

MEMORANDUM

TO: Tisa Mason, President
Samantha Christy-Dangermond, Director of Academic Affairs, KBOR

FROM: Tim Crowley, Associate Provost for Academic Affairs
Jill Arensdorf, Provost/VPAA

DATE: January 28, 2022

RE: Report on Program Review – Reporting Year 2022

I. Program Review Summary Table

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

II. Background and Review Process

The Kansas Board of Regents eight-year cycle of academic program review is derived from Chapter II, Section A, Item 7b of the July, 1995 Regents policy handbook. The current cycle was approved in September 2007, initiated in fall 2007, and amended in fall 2015. Effective fall 2015, FHSU reviews all programs on a 5-year cycle. Each cycle is dedicated to the programs within one of the university's five colleges. The following table details the process specifically followed:

Deadline	Action/Milestone	Responsible Party
October 1	Notification to departments that self-study and accompanying materials are required for KBOR Program Review – Phase I	Associate Provost for Academic Affairs (APAA)

November 13	Program Review Self-Study due to APAA	APAA
November 15	Program Review Committee (PRC) receives the Program Review Self-Study documents.	APAA
December 10	PRC reviews Program Review Self-Study documents. PRC makes program recommendations and determines if programs are subject to Phase II – Intensive Program Review. Submits review findings to APAA.	PRC
January 10	PRC findings and recommendations, with any revisions, are reviewed with the Provost.	APAA and PROV
January 20	APAA completes program recommendations and writes summary report to submit to KBOR. Draft report submitted to Provost and President.	APAA
February 1	Program Review report submitted to KBOR	APAA
Phase I Program Review Complete		
March 1	APAP notifies department if Phase II – Intensive Program Review is deemed necessary	APAA
April 15	PRC meets with department chair for discussion of Intensive Program Review requirements	APAA & PRC
Phase II Intensive Program Review Complete		

III. Program Summary Assessment

	Undergraduate				Masters		
	Majors (25)	Graduates (10)	ACT (>=20)	Faculty FTE (3)	Majors (20)	Graduates (5)	Faculty FTE (3)
Information Networking and Telecommunications	224	61.8	22.4	15			
Business Education	62.2	14	21.5	4			
International Business and Economics	300.8	120.6	20.2	5			
Business Administration					123	47.6	8
Management	1060.8	491	21.9	10			
Accounting	158.6	38.2	21	3			
Finance	162.4	60	21.9	3			
Tourism and Hospitality Management	59.8	20.6	19.7	2			
Management Information Systems	59	13.8	24.3	8			
Marketing	100	29.2	22.4	4			

The **BA and BS in Information Networking and Telecommunications** remains a vibrant program with six concentrations – Computer Networking, Cybersecurity, Digital Media Production and Journalism, Health Informatics, Information Systems, and Web and Mobile Application Development. Two BS concentrations and all BA concentrations are underperforming. We recommend the program develop a focused mission statement and consider these curricular realities in their future planning. Program level assessment is advancing well compared to the last program review in 2016. The department has a cost-effectiveness ratio (revenues/expenses) of 1.28. The ratio of on-campus to online students in the department requires the program to combine sections of different modalities. There may be an opportunity to improve as a department by formalizing this blended style of delivery to improve downstream institutional operations such as faculty load planning, advising, financial aid, and student financials. We recommend this program be continued.

The **BS in Business Education** continues to serve students in three concentrations – Corporate Communication, Talent Development, and Teacher Licensure. We recommend the program monitor the Corporate Communication and Talent Development concentrations which appear to be trending downward. We recommend the program develop a focused mission statement and consider these curricular realities in their future planning. Program level assessment is advancing well compared to the last program review in 2016. The department has a cost-effectiveness ratio (revenues/expenses) of 1.05. There may be an opportunity to improve as a department by formalizing this blended style of delivery to improve downstream institutional

operations such as faculty load planning, advising, financial aid, and student financials. We recommend this program be continued.

The **BBA in International Business and Economics** is designed to equip students with the technical and practical skills required to pursue a career with an international business focus. We recommend the program improve its mission statement to differentiate the program from other programs in the university that have international connections. Program level assessment is advancing well compared to the last program review in 2016. The majority of enrollments in this program are in one modality (international partnerships), but many of the program metrics and analysis are confined to Hays-campus based instruction. There is an opportunity to measure student retention, student engagement, and program demand for the international partnerships where this program is offered. The department has a cost-effectiveness ratio (revenues/expenses) of 1.08. The department does an exemplary job of finding efficiencies with low enrollment sections. We recommend this program be continued.

The **Masters of Business Administration** is a college-wide program that prepares innovative, ethical, problem-solving business leaders who are prepared to meet the challenges of a globally dynamic business environment. Fifteen concentrations are offered in Accounting, Agribusiness, Corporate Communication, Digital Marketing, Finance, Health Care Management, Human Resource Management, Information Assurance, International Business, Leadership Studies, Management Information Systems, Marketing, Sports Management, Operations Management, and Tourism and Hospitality Management. We recommend the program improve its mission statement to clarify how the program level assessment fits into the program mission. Program level assessment is advancing well compared to the last program review in 2016, but is overly complex and there is opportunity for improvement to begin closing the loop to inform conversations about student learning. Program enrollment is declining and needs to be addressed. The program is to be commended for moving to a sequential 8-week block schedule in 2021. Concentrations with low enrollment appear to add little value in light of associated costs in departments that primarily serve undergraduates. The program shares costs among the four departments in the college and student credit hours produced appears to be higher than program operational costs. The program is reflective about managing its low enrollment sections. We recommend the program be continued.

The **BBA in Management** develops practice-ready people with an entrepreneurial mindset who drive performance excellence in their careers. The program offers three concentrations in addition to the primary program – Entrepreneurship, Human Resource Management, and Operations Management. The majority of program enrollments occur through international partnerships. Program level assessment has improved significantly since the last program review in 2016, but there are opportunities for improvement noted on the feedback given to the program. On-campus and online enrollments are declining. There is an opportunity to focus on student retention on-campus and online. There may also be opportunities to develop programming that crosses all three program modalities. It is unclear from the self-study how the program aids students in their search for employment and how demand for Management majors is tracked. The department provides cost-effective instruction with a revenue to

expenses ratio of 1.65 and has provided reasonable explanations for low enrollment sections. We recommend the program be continued.

The **BBA in Accounting** provides basic professional skills and competence for students intending to seek employment in the field of accounting. A concentration in Public Accounting is offered in addition to the primary program. Program level assessment is advancing well compared to the last program review in 2016. Program headcount and retention rates are strong. Degree completion that is lower than university averages may be an opportunity for improvement and further investigation. Improving 6-year graduation rates and addressing diversity data within the program would help move this program to an exemplary rating. The program markets itself well and has an impressive 100% placement rate. The department has a cost-effectiveness ratio (revenues/expenses) of 1.08. The department does an exemplary job of finding efficiencies with low enrollment sections. We recommend the program be continued.

The **BBA in Finance** provides students with the knowledge and skills to enable them to perform successfully in finance-related fields. The program assessment process is in place, but improvements are needed for consistency across all three modalities. The program discussion of China partnership students is commended. The program meets KBOR minima in all categories. It is commendable that the program has grown in international enrollments in recent years. Most of the enrollments in the program are Chinese students. The program is making progress on retention efforts and graduation rates are impressive. The program should consider the enrollment balance between domestic and international students. The program performs exemplary outreach at events and opportunities for students to participate with faculty directly. The 100% placement rate is impressive. The program is the only one in Kansas registered with the Certified Financial Planner Board of Standards. The financial planning team consistently brings positive recognition to the program. The department has a cost-effectiveness ratio (revenues/expenses) of 1.08. The department does an exemplary job of finding efficiencies with low enrollment sections. We recommend the program be continued.

The **BS and BBA in Tourism and Hospitality Management** program prepares a diverse community of students to become global tourism leaders and lifelong learners through innovative curriculum, applied learning experiences, cutting-edge research, and strong industry and community partnerships. The assessment plan is well designed and configured. Closing the loop actions are beginning to be considered by program faculty. The program has done exemplary work removing concentrations that diffused student pathways within the program since the last program review in 2016. KBOR program minima for majors and graduates are healthy. ACT minima are slightly below average and terminally-qualified full-time faculty positions are one below KBOR minimum. There may be an opportunity to improve these metrics as the program has part-time instruction rates (25%) that are among the highest in the Robbins College of Business and Entrepreneurship. The program has built a small Cambodia-based partnership that has potential with the rebound of the global tourism industry. The program has provided a clear analysis of competition and job outlook. The program does excellent marketing and is positioned well as the tourism industry rebounds.

The department has a cost-effectiveness ratio (revenues/expenses) of 1.05. The department does an exemplary job of finding efficiencies with low enrollment sections. We recommend the program be continued.

The **BBA in Management Information Systems** aligns with the Department of Informatics mission to provide instruction, research, and service around the core concept of “the use and movement of information”. There is an urgent opportunity to develop a more specific focused program mission that will improve program assessment, curriculum, enrollment, marketing, and demand. Program level assessment is not provided and the assessment provided appears to be departmental, rather than programmatic. Focus is required in this area as the university prepares for our 2023 Comprehensive Quality Visit by the Higher Learning Commission. The program is meeting KBOR minima in all categories, but enrollment is declining. The program has significant demand, but little discussion of marketing efforts is provided in the self-study. It is also unclear what role the advisory board plays. There is an opportunity for the program to improve student retention and completion. The department has a cost-effectiveness ratio (revenues/expenses) of 1.28. The ratio of on-campus to online students in the department requires the program to combine sections of different modalities. There may be an opportunity to improve as a department by formalizing this blended style of delivery to improve downstream institutional operations such as faculty load planning, advising, financial aid, and student financials. We recommend the program be continued.

The **BBA in Marketing** develops and delivers quality marketing programs and experiential activities to provide students with the necessary skills, knowledge, and tools needed to add value to their marketing careers in the competitive and increasingly complex global business environment. There may be an opportunity for the program to refine and focus its mission statement to hone in on a direct value proposition for the program. A more focused mission statement will help develop more effective curriculum, assessment, enrollment, marketing, and demand. The program is to be commended for their work so far in curriculum revision and assessment. The reduction of concentrations makes a more fluid program for resource planning and student progression. The recruitment of freshman students is improving and the program does a terrific job of retaining and graduating students. Graduates are in high demand and placement rates are strong. The department has a cost-effectiveness ratio (revenues/expenses) of 1.05. The program monitors low enrollment sections to increase efficiency. We recommend the program be continued.

IV. Fiscal Implications

There are no fiscal implications resulting from this program review cycle. Current faculty members assigned to the discontinued MS in Communications will be repurposed for the department’s BA in Communications program.

V. Status of Programs Needing Additional Review AY2018-2021

Program	Year of Report to Board	CIP	Degree Level	Recommendation*	Explanation of Recommendation**
Technology and Leadership	2018	52.0210	A	Additional Review	Majors exceed minima; graduates are a lagging data point
Technology Leadership	2018	14.3501	B	Additional Review	Majors exceed minima; graduates approaching minimum and are within 1.8 students in 2021.
Communication	2020	09.0101	M	Discontinue	The department requests entering phase out status effective June 1, 2022.
History	2020	54.0101	B	Additional Review	Majors exceed minima; graduates within .8 of minima in 2021.