CC David Cordle, ESU Howard Smith, PSU	Corey Isbell, NCK Tech Sarah Robb, Neosho County CC JuliAnn Mazachek, Washburn
Staff:	Daniel Archer Karla Wiscombe Connie Beene	Amy Robinson Tara Lebar Cindy Farrier	Sam Christy-Dangermond April Henry Judd McCormack
Others:	Ann Brill, KU Adam Borth, Fort Scott CC Bobby Winters, PSU Christine Brodsky, PSU Clay Stoldt, WSU Heather Morgan, KACCT Jason Sharp, Labette CC Jennifer Ball, Washburn Jeremy Patterson, WSU Linnea GlenMaye, WSU Maggie Schoonover, WSU Monette DePew, Pratt CC Shannon Portillo, KU Sharon Kibbe, Highland CC	Aron Potter, Coffeyville CC Andrew Hippisley, KU Carl Hummell, WSU Carter File, Hutchinson CC Jean Redeker, KU Jon Marshall, Allen CC Kim Morse, Washburn Jeremy Fisher, WSU Mickey McCloud, JCCC Michelle Schoon, Cowley CC Mindy Markham, K-State Sandy Valenti, ESU Stanton Gartin, SATC Tiffany Evans, Colby CC	Aleks Sternfeld-Dunn, WSU Brian Niehoff, K-State Cindy Hoss, Hutchinson CC Deanna Carpenter, Allen CC Elaine Simmons, Barton CC Jane Holwerda, Dodge City CC Jody Fiorini, WSU Kim Zant, Cloud County CC Luke Dowell, Seward County CC Mike Zimmerman, NWK Tech Rija Kahn, WSU Shelly Gehrke, ESU Taylor Crawshaw, Independence CC

Co-Chair Erin Shaw welcomed everyone. Roll call was taken for members and presenters.

### Approval of Minutes

Jill Arensdorf moved to approve the minutes of the March 17, 2021 meeting, and Chuck Taber seconded the motion. With no corrections, the motion passed.

### Transfer and Articulation Council (TAAC) Update

Linnea GlenMaye provided an update from the Council. At their April 7 meeting, TAAC approved six new courses to review at the October 8, 2021 KCOG Conference. Linnea stated their selection process is based on a number of criteria, but they focused on courses that have at least twelve institutions offering the course, lower-level introductory program courses, general education courses, and courses recommended from faculty provided at previous KCOG Conferences. The following six courses were chosen based on those criteria:

1. Microbiology & Lab
2. Business Law
3. State & Local Government



4. Cultural Diversity and Ethnicity
5. Prevention & Care of Athletic Injuries
6. Educating Exceptional Students

TAAC also identified thirteen courses for review, which were last reviewed five years ago:

1. Anatomy & Physiology-5 credit hours
2. Anatomy & Physiology-8 credit hours
3. Introduction to Business
4. Introduction to Education
5. Introduction to Women's Studies
6. World Regional Geography
7. Medical Terminology
8. First Aid & CPR
9. College Algebra
10. Contemporary/Essential Mathematics
11. General/Business Calculus
12. Introduction to Psychology
13. Human Lifespan/Developmental Psychology

A list of all new and review courses can be found on the TAAC website

[https://www.kansasregents.org/academic\\_affairs/transfer-articulation/annual-kcog-conference](https://www.kansasregents.org/academic_affairs/transfer-articulation/annual-kcog-conference). An email will go out to Chief Academic Officers requesting they submit preliminary course information for the new courses before the end of the spring semester.

The Core Learning Outcomes approved from new and review courses at the 2020 KCOG Conference have been updated on the TAAC website and in the Transfer Portal. The Core Outcomes Subcommittee is reviewing TAAC policies and procedures, and the Quality Assurance Subcommittee is developing the 2021 Quality Assurance Report.

### **JCCC/KU Edwards Campus Transfer Pilot Update**

Mickey McCloud and Shannon Portillo provided a summary from their report contained in the agenda. The report includes background information on the formation of the pilot and an update on how students are performing after two years. Shannon noted the data shows more students are taking advantage of the pilot process, and the student persistence rate is around 90%. They also see high quality and low transfer shock, and students are maintaining GPA's around 3.24. Mickey discussed their ability to draw back students who have fallen away and were not going to be degree completers in Kansas. The data shows the number of students entering this pipeline has increased, as the design of this program has helped these students get the support they require while honoring their previous associate degree work. Mickey also pointed out the diversity of degrees students are interested in has increased.

Chuck Taber stated the support for students sounds promising and asked for further elaboration on things that can be done to support students in their transfer process. Mickey responded their teams had joined together, so students are jointly advised at the point of transfer, and this has been very beneficial in building faculty and student relationships and conversations. Shannon stated they use an Academic Success Coach Model at the KU Edwards Campus. This allows one advisor to work with students from the point of inquiry to graduation, and the advisor works closely with the JCCC counselors and specific academic programs. She believes the pilot has helped their faculty reach out to other community college faculty and think through how they are scaffolding the curriculum through a complete degree experience for students who move from an associate to a bachelor's degree. Shannon noted they have also been able to plan out each of their degree plans by accepting transfer credits while ensuring majors are focusing on junior and senior skills. Mickey discussed how they continue to keep students in the JCCC pipeline after transferring to KU to continue using JCCC services. This would include tutoring centers and libraries, and JCCC tracks the data, which can be shared with KU.

Barbara Bichelmeyer thanked them for their work and innovation. She asked if they see faculty or students being mobile to meet. Shannon responded it is a combination. Faculty and staff from KU regularly went to JCCC before the pandemic, and during the pandemic, they focused on a digital presence. In addition to this pilot, KU has several "Transfer Communities" where students, faculty, and staff can come together around specific topics. These communities provide an opportunity for JCCC students to start meeting with KU faculty and Success Coaches, so they begin to build relationships before they transfer. Mickey stated JCCC creates student opportunities such as site visits with KU Edwards. They have been working over the last year on finding a space to start a pilot cohort program for the Business degree. Their current pilot saw many students interested in a BBA, so they looked at a new pilot to get the students through their program more expediently. This space could also be used as a teaching space to share with KU Edwards faculty for their work on the JCCC campus.

Daniel Archer stated representation on the Board would like the conditions of this pilot to become a state-wide policy in terms of providing flexibility to transfer in community college hours to university bachelor's degrees. He asked if universities had any interest in making this change or would prefer to continue looking at data for another year or two.

- Chuck Taber stated the pilot looks successful, and K-State is ready to move forward with discussions.
- David Cordle agreed it looked successful, noting ESU may have faculty concerns with expansion, and more conversations may be beneficial.
- Barbara Bichelmeyer stated it would be worth having conversations around implementation and who 2-year and 4-year institutions would partner with. She suggested a phase-in approach before going systemwide, and Mickey and Shannon could create best practices to help ensure success with other partnerships.

The Council agreed to look into the expansion of this program. They will have conversations about making the pilot broader and building intentional partnerships.

### **Credit for Prior Learning (CPL) Report**

Tara Lebar provided a summary of data from the 2020 CPL Report. The full report can be found at [https://www.kansasregents.org/academic\\_affairs/credit\\_for\\_prior\\_learning](https://www.kansasregents.org/academic_affairs/credit_for_prior_learning). Connie Beene also provided information on military articulation data and updates. Credit for Prior Learning (CPL) is the awarding of credit for college-level equivalent knowledge and includes credit awarded by earning pre-determined scores on national standardized exams, military training, industry credentials, portfolios, and other methods. Awarding CPL aligns with the Board's goal to increase higher education attainment. The report shows that Advanced Placement has the largest amount of CPL being awarded at the Universities and in the system at 41%, with military articulations coming in second at 32% overall. Military articulations represented the largest CPL award for Washburn University and the community college sector and institutional exams represented the largest CPL type for technical colleges. Tara noted International Baccalaureate (IB) made the top five this year, which has increased since a new policy was put in place. Charts provided show the highest number of credits awarded by sectors and comparison from 2019 to 2020. The total number of hours awarded at universities in 2020 totaled 51,000, and Washburn data add another 2,000 hours. For community colleges, the total is 16,000 hours awarded. For technical colleges, the total is 2,200 hours, and Tara noted that not all institutions in this category had numbers that could be represented. The system total headcount is 6,203 students, 4,100 at universities, 1,300 at community colleges, and almost 600 at technical colleges. Tara stated if you average the total hours and number of students, it is about 11.7 hours of credit awarded per student. Tara went over the military articulation data from the report. Connie Beene noted there are more articulations that are not in the KBOR system that KBOR institutions are doing. KBOR, through a grant, is in the process of working with these institutions to include any additional articulations in our system by using some of the grant funds to enhance the KBOR Military Portal.

In addition to the current military articulations, Connie Beene discussed military grant funding. Kansas was invited to apply for a Lumina Foundation Grant and was awarded \$200,000. The universities are leading the project and have created teams within their institutions to articulate pathways with multiple exit points and stackable

credentials. These pathways also include community and technical college partners. This grant focuses on having our educational partners look broadly at the skills learned in four military occupational code areas that lack clear paths to civilian credentials and jobs. More than half of minority service members are clustered in these four occupations: food service, supply administration, personnel and administration, and warehousing and equipment handling. The KBOR grant team cross-walked SOC codes to institutional CIP codes within the four MOC's to assist institutions in identifying diverse degree options. The project funds have been extended to the end of 2021, which will allow for continued discussions and time to complete the work. Connie stated Kansas leads the nation in this area and noted the evaluator who was hired to award the grant is focused on learning from Kansas and creating a process to share nationwide. Connie discussed a previous pilot project between the Army and Department of Defense (DoD) to create a tool to input program outcomes and match them with MOC's. This contract ended, and the DoD identified a new contractor developing the "Learner Credit & Analysis Tool." Connie and her team are working to evaluate this tool currently.

Connie stated each university identified the MOC's they wanted to work on. The grant provides funding to the university and their 2-year partners, and universities are allowed to add additional MOC's and partners at any time during the grant project. Connie noted that all the universities could work with the Coast Guard, Army, Air Force, and Navy. This project has opened up conversations between 2-year and 4-year institutions and within the faculty teams at the universities.

Barbara Bichelmeyer asked for examples of "industry-recognized credentials" and "all other types," and those most frequent in these categories. She also wondered if it was possible to break down how much institutions are bringing to KU and KU Edwards separately. Tara responded that all other types refer to anything not reported in the top five CPL categories. Sam Christy-Dangermond responded the KU campuses are reported together by the institution. She also noted that industry-recognized credentials could include certifications and professional licensures, but they will follow up with more specific credential titles.

### **Concurrent Enrollment Partnership (CEP) Data**

Karla Wiscombe introduced Judd McCormack, Associate Director for Reporting in the Data, Research & Planning unit at KBOR. Judd and his team work on the online reporting tool Kansas Higher Education Statistics (KHEStats) <http://stats.kansasregents.org/>. Judd provided an overview of KHEStats and focused on the newer high school reporting tab and high school-level reports. He noted that much of the CEP reporting can now be found online, and he shared his screen to walk through the tab and process for obtaining a variety of data. Judd pointed out that currently, all the reports default to an FTE and not a headcount. An email was sent previously to IR staff at all institutions to inform of the high school tab and this topic was also covered in the spring webinar for IR staff. Race/Ethnicity is a new category and can be utilized when planning for partnerships to focus on gaps.

Judd noted all of the tables have an export option and contain small cell protection. There are also tables specifically for Systemwide Transfer (SWT) courses. The newest update is a student success index which includes four different categories: Unduplicated All, Concurrent Enrollment (CEP), Dual Enrolled, and Excel in CTE. The Concurrent Enrollment (CEP) category includes Kansas high school students who have graduated and have taken a concurrent enrollment course at some point in high school from a Kansas public postsecondary institution. In the Student Success Index for CEP, the courses can be broken down by All Courses, Systemwide Transfer, or No Systemwide Transfer. Judd noted the small cell protection requires the cohort to be more than 30 students.

Judd stated that KHEStats provides export options, instructions, resources, and definitions through links contained within the site. If anyone has any questions, Judd welcomes them to contact him. Karla noted an email was sent out the previous day to Chief Academic Officers, including the KHEStats link and additional information.

### **General Education (GE) Working Group Update**

Daniel Archer summarized the work being done within the General Education (GE) Working Group. There are four key elements driving their work; Association of American Colleges and Universities (AAC&U) identified

knowledge and skill areas, common elements to include in a framework, GE framework in other states, and discussions around student situations and assessment connections between academic skills and disciplines. The working group has an agreement on including the first six knowledge and skill areas below and has an interest in two additional areas, numbers 7 and 8 below:

1. Written Communication
2. Oral Communication
3. Quantitative Literacy
4. Problem Solving & Critical Thinking
5. Artistic Expression, Creativity, & Innovation
6. Intercultural Awareness & Diversity
7. Inquiry & Analysis \*Interest
8. Information Literacy \*Interest

In looking at the GE framework in other states, Daniel noted that 14 out of 15 central states have some form of a discipline-defined GE package required, and Kansas is the only state that does not. Daniel noted it is important to take a deeper dive into what can be learned from this previous work, and they have to be conscious about understanding issues from multiple institutional perspectives. The workgroup has had discussions around different transfer situations, how knowledge and skills are assessed at the institutional level, potential connections between knowledge and skills, and core academic discipline areas common in a GE framework. The workgroup is taking the information from these resources and their discussions to do two things; finalize a GE framework that includes disciplines, credit hours, and knowledge and skill areas and finalize a process for writing outcomes. No questions were presented from the Council.

#### **Next Meeting**

The next meeting is scheduled for May 19, 2021, at 8:30 a.m.

#### **Adjournment**

Jill Arensdorf moved to adjourn the meeting, and Barbara Bichelmeyer seconded the motion. With no further discussion, the motion passed. The meeting adjourned at 9:38 a.m.

# AGENDA

**KANSAS BOARD OF REGENTS  
COUNCIL OF CHIEF ACADEMIC OFFICERS  
VIDEO CONFERENCE AGENDA  
May 19, 2021  
9:00 a.m. – 10:00 a.m.  
or upon adjournment of SCOCAO**

The Council of Chief Academic Officers (COCAO) will meet by video conference. Questions can be emailed to [arobinson@ksbor.org](mailto:arobinson@ksbor.org).

- I. Call to Order** Shirley Lefever, Chair
  - A. Roll Call & Introduction
  - B. Approve Minutes from April 14, 2021
- II. Requests**
  - A. Other Requests
    - 1. Act on Request of Name Change of the Department of Chemistry to the Department of Chemistry and Biochemistry – WSU Shirley Lefever
    - 2. Act on request of Name Change of the Bachelor of Applied Science in Workforce Leadership and Applied Learning to Bachelor of Applied Science in Organizational Leadership and Learning – WSU Shirley Lefever
- III. Council of Faculty Senate Presidents Update** Aleks Sternfeld-Dunn, WSU
- IV. Other Matters**
  - A. Discuss Opportunities (new degree programs, partnerships, strategic initiatives, etc.) that Universities are Considering or Planning to Pursue in the Future COCAO Members
- V. Next COCAO Meeting – June 16, 2021**
- VI. Adjournment**

# MINUTES

**Council of Chief Academic Officers  
MINUTES  
Wednesday, April 14, 2021**

The April 14, 2021 meeting of the Council of Chief Academic Officers was called to order by Chair Shirley Lefever at 9:39 a.m.

**In Attendance:**

Members:	Shirley Lefever, WSU Chuck Taber, K-State Barbara Bichelmeyer, KU	Jill Arensdorf, FHSU David Cordle, ESU Howard Smith, PSU	Robert Klein, KUMC JuliAnn Mazachek, Washburn Daniel Archer, KBOR
Staff:	Sam Christy-Dangermond Karla Wiscombe Connie Beene	Amy Robinson Tara Lebar Judd McCormack	April Henry Cindy Farrier
Others:	Erin Shaw, Highland CC Ann Brill, KU Adam Borth, Fort Scott CC Bobby Winters, PSU Christine Brodsky, PSU Clay Stoldt, WSU Heather Morgan, KACCT Jason Sharp, Labette CC Jennifer Ball, Washburn Jeremy Patterson, WSU Linnea GlenMaye, WSU Maggie Schoonover, WSU Monette DePew, Pratt CC Shannon Portillo, KU Sharon Kibbe, Highland CC	Corey Isbell, NCK Tech Aron Potter, Coffeyville CC Andrew Hippisley, KU Carl Hummell, WSU Carter File, Hutchinson CC Jean Redeker, KU Jerry Pope, KCKCC Jon Marshall, Allen CC Kim Morse, Washburn Jeremy Fisher, WSU Mickey McCloud, JCCC Michelle Schoon, Cowley CC Mindy Markham, K-State Sandy Valenti, ESU Stanton Gartin, SATC	Sarah Robb, Neosho County CC Aleks Sternfeld-Dunn, WSU Brian Niehoff, K-State Cindy Hoss, Hutchinson CC Deanna Carpenter, Allen CC Elaine Simmons, Barton CC Jane Holwerda, Dodge City CC Jody Fiorini, WSU Kim Zant, Cloud County CC Luke Dowell, Seward County CC Mike Zimmerman, NWK Tech Rija Kahn, WSU Shelly Gehrke, ESU Taylor Crawshaw, Independence CC Tiffany Evans, Colby CC

Shirley Lefever welcomed everyone. Roll call was taken for members and presenters.

**Approval of Minutes**

Howard Smith moved to approve the minutes of the March 17, 2021 meeting, and Chuck Taber seconded the motion. With no corrections, the motion passed.

**2<sup>nd</sup> Readings**

- Chuck Taber presented the K-State request for a Bachelor of Science in Environmental Science for approval. Chuck Taber stated he had not received any concerns or questions since the first reading.
- Barbara Bichelmeyer presented the KU request for a Master of Arts in Organizational Communication. Barbara stated she had not received any concerns or questions since the first reading. No questions were presented.

The Council approved both requests unanimously, so both will go to COPS for approval later in the day.

**Other Requests**

- Barbara Bichelmeyer and Ann Brill, Dean of Journalism and Mass Communications, presented the KU requests for a name change of their Bachelor of Science in Journalism to Bachelor of Science in Journalism and Mass Communications, a name change of their Master of Science in Journalism to Master of Science in Journalism and Mass Communications, and a name change of their Doctorate in Journalism and Mass Communication to Doctorate in Journalism and Mass Communications. This alignment is a matter of consistency in their degree names and a better reflection of the research, teaching, and service they provide.

David Cordle moved to approve the KU request for name changes, and Chuck Taber seconded. With no further discussion, the motion passed unanimously through a roll call vote.

- Shirly Lefever and faculty presented three WSU requests. The first is to change the name of their Department of Counseling, Educational Leadership, Educational and School Psychology (CLES) to Intervention Services and Leadership in Education (ISLE). Interim Dean Clay Stoldt summarized this request. The primary reason for this change is due to restructuring within the college and shifted several programs to this department. The second request is for a Minor in Multi-Organizational Leadership, and Master Sgt. Jeromy Fisher provided a summary. Master Sgt. Fisher stated this will allow graduate students who major in nursing or engineering to have a minor that reflects their ROTC curriculum and military training and can be shown on a resume or to a potential employer. The third request is for a Minor in Sustainability in the College of Innovation Design. Dean Jeremy Patterson indicated the request for this minor is based on their previous work with a sustainability initiative. The minor will consist of 15 credit hours and will be managed by a new hire with a background in sustainability.

Barbara Bichelmeyer moved to approve the three WSU requests as presented, and Chuck Taber seconded. With no further discussion or questions, the motion passed unanimously.

- Howard Smith presented the PSU request for a Minor in Sustainability. Howard stated this request is similar to the previous WSU request and comes from their Integrated Studies area. Dr. Bobby Winters, Assistant Dean, College of Arts and Sciences, noted PSU has a Major in Sustainability, which has emphasized their Integrated Studies program for the last several years, and it is one of PSU's most successful programs. Dr. Christine Brodsky, Assistant Professor of Biology, provided a background, noting since 2015, they have seen student interest increase across their campus, and students have requested a minor so they can delve more deeply into sustainability coursework. The minor will consist of 19 hours.

David Cordle moved to approve the PSU request as presented, and Jill Arensdorf seconded. With no further discussion or questions, the motion passed unanimously.

- Chuck Taber presented two K-State requests. The first is a request to change the name of their Professional Pilot program to Bill Gross Professional Pilot program. Chuck discussed Bill's background and their support for the K-State Salina campus. K-State requests this change to recognize Bill for his contributions to their university and specifically to their Professional Pilot program. The second request is to change their Master of Arts in Geography to Master of Science in Geography. K-State recently received approval to change the name of the Department of Geography to the Department of Geography and Geospatial Sciences. The current request does not create a change in curriculum.

Jill Arensdorf moved to approve the K-State requests as presented, and Barbara Bichelmeyer seconded. With no further discussion or questions, the motion passed unanimously.

- These requests will go to Blake Flanders, President and CEO, for final approval.

### **Council of Faculty Senate Presidents Update**

Aleksander Sternfeld-Dunn, WSU Faculty Senate President, provided an update from the Council. Aleks stated the Council would hear an update from Daniel Archer from the General Education (GE) Working Group. The Council had requested a workgroup be formed to look at the temporary, pandemic-related workforce management policy on dismissals which met the previous week. That group revised language, which was proposed to and approved by the Governance Committee earlier in the morning and will go to the Board later in the afternoon for consideration. The Council may also have discussions around Program Review. He noted the reviews include department costs and credit hours generated but may not consider faculty production such as grants and donor money they bring in, relationships they build, and notoriety to their respective campuses. No questions were presented.

### **Discuss Election Day as a Non-Instructional Holiday**

Rija Kahn, WSU Student Body President and Chair of the Student Advisory Committee (SAC), presented for discussion the student initiative to add federal election days as non-instructional holidays, which occur every two years. She provided data points and discussed the SAC rationale behind this request. Rija noted other universities outside of Kansas have already taken steps to designate the federal election date as a university holiday, and they believe this would help students become more engaged voters. SAC is not asking for it to become a university holiday, but instead, they request this be a non-instructional day for students. While they feel this request is a compromise based on institutional concerns, they would like to discuss any additional considerations to help move this initiative forward.

David asked if student leadership at regent universities is unified in this request. The SAC meets monthly, and Rija stated they had discussions and agreed to move this initiative forward. Barbara noted KU has already had movement on this issue. The KU Student Senate recently voted to swap the Thursday of fall break for a federal election day in 2022 and discussed including local elections. The KU Vice Provost of Student Affairs is working with the Student Center to submit a proposal to their University Calendar Committee for consideration. Daniel stated that BAASC has expressed interest in discussing this proposal and asked if any Chief Academic Officers opposed the idea. Though a few indicated more discussions might need to occur to address logistics and calendar issues, the CAO's did not express opposition. Barbara noted this also ties into accreditation standards and university calendar committee work and may need approval through those channels. She also stated there might be associated costs to consider. Barbara suggested they provide implementation data to BAASC. Shirley Lefever suggested the SAC members go back to their respective campuses for the additional information, and Rija could continue working with Daniel to move this initiative forward.

### **Opportunities that Universities are Considering or Planning to Pursue in the Future**

Jill Arensdorf stated FHSU would have an MS in Computer Science Application. They are behind due to the pandemic but will be continuing to move forward. Howard Smith said PSU will have a similar program coming forward shortly as well.

### **Adjournment**

Shirley Lefever reminded the Council members the University Press of Kansas Board of Trustees would meet later in the day. The next COCAO meeting will be on May 19, 2021.

Howard Smith moved to adjourn the meeting, and Chuck Taber seconded the motion. With no further discussion, the meeting adjourned at 10:21 a.m.



# CURRENT FISCAL YEAR MEETING DATES

## Fiscal Year 2021

Meeting Dates

Agenda Material Due to Board Office

August 4-6, 2020

August 19, 2020 at noon

September 9-10, 2020

October 28, 2020 at noon

November 18, 2020

November 24, 2020 at noon

December 16-17, 2020

December 30, 2020 at noon

January 20-21, 2021

January 27, 2021 at noon

February 17-18, 2021

February 24, 2021 at noon

March 17-18, 2021

March 24, 2021 at noon

April 14, 2021

April 28, 2021 at noon

May 19-20, 2021

May 26, 2021 at noon

June 16-17, 2021

# MEETING DATES FOR FY 2022

## Fiscal Year 2022

Meeting Dates

July 27-29, 2021 – Budget Workshop/Retreat

September 15-16, 2021

October 20-21, 2021

November 17-18, 2021

December 15-16, 2021

January 19-20, 2022

February 16-17, 2022

March 16-17, 2022

April 20-21, 2022

May 18-19, 2022

June 15-16, 2022

# COMMITTEES (2020-2021)

**Bill Feuerborn, Chair**  
**Cheryl Harrison-Lee, Vice Chair**

## Standing Committees

Academic Affairs

Shelly Kiblinger – Chair  
 Ann Brandau-Murguia  
 Allen Schmidt  
 Helen Van Etten

Fiscal Affairs and Audit

Jon Rolph – Chair  
 Shane Bangerter  
 Cheryl Harrison-Lee  
 Mark Hutton

Governance

Bill Feuerborn – Chair  
 Cheryl Harrison-Lee  
 Shelly Kiblinger  
 Jon Rolph

Regents Retirement Plan

Shane Bangerter – Chair

## Board Representatives and Liaisons

Education Commission of the States	Ann Brandau-Murguia
Postsecondary Technical Education Authority	Mark Hess Mike Johnson Rita Johnson
Midwest Higher Education Compact (MHEC)	Helen Van Etten Blake Flanders
Washburn University Board of Regents	Helen Van Etten
Transfer and Articulation Advisory Council	Shane Bangerter
Governor’s Education Council	Allen Schmidt Helen Van Etten
Coordinating Council	Shelly Kiblinger Helen Van Etten