

**KANSAS BOARD OF REGENTS  
COUNCIL OF CHIEF ACADEMIC OFFICERS**

**MEETING AGENDA  
Wednesday, December 17, 2025  
9:00 a.m. – 10:00 a.m.  
or upon adjournment of SCOCAO**

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

- |   |                          |      |
|---|--------------------------|------|
| <b>I. Call to Order</b>   | Name                     |      |
| A. Roll Call & Introductions  | Brent Thomas, ESU        |      |
| B. Approve Minutes from November 19, 2025   |                          |      |
| <br><b>II. Council of Faculty Senate President's Update</b>   | <br>Rochelle Rowley, ESU |      |
| <br><b>III. First Reading</b>   |                          |      |
| A. BS in Financial Forensics and Fraud Investigation  | Jill Arensdorf, FHSU     | p.6  |
| <br><b>IV. Second Readings</b>  |                          |      |
| A. BS in Applied & Interdisciplinary Studies  | Jesse Mendez, KSU        | p.20 |
| B. BS in Pharmaceutical & Biomedical Science  | Barbara Bichelmeyer, KU  | p.43 |
| <br><b>V. Other Matters</b>   |                          |      |
| A. Minor in Statistics  | Brent Thomas, ESU        | p.52 |
| B. TOEFL iBT Scoring Update   | Barbara Bichelmeyer, KU  | p.56 |
| C. Discuss Opportunities (new degree programs, partnerships, strategic initiatives, etc.) that Universities are Considering or Planning to Pursue in the Future | COCAO Members            |      |
| <br><b>VI. Announcements</b>  |                          |      |
| Next COCAO Meeting- January 14, 2026  |                          |      |
| <br><b>VII. Adjournment</b>   |                          |      |

**KANSAS BOARD OF REGENTS**  
**Council of Chief Academic Officers**  
MINUTES  
November 19, 2025

The November 19, 2025, meeting of the Council of Chief Academic Officers was called to order by Chair Brent Thomas at 9:03 a.m. The meeting was held via Zoom conference. *Proper notice was given according to law.*

**MEMBERS PRESENT:**

Jesse Mendez, KSU	Barbara Bichelmeyer, KU	John Fritch, Washburn
Brent Thomas, ESU	Robert Klein, KUMC	Monica Lounsbery, WSU
Jill Arensdorf, FHSU	Susan Bon, PSU	Rusty Monhollon, KBOR ( <i>ex officio</i> )

**APPROVAL OF MINUTES**

Jesse Mendez moved that the minutes of the September 17, 2025, meeting be approved. Following the second of Jill Arensdorf, the motion carried.

Chair Brent Thomas noted a correction to the Agenda. Item 4E should read “BAS in Uncrewed Aircraft Systems (Reduced-Credit Bachelor’s Degree).”

**Council of Faculty Senate President’s Update**

Dr. Rochelle Rowley, Emporia State University’s faculty senate president and Council of Faculty Senate Presidents (CoFSP) Chair, shared that the Council of Faculty Senate Presidents met with a senior recognition manager and recognition specialist from the International Baccalaureate program to learn more about the evaluation that the Council is charged to facilitate. The Council will meet with KBOR Director for Academic Affairs Sam Christy-Dangermond later today to discuss next steps and the overall timeline. They will also discuss the proposed instructional workload, tenure, and post-tenure review policies.

**First Readings**

**BS in Applied & Interdisciplinary Studies – K-State**

Dr. Darrin Smith, Associate Dean of Faculty Research and Administration at Kansas State University, shared that the BS in Applied & Interdisciplinary Studies will align with KSU and KBOR’s goals to improve transferability and expand workforce-relevant degree options. It will integrate workforce development programs into areas such as leadership and communication.

Barbara Bichelmeyer noted that she had sent a letter to KSU expressing concerns about the program. She highlighted that the Kansas City area is serviced by KU and PSU. Demonstration of sufficient student demand is still needed for program duplication.

**BS in Pharmaceutical & Biomedical Science - KU**

David Deitz, Dean of Pharmacy at the University of Kansas, introduced Dr. Mark Farrell, Associate Professor of Medicinal Chemistry. Dr. Farrell shared that the 120-hour degree will prepare students for high-impact roles in pharma, biotech, diagnostics, and healthcare professions. The research-intensive program progresses from rigorous foundational STEM coursework to advanced coursework in medicinal chemistry, pharmacology, drug delivery, and pharmaceutical analysis. Graduates will be prepared to immediately enter R&D positions, quality and regulatory positions, and be highly competitive for graduate studies in science and healthcare professions.

## **Second Readings**

### **BS in Cybersecurity - ESU**

Brent Thomas, Provost at Emporia State University, shared that ESU had received a letter from Provost Jesse Mendez highlighting KSU's concerns related to the proposed program. The letter as well as ESU's response is included in the agenda packet. Concerns included faculty capacity, accreditation, and duplication. Provost Thomas emphasized that ESU believes they are proposing a program that is complimentary to the existing strengths within the system and will help address workforce needs in the state of Kansas. He concurs with the need for cooperation and collaboration across institutions.

Provost Mendez asked how the accreditation process ESU is pursuing differs from KU and WSU. Will Phillips responded that the program is meant to be constantly reviewed for industry currency to fit the ABET accreditation framework. The NCAE designations allow the program to pursue federal grants and programs.

Barbara Bichelmeyer noted a mischaracterization in ESU's response regarding the BS in Cyber Engineering at the University of Kansas. While the degree does not have the CAER and CAE-CD designations, its curriculum is designed to meet those standards. KU has relationships with the National Center for Academic Excellence in Cyber Education and the National Center for Excellence in Cyber Research.

Monica Lounsbery emphasized the concerns raised in KSU's letter regarding duplication, noting WSU's strong relationships with the Department of Defense (now the Department of War) and the ATF moving field offices to WSU. She invited opportunities for collaboration and joint-programming rather than duplication.

Provost Bichelmeyer and Provost Lounsbery noted their intent to abstain from voting, emphasizing their abstention as a point of process rather than opposing the program itself. Provost Thomas suggested moving the program forward with the understanding that Vice President Monhollon will call a meeting to address concerns and strategic alignment. Will Phillips, Assistant Professor of Business Administration at Emporia State University, emphasized the importance of this program to protecting Kansas' critical infrastructure, citing a recent cyber attack which knocked out a water plant in Derby, Kansas. Vice President Monhollon agreed to host a meeting to continue the conversation among the parties related to cybersecurity.

Jill Arensdorf moved to approve the proposal. Following a second from Susan Bon, a roll-call vote was conducted. Jill Arensdorf, Susan Bon, and Brent Thomas voted yes and Jesse Mendez voted no. Barbara Bichelmeyer and Monica Lounsbery abstained.

### **BA in Religious Education & Community Engagement - FHSU**

Barbara Bichelmeyer moved to approve the proposal. Following the second of Susan Bon, the motion carried unanimously.

### **BA & BGS in Intelligence & National Security Studies – KU**

Provost Barbara Bichelmeyer shared that KU began enrolling students in a Minor in Intelligence & National Security Studies in 2020. KU is seeking to expand this program to provide a skilled workforce for intelligence agencies and to build on research capabilities.

Jesse Mendez moved to approve the proposal. Following the second of Jill Arensdorf, the motion carried unanimously.

### BS in Diversified Agriculture – KSU

Provost Mendez introduced Dr. Jonathan Ulmer, Interim Associate Dean for the College of Agriculture at KSU. Dr. Ulmer shared that this program allows for a broader understanding of Agriculture, often requested by potential students. The program will be offered both on campus and via distance. It is an integral part of the Garden City and KSU cooperative agreement, which allows students to complete their degree both at KSU and in cooperation with the Garden City Place-bound students. Provost Mendez noted that there were concerns regarding duplication from Fort Hays State University. KSU is working with FHSU regarding these concerns. Provost Arensdorf noted her support for this proposal.

Susan Bon moved to approve the proposal. Following the second of Barbara Bichelmeyer, the motion carried unanimously.

### BAS in Uncrewed Aircraft Systems (Reduced-Credit Bachelor's Degree) – K-State

Provost Mendez introduced Terri Gaeddert, Associate Dean of Academics, who shared that this program is fully committed to maintaining KBOR's General Education requirements, as well as keeping 45+ credit hours at the 300 level or above.

Vice President Monhollon recommended that this proposal not move on to BAASC until policy is developed.

Jill Arensdorf moved to table this proposal. Following the second of Barbara Bichelmeyer, the motion carried with one no vote from Jesse Mendez.

### **Other Matters**

#### Request to change name of MS in Nursing to MSN in Nursing – KUMC

Dr. Robert Klein, Vice Chancellor of Academic and Student Affairs at the University of Kansas Medical Center, shared that the revised program is focused on pre-licensure education. The name change will reduce confusion with the phased-out master's program.

Monica Lounsbery moved to approve the proposal. Following the second of Jill Arensdorf, the motion carried unanimously.

The Council agreed to vote on the following items from PSU collectively:

- B. Request to change name of Department of Chemistry to Chemistry & Physics
- C. Request to change name of the Department of Mathematics & Physics to Mathematics & Computer Science

Provost Susan Bon shared that these name changes are in response to re-alignment of faculty interest and to address dwindling numbers in Physics.

Jill Arensdorf moved to approve items B and C. Following the second of Barbara Bichelmeyer, the motion carried unanimously.

The council agreed to vote on the following items from WSU collectively:

- D. Request to change name of School of Nursing to Ascension Via Christi – Wichita State University School of Nursing
- E. Request to change name of College of Applied Studies to College of Education
- F. Request to change name of School of Education to School of Teaching & Learning



- G. Request to change name of Department of Intervention Services to Counseling, Educational Leadership, Educational, & School Psychology
- H. Request to merge the departments of Economics and Marketing into the Department of Marketing and Economics

Jesse Mendez moved to approve items D-H. Following the second of Jill Arensdorf, the motion carried unanimously.

#### TOEFL iBT Scoring Update

The Council agreed to table this item for the next meeting.

#### Discuss Opportunities (new degree programs, partnerships, strategic initiatives, etc.) that Universities are Considering or Planning to Pursue in the Future

Provost Jill Arensdorf shared that Fort Hays State University's Faculty Senate body recently approved a BS in Financial Forensics, which is planned to be presented for a first reading in December or January.

#### Adjournment

Brent Thomas adjourned the meeting at 10:42 a.m.

## **Program Approval**

### **Summary**

*Universities may apply for approval of new academic programs following the guidelines in the Kansas Board of Regents Policy Manual. Fort Hays 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.*

### **I. General Information**

#### **A. Institution**

Fort Hays State University

#### **B. Program Identification**

Degree Level: Undergraduate – Bachelor’s  
Program Title: Financial Forensics and Fraud Investigation  
Degree to be Offered: Bachelor of Science in Financial Forensics and Fraud Investigation  
Responsible Department or Unit: W.R. and Yvonne Robbins College of Business and Entrepreneurship,  
Department of Economics, Finance, and Accounting  
CIP Code: 43.0405 Financial Forensics and Fraud Investigation  
Modality: Face-to-face and online  
Proposed Implementation Date: August 1, 2026

Total Number of Semester Credit Hours for the Degree: 120 Credit Hours

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

### **III. Justification**

The Accounting and Criminal Justice Programs at Fort Hays State University (FHSU) propose to develop an interdisciplinary **Bachelor of Science in Financial Forensics and Fraud Investigation**. This innovative program is designed to prepare program graduates successfully to complete the Certified Fraud Examiner (CFE) examination administered by the Association of Certified Fraud Examiners (ACFE) and to meet the increasing demand for professionals equipped to investigate and prevent financial crimes.

Launching a degree in Financial Forensics and Fraud Investigation offers a strategic and timely opportunity to expand FHSU’s academic portfolio in alignment with the evolving needs of the financial, legal, and regulatory sectors. It will provide students with specialized, market-relevant skills that are increasingly sought by employers in both the public and the private sectors.

The demand for financial fraud professionals continues to rise, driven by increased regulatory oversight, the growing complexity of financial systems, and heightened awareness of fraud risks. According to ACFE (n.d.), the need for skilled fraud investigators has grown significantly as organizations strive to strengthen internal controls and protect against financial misconduct. Professionals in financial forensics play a critical role in identifying, investigating, and preventing crimes such as embezzlement, tax evasion, and corporate fraud. These roles often require collaboration with law enforcement, attorneys, regulatory agencies, and internal compliance departments (Ohio University College of Business, 2024). The interdisciplinary nature of the field necessitates expertise in accounting, investigative methods, legal frameworks, and ethical practices. The proposed degree reflects the content of the CFE exam, which will ensure that graduates are well-prepared in core content areas including financial transactions and fraud schemes, law, investigation, and fraud prevention and deterrence (ACFE, n.d.).

Students will complete a curriculum that integrates coursework from accounting, economics, and criminal justice. Courses will include fraud examination, financial statement analysis, digital forensics, criminal law, security administration, criminal investigation, ethics, and related cross-disciplinary courses. This combination of theoretical knowledge and applied skills will provide graduates with a competitive edge in a dynamic and fast-paced field.

FHSU has a well-established tradition of delivering accessible, high-quality academic programs that respond to workforce needs. The proposed degree builds on the university's strength in both the Department of Economics, Finance, and Accounting (within the Robbins College of Business and Entrepreneurship, or RCOBE) and the Criminal Justice Program (within the College of Arts, Humanities, and Social Sciences, or CAHSS). Leveraging existing faculty expertise, facilities, and instructional resources makes the program both feasible and sustainable. Moreover, the program aligns with FHSU's mission by 1) preparing students for professional careers through applied learning; 2) addressing state and national workforce shortages in fraud prevention and financial forensics; and 3) contributing to economic development in Kansas and beyond through a highly skilled talent pipeline (U.S. Bureau of Labor Statistics, n.d.).

Establishing a Bachelor of Science in Financial Forensics and Fraud Investigation program at FHSU is a forward-thinking investment in student success and workforce readiness. The proposed program will equip graduates with the knowledge, skills, and credentials necessary to pursue meaningful careers in accounting firms, government agencies, law enforcement, corporate compliance, and nonprofit organizations. This program reinforces FHSU's commitment to innovation, interdisciplinary collaboration, and educational excellence, and positions the university as a leader in meeting modern-day workforce demands.

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

##### **A. Survey of Student Interest**

Number of surveys administered: ..... 2023 (1,390 to RCOBE and 633 to CAHSS)

Number of completed surveys returned: ..... 179

Percentage of students interested in program:..... 63%

The survey was distributed to the Spring 2025 RCOBE listserv, as the Fall 2025 list was not yet available and the Summer 2025 list was limited to currently enrolled students. As a result, the survey did not reach incoming freshmen or students who declared a major after early 2025. It did, however, include Spring 2025 graduates, which is reflected in the comments.

To gauge broader interest, the survey was also sent to students majoring in Communication Studies, Criminal Justice, Law, Leadership, Philosophy, Political Science, and Sociology, all of which are programs in the College of Arts, Humanities, and Social Sciences.

##### **Question 1: Personal Interest in the Degree**

- Very interested – 29 (20%)
  - Moderately interested – 63 (43%)
  - Neutral – 21 (14%)
  - Slightly interested – 15 (10%)
  - Not at all interested – 19 (13%)
- Average:** 2.54 (on a 1–5 scale), **SD:** 1.27

Students provided thoughtful explanations for their interest levels.

##### **Question 2: Perceived Popularity Among Students**

- Very popular – 19 (14%)
- Moderately popular – 68 (52%)

- Neutral – 31 (23%)
  - Somewhat popular – 12 (9%)
  - Unpopular – 3 (2%)
- Average: 2.34, SD: 0.91**

Despite the less-than-ideal timing and list limitations, the results are promising:

- **63%** of respondents expressed at least moderate interest in the degree
- **66%** believe it will be at least moderately popular

Additionally, three students reached out via email to inquire about program availability, level (graduate vs. undergraduate), and potential minor or certificate options.

Respondents included more than ten pages of comments, with just a few highlighted here:

- I am interested in this degree because it combines subjects that I find intellectually stimulating with practical applications that are highly relevant in today's job market. I believe it will not only enhance my academic foundation but also equip me with the skills and knowledge necessary to pursue a successful and meaningful career in this field. It's a specialty many are interested in, but few schools have programs for.
- I was torn between doing a criminal justice degree and a business degree and if this would have been an option I would have chosen it.
- A degree in Financial Forensics and Fraud Investigation is moderately popular among students because it appeals to a specific group interested in accounting, law, and criminal justice. With increasing concerns about white-collar crime, cybersecurity breaches, and corporate fraud, the demand for professionals in this field is growing. However, compared to broader degrees like Accounting, Finance, or Business Administration, it has a more specialized focus, which may not attract the general student population. Those drawn to investigative work, data analysis, and ethical enforcement will find it especially appealing.
- I believe that this degree program would be distinct from the current Criminal Justice focus areas offered here at FHSU, which would naturally attract students. Additionally, I think people interested in federal agency work would find this beneficial. I know many who want to join the FBI or other federal agencies but don't feel that a CJ degree alone will fully prepare them or help them secure the job offered here at FHSU, which would attract students in and of itself.

Overall, the survey results provide strong support for the proposed program.

## **B. Market Analysis**

A recent report from Hanover Research (2025) identified the top ten fastest-growing occupations that require at least a bachelor's degree. Of those ten, five are directly or indirectly related to fraud and financial forensics, including (numbered according to the top ten order; all projections are based on nationwide data):

2. Data scientist: a professional who solves problems to improve business decisions and outcomes, earning a median wage of \$108,020, and showing a growth rate of 36.0%;
3. Information security analyst: a professional who protects an organization's data and systems from unauthorized access, earning a median wage of \$120,360, and showing a growth rate of 32.7%;
7. Operations research analyst: a professional who solves complex business problems and helps businesses to make better decisions and operate more effectively, earning a median wage of \$83,640, and showing a growth rate of 23.0%;
8. Actuary: a professional who analyzes and manages financial risks, earning a median wage of \$120,000, with a growth rate of 21.9%; and
9. Financial examiner: a professional who examines financial records and operations of financial institutions to identify fraud and potential risks, earning a median wage of \$84,300, with a growth rate

of 20.9%. The Bureau of Labor Statistics projects 21% job growth for financial examiners through 2033, with an average annual salary of \$90,400 (U.S. Bureau of Labor Statistics, n.d.).

A report from the Institute of International Finance and Deloitte (2023) estimates the amount of money laundered each year to range from 2% to 5% of global GDP, equating to nearly \$1.87 trillion Euros annually. The PwC Global Economic Crime and Fraud Survey (2024) reports that 51% of surveyed organizations said they have experienced fraud in the past two years; this is the highest reported percentage in PwC's 20 years of research on the topic. In addition, Kroll's 2023 Fraud and Financial Crime Report indicates that 69% of global executives and risk professionals surveyed expect financial crime risks to increase over the next twelve months.

A comprehensive review of public universities in Kansas, including Washburn University, indicates that no institution currently offers a dedicated undergraduate degree in Financial Forensics and Fraud Investigation. While several universities incorporate related content into existing courses or minors, none provides an interdisciplinary major that integrates both business/accounting and criminal justice at the level we are proposing. The findings are as follows:

- **University of Kansas (KU)** offers a graduate-level accounting course in fraud/forensic accounting but no undergraduate concentration or major in this area.
- **Kansas State University (KSU)** provides a graduate accounting course related to fraud/forensics and has a forensics program; however, the program lacks a business or financial component.
- **Wichita State University (WSU)** offers a criminal justice course in white-collar crime but does not include a financial or accounting focus within a forensics context.
- **Washburn University** offers an undergraduate accounting course in fraud/forensic accounting and a criminal justice course in white-collar crime. It also has a forensics program, but there is no business or financial forensics track.
- **Emporia State University** offers a graduate-level accounting course in fraud/forensic accounting, with no indication of an undergraduate program in this area.
- **Pittsburg State University** offers a Fraud Examination minor, composed of 21 credit hours combining accounting and criminal justice coursework. While this is the closest offering to our proposed program, it remains a minor and not a standalone undergraduate major.

Notably, Pittsburg State acknowledges on its website the professional relevance of such coursework, stating: "Currently the Internal Revenue Service allows persons who have had a total of 15 hours of accounting and nine hours of other business-related classes to apply for 'Special Agent' positions. Justice Studies classes add to the qualifications of persons who are interested in such a career" (PSU, 2024).

This analysis underscores a significant gap in the Kansas higher education landscape. The proposed **Bachelor of Science in Financial Forensics and Fraud Investigation** will be the first of its kind in the state and will fill a critical niche by offering a fully integrated interdisciplinary major that prepares students for careers at the intersection of financial investigation, fraud detection, and criminal justice.

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

Year	Total Headcount Per Year		Total Sem Credit Hrs. Per Year	
	Full-Time	Part-Time	Full-Time	Part-Time
Year 1	5	3	150	45
Year 2	10	6	300	90
Year 3	15	9	450	135

Projected enrollment includes an additional five full-time and three part-time students during years two and three, added to the previous year's enrollment. The program is projected to reach 25 students by year four. Full-time

credit hours, which are based on number of hours per semester/year included in recommended path to degree (Section VII. B), equate to 30 credit hours each for years one, two, and three. Part-time credit hours are based on half the hours per semester of a full-time student (*e.g.*, 15 hours rather than 30 hours per student per year).

## **VI. Employment**

A recent labor market analysis conducted by Gray DI (2025), including data for Kansas, Missouri, and Colorado, confirms strong and growing demand for professionals in the fields of accounting, financial examination, fraud investigation, and auditing, all of which are core competencies targeted by the proposed Bachelor of Science in Financial Forensics and Fraud Investigation.

- Total job postings (May 2025): 451
- Job postings (past 12 months): 6,060
- Year-over-year change: +759 postings (14.3% increase)
- Median salary (March 2025): \$71,500
- Salary growth (since March 2024): +\$4,400 6.7% increase)

The upward trend reflects a growing need for professionals with expertise in detecting, investigating, and preventing financial crimes across both public and private sectors.

Industries with the highest demand for the fields listed above are spread across a wide range of sectors, underscoring the interdisciplinary nature and versatility of the proposed program. A non-exhaustive list of key hiring industries includes:

- Government and Public Administration
- Accounting and Tax Services
- Financial Services
- Healthcare
- Business Consulting
- Education (including Colleges and Universities)
- Manufacturing
- Retail and Wholesale
- Energy and Utilities
- Real Estate
- Investment and Asset Management
- Telecommunications
- Banking and Lending

This wide distribution of potential employers underscores the value of the interdisciplinary training in both accounting and criminal justice that the proposed new degree program would offer.

The demand for graduates with skills in financial forensics and fraud investigation is concentrated in several major urban centers across the tri-state region, listed below in order of the top-ten highest number of job postings:

1. Denver, CO
2. Saint Louis, MO
3. Kansas City, MO
4. Shawnee Mission, KS
5. Englewood, CO
6. Colorado Springs, CO
7. Wichita, KS

8. Topeka, KS
9. Jefferson City, MO
10. Springfield, MO

These cities represent strong job markets with substantial opportunities for both entry-level and mid-career professionals. Many of these locations are readily accessible to FHSU graduates seeking employment within the region. While seven of the top cities fall within the Kansas Board of Regents (KBOR) primary region (Kansas and Missouri), we also recognize the significant number of FHSU graduates who return to Colorado to pursue careers in their home state.

The employment outlook for careers in financial forensics and fraud investigation is both strong and growing. The proposed Bachelor of Science in Financial Forensics and Fraud Investigation at FHSU responds directly to market needs and offers a career-focused academic path that aligns with current and future employer demand in Kansas, Missouri, and Colorado.

## **VII. Admission and Curriculum**

### **A. Admission Criteria**

The Qualified Admission criteria are used, as this program does not have separate admission requirements.

### **B. Curriculum**

Students who earn a Bachelor of Science in Financial Forensics and Fraud Investigation will complete the KBOR approved 34-credit-hour general education requirements and an interdisciplinary program core that provides students with both foundational and upper-division material relevant to accounting, quantitative understanding, and criminal justice. Specifically, students will complete multidisciplinary courses totaling 30-33 credit-hours through required and directed electives in accounting practices, the accounting information system, financial statement analysis, fraud examination, and other topics and 29 credit-hours of courses through required and directed electives in criminal justice processes, crime and criminal behavior, investigation, cybercrime, corporate crime, social problems, and other topics. This will leave 24-27 credit hours of free electives, which majors can use to pursue a minor and/or certificates tailored to their personal, professional, and academic goals.

This proposed program is designed to equip students with entry-level skills in financial forensics and fraud investigation, along with foundational knowledge of financial processes and the criminal justice system. Given the multidisciplinary nature of the field, a comprehensive program covering all potential career paths would be impractical.

To support career-focused customization, the program includes Financial and Criminal Justice Directed Electives, along with a significant number of free electives. This structure allows students to tailor their education toward specific interests such as accounting, finance, economics, management, computer forensics, data analytics, or software development. It also supports preparation for criminal justice-related careers such as fraud investigator, forensic financial analyst, compliance officer, or white-collar crime analyst. Additionally, the program pairs well with certificates, minors, or second degrees to enhance specialized career pathways.

See Appendix A (Financial Forensics and Fraud Investigation Program Requirements) for a list of program requirements.

#### **Year 1: Fall**

#### **SCH = Semester Credit Hours**

<b>Course #</b>	<b>Course Name</b>	<b>SCH</b>
	***English Discipline Area (SGE010)	3

	***Math & Statistics Discipline Area (SGE030; Math Pathways: MATH 250 Elements of Statistics)	3
	***Arts & Humanities Discipline Area (SGE060)	3
	***Institutionally Designated Area 1 (SGE070)	3
	***Social & Behavioral Sciences Discipline Area (SGE050; CRJ 101 Introduction to Criminal Justice recommended)	3
	Total hours	15

### Year 1: Spring

<b>Course #</b>	***English Discipline Area (SGE010)	3
	***Social & Behavioral Sciences Discipline Area (SGE050; ECON 201 or ECON 202 recommended)	3
	***Communication Discipline Area (SGE020)	3
	***Natural & Physical Sciences Discipline Area (SGE040)	4
CRJ 225	*Interview & Interrogation Techniques	2
	Total hours	15

### Year 2: Fall

<b>Course #</b>	<b>Course Name</b>	<b>SCH</b>
	***Arts & Humanities Discipline Area (SGE060)	3
	***Institutionally Designated Area 2 (SGE070)	3
CRJ 200	Criminology	3
CRJ 302	Digital & Cybercrime	3
ACCT 203	Principles of Accounting I	3
	Total hours	15

### Year 2: Spring

<b>Course #</b>	<b>Course Name</b>	<b>SCH</b>
CRJ 305	Corporate Crime & Deviance	3
ACCT 204	Principles of Accounting II	3
GBUS 204	Business Law	3
	Free Elective	3
	Free Elective	3
	Total hours	15

### Year 3: Fall

<b>Course #</b>	<b>Course Name</b>	<b>SCH</b>
CRJ 355	Criminal Investigation	3
CRJ 331	Criminal Law	3
ACCT 310	Fraud Examination	3
	Financial Directed Elective	3
	Free Elective	3
	Total hours	15

### Year 3: Spring

<b>Course #</b>	<b>Course Name</b>	<b>SCH</b>
CRJ 315	Security Administration	3
	Criminal Justice Directed Elective	3
ACCT 315	Financial Statement Analysis	3



	Financial Directed Elective	3
	Financial Directed Elective or Free Elective	3
	Total hours	15

#### Year 4: Fall

Course #	Course Name	SCH
CRJ 395	Crime Analysis	3
ACCT 360	Accounting Information Systems	3
	Free Elective	3
	Free Elective	3
	Free Elective	3
	Total hours	15

#### Year 4: Spring

Course #	Course Name	SCH
	Criminal Justice Directed Elective	3
ACCT 410	**Financial Statement Fraud	3
	Free Elective	3
	Free Elective	3
	Free Elective	3
	Total hours	15

\*Proposed new Criminal Justice course

\*\*Proposed new Accounting course

\*\*\*KBOR systemwide general education requirement

**Total Number of Semester Credit Hours.....120**

#### VIII. Core Faculty

Note: \* Next to Faculty Name Denotes Director of the Program, if applicable

FTE: 1.0 FTE = Full-Time Equivalency Devoted to Program

Faculty Name	Rank	Highest Degree	Tenure Track Y/N	Academic Area of Specialization	FTE to Proposed Program
<b>Accounting Faculty</b>					
Cole Engel, CPA	Professor	PhD	Y	Financial Accounting, Taxation	0.125
Glenn Growe	Assistant Professor	PhD	Y	Accounting, Generalist	0.125
Jessica Heronemus-Claiborn	Lecturer	MBA	N	Financial Accounting, Fraud Examination	0.25
Keting Jiang	Assistant Professor	PhD	Y	Accounting, Generalist	0.125
Kwadwo Ofori-Mensah	Associate Professor	PhD	Y	Managerial Accounting, Audit	0.125
Anh Pham	Assistant Professor	PhD	Y	Accounting, Generalist	0.125
<b>Economics Faculty</b>					
*Dosse Toulaboe	Professor	PhD	Y	International Economics and Finance	0.125
Samuel Schreyer	Professor	PhD	Y	Applied Macroeconomics, Developing Economies, Financial Crises, International Capital Flows, Inflation	0.125

Jesse Jacobs	Assistant Professor	DBA	Y	Economic Principles, Forecasting	0.125
Julie Yu Du	Assistant Professor	PhD	Y	Macro-health Economics, Applied Macroeconomics, Household Finance	0.125
Mohamed Ismyl Al Masud	Instructor	PhD	N	Applied Microeconomics, Labor Economics, Energy and Environmental Economics	0.125
<b>Management Faculty</b>					
Tony Gabel	Professor	JD	Y	Public Finance, Taxation, Business Law	0.125
Christiana Pruden	Instructor	JD	N	Business Law	0.125
<b>Criminal Justice Faculty</b>					
*Tamara Lynn	Professor	PhD	Y	Criminal Justice, Generalist	0.125
April Terry	Professor	PhD	Y	Criminal Justice, Theory	0.125
Ziwei Qi	Associate Professor	PhD	Y	Criminal Justice, Theory, and Ethics	0.125
Morgan Steele	Associate Professor	PhD	Y	Criminal Justice, Policing and Quantitative Methods/Crime Analysis	0.125
Troy Terry	Instructor	MLS	N	Criminal Justice, Generalist	0.125

**Number of graduate assistants assigned to this program – none**

#### **IX. Expenditure and Funding Sources**

<b>A. EXPENDITURES</b>	<b>First FY</b>	<b>Second FY</b>	<b>Third FY</b>
<b>1. Personnel – Reassigned or Existing Positions</b>			
Faculty	\$0	\$0	\$0
Administrators ( <i>other than instruction time</i> )	\$0	\$0	\$0
Graduate Assistants	\$0	\$0	\$0
Support Staff for Administration ( <i>e.g., secretarial</i> )	\$0	\$0	\$0
Fringe Benefits ( <i>total for all groups</i> )	\$0	\$0	\$0
Other Personnel Costs	\$0	\$0	\$0
<b>Total Existing Personnel Costs – Reassigned or Existing</b>	\$0	\$0	\$0
<b>2. Personnel – New Positions</b>			
Faculty	\$0	\$0	\$0
Administrators ( <i>other than instruction time</i> )	\$0	\$0	\$0
Graduate Assistants	\$0	\$0	\$0
Support Staff for Administration ( <i>e.g., secretarial</i> )	\$0	\$0	\$0
Fringe Benefits ( <i>total for all groups</i> )	\$0	\$0	\$0
Other Personnel Costs	\$0	\$0	\$0
<b>Total Existing Personnel Costs – New Positions</b>	\$0	\$0	\$0
<b>3. Start-up Costs - One-Time Expenses</b>			
Library/learning resources	\$0	\$0	\$0
Equipment/Technology	\$0	\$0	\$0
Physical Facilities: Construction or Renovation	\$0	\$0	\$0
Program Marketing	\$7,500	\$5,000	\$5,000
New Course Development	\$5,000	\$0	\$0

<b>Total Start-up Costs</b>	\$12,500	\$5,000	\$5,000
<b>4. Operating Costs – Recurring Expenses</b>			
Supplies/Expenses	\$0	\$0	\$0
Library/learning resources	\$0	\$0	\$0
Equipment/Technology	\$0	\$0	\$0
Travel	\$0	\$0	\$0
Professional Development Funding	\$4,000	\$4,000	\$4,000
<b>Total Operating Costs</b>			
<b>GRAND TOTAL COSTS</b>	<b>\$16,500</b>	<b>\$9,000</b>	<b>\$9,000</b>

<b>B. FUNDING SOURCES</b> (projected as appropriate)	Current	First FY (New)	Second FY (New)	Third FY (New)
Tuition and Student Fees / State Funds	\$3,056	\$40,522	\$82,665	\$126,477
Other Sources	N/A	N/A	N/A	N/A
<b>GRAND TOTAL FUNDING</b>		\$40,522	\$82,665	\$126,477
<b>C. Projected Surplus/Deficit (+/-)</b> (Grand Total Funding <i>minus</i> Grand Total Costs)		<b>\$24,022</b>	<b>\$73,665</b>	<b>\$117,477</b>

## **X. Expenditures and Funding Sources Explanations**

### **A. Expenditures**

#### **1. Personnel – Reassigned or Existing Positions**

All core faculty are currently employed by Fort Hays State University in the Robbins College of Business and Entrepreneurship or the College of Arts, Humanities, and Social Sciences. Faculty in the Robbins College of Business and Entrepreneurship teach the existing courses in the proposed program except for one new course (ACCT 410: Financial Statement Fraud), which will be developed. Faculty in the College of Arts, Humanities, and Social Sciences teach the existing courses in the proposed interdisciplinary program except for the one new course (CRJ 225: Interview and Interrogation Techniques), which will be developed.

Because program courses, except for the two program-specific courses that will be developed, are currently offered as part of existing programs and as part of faculty's teaching responsibilities in their respective units, the proposed new program will not affect faculty teaching loads, except for the potential of increased class size due to enrollment in the new program. Faculty expenses are calculated at a rate of 0.125 except for the faculty who will each one of the newly created courses, whose rate is calculated at 0.25. Teaching schedules for faculty teaching the newly created courses will be adjusted to include changes in course rotation and frequency of offerings for other courses to avoid the need for overload teaching assignments. The university will not incur additional personnel costs related to existing positions for implementation of the new program, as these expenditures are already in place for existing programs. Because it is not anticipated that program courses will reach capacity in the first three years of the program, no additional new faculty lines are required.

#### **2. Personnel – New Positions**

None

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

We request a marketing budget for years one through three to promote the new program, with a preliminary request of \$7,500 for year one and \$5,000 each for years two and three. An exact budget will require an assessment by University Marketing. This funding is requested from the Robbins College of Business and Entrepreneurship; the College of Arts, Humanities, and Social Sciences; and through the Strategic Enrollment

Plan. In addition to marketing funding, we request \$1,000 per credit-hour to develop the two new program-specific courses at a rate of \$3,000 for the three-credit hour accounting class and \$2,000 for the two-credit hour criminal justice course, for a total of \$5,000.

#### **4. Operating Costs – Recurring Expenses**

We request an increase in professional development funding in the amount of \$2,000 per year per department (Economics, Finance, and Accounting, and Criminal Justice). Given the highly specialized nature of the proposed curriculum, it is essential that faculty remain current with emerging research, instructional innovations, and best practices within their disciplines. Increased funding will enable faculty to attend relevant conferences, participate in specialized training, and engage in professional networking opportunities that will enhance both individual expertise and program quality. This investment will be critical to maintaining academic rigor, supporting faculty growth, and ensuring that students receive instruction aligned with the most current trends and standards in the field.

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

Projected tuition and fees are calculated using undergraduate resident/regional tuition (FHSU offers in-state tuition to residents from Kansas and 13 other states) to align with the proposed curriculum map (30 credit-hours in year one, assuming a 2% increase over 2025-2026 tuition; 30 credit-hours in year two, assuming a further 2% increase over year one tuition; and 30 credit-hours in year three, assuming a 2% increase over year two tuition). Tuition/fees are calculated each year based on a projection of five new full-time students and three new part-time students enrolling each year for the first three years.

Current Tuition (2025 – 26)	\$3,055.95 (at 15 credit-hours per semester)
Program Year 1 (2026 – 27)	$\$3,055.95 + 2\% (\$61.12) = \$3,117.07$ per semester
Program Year 2 (2027 – 28)	$\$3,117.07 + 2\% (\$62.34) = \$3,179.41$ per semester
Program Year 3 (2028 – 29)	$\$3,179.41 + 2\% (\$63.59) = \$3,243.00$ per semester

This interdisciplinary program will be supported by the base tuition and fees generated. No other funding sources will be necessary.

#### **C. Projected Surplus/Deficit**

Projected Surplus	
Year 1	\$24,021.91
Year 2	\$73,664.66
Year 3	<u>\$117,477.00</u>
Total	\$215,163.57

#### **XI. References**

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## **Appendix A: Financial Forensics and Fraud Investigation Program Requirements**

General Education Program – 34 hours  
Financial Core – 21-24 hours  
Financial Directed Electives – 6-9 hours  
Criminal Justice Core – 23 hours  
Criminal Justice Directed Electives – 6 hours  
Electives – 24 -27 hours  
**Total – 120 hours**

### **Financial Core (21-24 hours):**

ACCT 203 Principles of Accounting I (3)  
ACCT 204 Principles of Accounting II (3)  
ACCT 310 Fraud Examination (3)  
ACCT 315 Financial Statement Analysis (3)  
ACCT 360 Accounting Information Systems (3)  
\*ACCT 410 Financial Statement Fraud (3)  
GBUS 204 Business Law (3)  
\*\*ECON 201 Microeconomics OR ECON 202 Macroeconomics (3)

**Faculty requests that MATH 250 Statistics be designated as the Math Pathway course for this program. This is already the Math Pathway course for CRJ. Currently, Bachelor of Business Administration Programs use MATH 110 – College Algebra as the Math Pathway.**

### **Financial Directed Electives (6-9 hours):**

ACCT – any course with an Accounting prefix  
ECON – any course with an Economics prefix  
FIN – any course with a Finance prefix  
BCOM 301 Strategic Business Communication (3)  
GBUS 403 Commercial Law (3)  
INF 304 Management Information Systems (3)  
INF 604 Data Analytics (3)  
MGT 301 Management Principles (3)  
MGT 475 Business, Society and Ethics (3)

### **Criminal Justice Core (23 hours):**

CRJ 200 Criminology (3)  
\*CRJ 225 Interview and Interrogation Techniques (2)  
CRJ 302 Digital and Cybercrime (3)  
CRJ 305 Corporate Crime and Deviance (3)  
CRJ 315 Security Administration (3)  
CRJ 331 Criminal Law (3)  
CRJ 355 Criminal Investigation (3)  
CRJ 395 Crime Analysis (3)

**Criminal Justice Directed Electives (6 hours):**

CRJ 335 Criminal Procedure (3)

CRJ 375 Serial Predators (3)

CRJ 377 Crime and Society (3)

CRJ 665 Corporate Crime (3)

SOC 344 Social Deviance (3)

\*Indicates new course

\*\* This course is a required major course and is also part of Core 34: Systemwide General Education. If this course is not taken to fulfil Core 34 requirement, it must be taken in place of elective hours.

## **Program Approval**

### **Summary**

*Universities may apply for approval of new academic programs following the guidelines in the Kansas Board of Regents Policy Manual. Kansas State University has submitted an application for approval and the proposing academic unit has responded to all of the requirements of the program approval process. The University of Kansas has provided a letter of concern (Attachment B) and K-State has responded (Attachment C).*

### **I. General Information**

- A. Institution** Kansas State University – Olathe
- B. Program Identification**
- |                                 |   |
|---------------------------------|---|
| Degree Level:                   | Bachelor  |
| Program Title:                  | Bachelor of Science   |
| Degree to be Offered:           | Applied and Interdisciplinary Studies   |
| Responsible Department or Unit: | K-State Olathe Innovation Campus, School of Applied & Interdisciplinary Studies |
| CIP Code:                       | 30.0000   |
| Modality:                       | Online  |
| Proposed Implementation Date:   | Summer 2026   |

Total Number of Semester Credit Hours for the Degree: 120

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

### **III. Justification**

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

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



relevance in their academic and career progression.

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

#### **IV. Program Demand - Market Analysis**

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

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

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

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

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

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

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

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

bachelor's degrees increased 206.8% over the past ten years to 227 in 2022. As there are some very large programs, the top ten institutions accounted for 45.8% of all bachelor's degree completions in 2022. However, five of the top ten institutions are in Florida and none are in the Midwest.

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

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

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

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

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

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

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

## VI. Employment

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

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

(2019 to 2023) for eleven of the fifteen selected occupations were above the percent change for all occupations in the Kansas City Metropolitan Statistical Area. More specific examples include,

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

## **VII. Admission and Curriculum**

### **A. Admission Criteria**

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

### **B. Curriculum**

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

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

#### **Year 1: Fall**

**SCH = Semester Credit Hours**

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

#### **Year 1: Spring**

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

#### **Year 2: Fall**

<b>Course #</b>	<b>Course Name</b>	<b>SCH</b>
	Transfer Elective	3
	Transfer Elective	3
CORE 06	Arts & Humanities Transfer	3
	Transfer Elective	3

	Transfer Elective	3
	<b>TOTAL Year 2 Fall</b>	<b>15</b>

### Year 2: Spring

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

### Year 3: Fall

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

### Year 3: Spring

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

### Year 4: Fall

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

### Year 4: Spring

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

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

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

**Year 1: Spring**

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

**Year 2: Fall**

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

**Year 2: Spring**

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

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

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

	<b>TOTAL CREDITS</b>	<b>15</b>
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### Year 3: Spring

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

### Year 4: Fall

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

### Year 4: Spring

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

**Total Number of Semester Credit Hours ..... 120**

### VIII. Core Faculty

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

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

FTE: 1.0 FTE = Full-Time Equivalency Devoted to Program

Faculty Name	Rank	Highest Degree	Tenure Track Y/N	Academic Area of Specialization	FTE to Proposed Program
*Darrin Smith	Associate Professor	PhD	Y	Chemistry	.30
Kim Voight	Instructor	MS	N	Counseling	.20

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

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

**IX. Expenditure and Funding Sources** [List amounts in dollars. Provide explanations as necessary.  
Please double-check the math.]

<b>A. EXPENDITURES</b>	First FY	Second FY	Third FY
<b>Personnel – Reassigned or Existing Positions</b>			
Faculty	\$105,877	\$109,053	\$112,325
Administrators ( <i>other than instruction time</i> )			
Graduate Assistants			
Support Staff for Administration ( <i>e.g., secretarial</i> )			
Fringe Benefits ( <i>total for all groups</i> )	\$38,979	\$40,149	\$41,353
Other Personnel Costs			
<b>Total Existing Personnel Costs – Reassigned or Existing</b>	\$144,856	\$149,202	\$153,678
<b>Personnel – New Positions</b>			
Faculty			
Administrators ( <i>other than instruction time</i> )			
Graduate Assistants			
Support Staff for Administration ( <i>e.g., secretarial</i> )			
Fringe Benefits ( <i>total for all groups</i> )			
Other Personnel Costs			
<b>Total Existing Personnel Costs – New Positions</b>			
<b>Start-up Costs - One-Time Expenses</b>			
Library/learning resources			
Equipment/Technology			
Physical Facilities: Construction or Renovation			
Other (Course Development)	\$9,000		
Marketing	\$26,000		
<b>Total Start-up Costs</b>	\$35,000		
<b>Operating Costs – Recurring Expenses</b>			
Supplies/Expenses			
Library/learning resources			
Equipment/Technology			
Travel			
Other (Adjunct Pay & Assessment)	\$18,000	\$18,000	\$18,000
<b>Total Operating Costs</b>	\$18,000	\$18,000	\$18,000

<b>GRAND TOTAL COSTS</b>	\$197,856	\$167,202	\$171,678
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<b>B. FUNDING SOURCES</b> (projected as appropriate)		First FY (New)	Second FY (New)	Third FY (New)
Tuition / State Funds		\$47,250	\$141,750	\$189,000
Student Fees				
Other Sources		\$53,000	\$18,000	\$18,000
<b>GRAND TOTAL FUNDING</b>		\$100,250	\$159,750	\$207,000
<b>C. Projected Surplus/Deficit (+/-)</b> (Grand Total Funding <i>minus</i> Grand Total Costs)		-\$97,606.90	-\$7,452.61	\$35,321.31

## **X. Expenditures and Funding Sources Explanations**

### **A. Expenditures**

#### **Personnel – Reassigned or Existing Positions**

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

#### **Personnel – New Positions**

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

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

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

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

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

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

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

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



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

### C. Projected Surplus/Deficit

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

## XI. References

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## Attachment A

### ADDITIONAL SUPPORT INFORMATION + EXAMPLES

#### Applied & Interdisciplinary Studies (BS)

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

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

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

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

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

#### Kansas State University Core: 34-36 Credit Hours

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

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

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

#### **Program Requirements: 48 Credit Hours**

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

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

**Free Electives: 38 Credit Hours**

**Total: 120 Credit Hours**

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

**Year 1: Fall (Johnson County Community College)**

**SCH = Semester Credit Hours**

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

**Year 1: Spring**

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

**Year 2: Fall**

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

**Year 2: Spring**

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

**Year 2: Summer**

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

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

General Education Coverage: 28 Credit Hours

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

**Year 3: Fall (Kansas State University)**

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

**Year 3: Spring**

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

**Year 4: Fall**

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

**Year 4: Spring**

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

General Education Coverage: 6 Credit Hours

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

**Total Number of Semester Credit Hours ..... 122**

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

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

**Year 1: Fall (Johnson County Community College)**

**SCH = Semester Credit Hours**

Course #	Course Name (KSU equivalent)	SCH
ENGL 121	Composition I (KSU – ENGL 100; <i>CORE 01</i> )	3
HMG1 120	Food Service Sanitation (KSU – HM 205; <i>CORE 07</i> )	1
HMG1 121	Perspectives of Hospitality Management (KSU – HM 120; <i>Hospitality Management Minor, CORE 07</i> )	3
HMG1 123	Professional Cooking I (KSU – HM 341: <i>Hospitality Management Minor</i> )	3
HMG1 271	Seminar in Hospitality Management: Purchasing (KSU: Unrestrictive Elective)	3
MATH 120	Business Mathematics (or higher; <i>CORE 03</i> )	3
Total Credits		16

**Year 1: Spring**

Course #	Course Name	SCH
COMS 121	Public Speaking (KSU – COMM; <i>CORE 02</i> )	3
DIET 151	Nutrition and Meal Planning (KSU – FNDH 132)	3
HMG1 128	Supervisory Management (KSU: Unrestrictive Elective)	3
HMG1 150	Seminar: Food Service Sales and Marketing (KSU: Unrestrictive Elective)	3
HMG1 273	Hospitality Cost Accounting (KSU: Unrestrictive Elective)	3
Total Credits		15

**Year 1: Summer**

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

**Year 2: Fall**

Course #	Course Name	SCH
HMG1 207	Hospitality Human Resource Management (KSU: Unrestrictive Elective)	3
HMG1 221	Design and Facilities Management (KSU: Unrestrictive Elective)	3
HMG1 230	Professional Cooking II (KSU – HM 351: <i>Hospitality Management Minor</i> )	3
HMG1 277	Seminar in Hospitality Management: Menu Design and Planning (KSU: UR Elective)	3
HMG1 279	Beverage Control (KSU: Unrestrictive Elective)	3
Total Credits		15

**Year 2: Spring**

Course #	Course Name	SCH
HMG1 126	Food Management (KSU: Unrestrictive Elective)	3
HMG1 228	Advanced Hospitality Management (KSU: Unrestrictive Elective)	4
HMG1 268	Hospitality Managerial Accounting (KSU: HM Elective)	3
HMG1 275	Seminar in Hospitality Management: Internship (KSU: Unrestrictive Elective)	3

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

#### Year 2: Summer

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

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

General Education Coverage: 28 Credit Hours

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

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

#### Year 3: Fall (Kansas State University)

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

#### Year 3: Spring

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

#### Year 4: Fall

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

#### Year 4: Spring

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



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

**Total Number of Semester Credit Hours ..... 123**

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

## Attachment B



November 17, 2025

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

Dear Vice President Monhollon,

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

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

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

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

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

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

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

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

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

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

#### Concerns with KSU Degree Proposal

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

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

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

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

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

- Program duplication
- Lack of demonstrated demand/need

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

Respectfully,

Barb

Barbara A. Bichelmeyer, Ph.D.  
Chief Academic Officer, Provost and Executive Vice Chancellor for Lawrence  
Professor, School of Education & Human Sciences

Cc: Provost Jesse Perez Mendez, Kansas State University, [jpmendez@ksu.edu](mailto:jpmendez@ksu.edu)

Attachment C



Office of the Provost and  
Executive Vice President

December 5, 2025

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

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

Dear Vice President Monhollon and Provost Bichelmeyer,

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

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

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



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

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

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

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

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

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

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

Sincerely,



Jesse Perez Mendez  
Provost and Executive Vice President

## **Program Approval**

### **Summary**

*Universities may apply for approval of new academic programs following the guidelines in the Kansas Board of Regents Policy Manual. The University of Kansas has submitted an application for approval and the proposing academic unit has responded to all of the requirements of the program approval process.*

#### **I. General Information**

**A. Institution** University of Kansas

#### **B. Program Identification**

Degree Level: Bachelor's

Program Title: Pharmaceutical and Biomedical Science

Degree to be Offered: Bachelor of Science

Responsible Department or Unit: School of Pharmacy

CIP Code: 51.2010

Modality: Face-to-Face

Proposed Implementation Date: Fall 2026

Total Number of Semester Credit Hours for the Degree: 120

#### **II. Clinical Sites: No**

#### **III. Justification**

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

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

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

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

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

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

#### **IV. Program Demand: Market Analysis**

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

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

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

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

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



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

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

Year	Total Headcount Per Year		Total Sem Credit Hrs Per Year	
	Full- Time	Part- Time	Full- Time	Part- Time
Year 1	15	0	480	0
Year 2	25	0	770	0
Year 3	35	0	1055	0

#### **VI. Employment**

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

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

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

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

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

#### **VII. Admission and Curriculum**

##### **A. Admission Criteria**

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

## Curriculum

### Degree Plan for Students who place into Calculus

#### Year 1: Fall

SCH = Semester Credit Hours

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

#### Year 1: Spring

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

#### Year 2: Fall

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

#### Year 2: Spring

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

#### Year 3: Fall

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

#### Year 3: Spring

Course #	Course Name	SCH=14
MDCM/P&TX 650	MedChem & Pharmacology I	4

PHCH 670	Pharmaceutical Analysis	3
PHCH 632	Drug Delivery	3
PHAR 503	Research	3
PHAR 601	Seminars	1

#### Year 4: Fall

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

#### Year 4: Spring

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

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

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

#### Year 1: Fall

**SCH = Semester Credit Hours**

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

#### Year 1: Spring

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

#### Year 2: Fall

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

	KBOR Institutionally Designated Discipline Area	3
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#### Year 2: Spring

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

#### Year 3: Fall

Course #	Course Name	SCH=14
CHEM 335	Organic Chemistry II	3
CHEM 336	Organic Chemistry II Laboratory	2
MDCM 602	Medicinal Biochemistry	3
PHCH 630	Biopharmaceutics & Pharmacokinetics	3
PHAR 503	Research	3

#### Year 3: Spring

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

#### Year 4: Fall

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

#### Year 4: Spring

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

Total Number of Semester Credit Hours ..... {123}

### VIII. Core Faculty

Note: \* Next to Faculty Name Denotes Director of the Program, if applicable

FTE: 1.0 FTE = Full-Time Equivalency Devoted to Program

Faculty Name	Rank	Highest Degree	Tenure Track Y/N	Academic Area of Specialization	FTE to Proposed Program
Mark Farrell*	Associate Professor	PhD	Y	Medicinal Chemistry	0.2
John Stobaugh	Professor	PhD	Y	Pharmaceutical Chemistry	0.1
Jai Subramanian	Associate Professor	PhD	Y	Pharmacology & Toxicology	0.1
Nicholas Britt	Associate Professor	PharmD	Y	Pharmacy Practice	0.1
Luke Erber	Assistant Professor	PhD	Y	Medicinal Chemistry	0.1
Zijun Wang	Assistant Professor	PhD	Y	Pharmacology & Toxicology	0.1
Thomas Tolbert	Associate Professor	PhD	Y	Pharmaceutical Chemistry	0.1
Michael Wang	Professor	PhD	Y	Pharmaceutical Chemistry	0.1
Honglian Shi	Associate Professor	PhD	Y	Pharmacology & Toxicology	0.1
Shyam Sathyamoorthi	Associate Professor	PhD	Y	Medicinal Chemistry	0.1

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

### IX. Expenditure and Funding Sources

A. EXPENDITURES	First FY	Second FY	Third FY
<b>1. Personnel – Reassigned or Existing Positions</b>			
Faculty	\$70,548	\$72,664	\$163,655
Administrators ( <i>other than instruction time</i> )	-	-	-
Graduate Assistants	-	-	-
Support Staff for Administration ( <i>e.g., secretarial</i> )	\$4,345	\$4,475	\$4,609
Fringe Benefits ( <i>total for all groups</i> )	\$21,719	\$22,370	\$48,720
Other Personnel Costs	-	-	-
<b>Total Existing Personnel Costs – Reassigned or</b>	<b>\$96,612</b>	<b>\$99,509</b>	<b>\$216,984</b>
<b>2. Personnel – New Positions</b>			
Faculty	-	-	-
Administrators ( <i>other than instruction time</i> )	-	-	-
Graduate Assistants	\$28,682	\$29,542	\$30,428

Support Staff for Administration ( <i>e.g., secretarial</i> )	-	-	-
Fringe Benefits ( <i>total for all groups</i> )	\$2,007	\$2,067	\$2,130
Other Personnel Costs	-	-	-
<b>Total Existing Personnel Costs – New Positions</b>	<b>\$30,689</b>	<b>\$31,609</b>	<b>\$32,558</b>
<b>3. Start-up Costs - One-Time Expenses</b>			
Library/learning resources	-	-	-
Equipment/Technology	-	-	-
Physical Facilities: Construction or Renovation	-	-	-
Other – marketing/recruiting	\$15,000	\$15,000	\$15,000
<b>Total Start-up Costs</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$15,000</b>
<b>4. Operating Costs – Recurring Expenses</b>			
Supplies/Expenses	\$5,000	\$5,000	\$5,000
Library/learning resources	-	-	-
Equipment/Technology	-	-	-
Travel	\$2,500	\$2,500	\$2,500
Other – marketing/recruiting, faculty professional	\$5,000	\$5,000	\$5,000
<b>Total Operating Costs</b>	<b>\$12,500</b>	<b>\$12,500</b>	<b>\$12,500</b>
<b>GRAND TOTAL COSTS</b>	<b>\$154,801</b>	<b>\$158,618</b>	<b>\$277,042</b>

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

## **X. Expenditures and Funding Sources Explanations**

### **A. Expenditures**

#### **1. Personnel – Reassigned or Existing Positions**

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

## **2. Personnel – New Positions**

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

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

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

## **4. Operating Costs – Recurring Expenses**

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

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

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

## **C. Projected Surplus/Deficit**

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

## **XI. References**

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

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

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

Kansas Board of Regents

APPLICATION FOR APPROVAL OF MINOR  
WHERE NO BOARD-APPROVED DEGREE PROGRAM EXISTS

Emporia State University

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(NAME OF INSTITUTION)

1 Kellogg Circle, Emporia, KS 66801

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(ADDRESS)

620-341-5171

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(TELEPHONE)

TITLE OF MINOR:

Statistics 27.05

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(Title and CIP)

November 11, 2025.  
(Date Submitted)

*R. Brent Thomas*

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(Signature of Vice-President/or Provost)



PROPOSAL FOR MINOR WHERE NO BOARD-APPROVED DEGREE PROGRAM EXISTS

Kansas Board of Regents

Submitted by Brent Thomas (ESU Provost and Vice President for Academic Affairs)

College of Minor School of Science and Mathematics

Department of Minor Mathematics

*Minor: A minor is a program of study, with less depth than a major. It is completed to complement, or as an addition to a major. A minor may not exceed 24 credit hours at the baccalaureate level; 12 credit hours at the master's level; and 18 credit hours at the doctoral level.*

*The addition of a new minor in an area of study where no Board-approved degree program exists requires approval by the Council of Chief Academic Officers and the President and Chief Executive Officer of the Board of Regents. Action is approved when the campus receives written notice from the Board President and Chief Executive Officer.*

I. Describe the Purpose of the Proposed Minor:

Emporia State University is proposing a new Statistics Minor to the Kansas Board of Regents to meet the growing demand for data literacy and analytical skills across multiple disciplines. This minor will provide students with a robust foundation in statistical methods and data analysis, complementing majors such as computer science, business, biology, psychology, and more. Graduates will be well-prepared for careers in data-driven industries, including healthcare, business, technology, and research.

This program aligns with the Kansas Board of Regents' *Building a Future* strategic plan by fostering workforce readiness and addressing industry needs. Additionally, the program will leverage existing courses and faculty, ensuring no increase in operational or student attendance costs. By introducing this minor, ESU aims to enhance students' career competitiveness while supporting the economic and professional development of Kansas and beyond.

II. Provide Curriculum for the Minor (extend course listing as needed):

Course Type	Course Name & Number	Credit Hours
Core Courses (7 hours)	MA 127 Introduction to Data & Statistics	1 hour
	MA 352 Intro to Biostatistics OR MA 380 Probability & Statistics OR an introductory statistics course from another program (subject to approval by the math program)	3 hours
	MA 532 Mathematical Statistics I OR MA 764 Regression Analysis	3 hours
Elective Courses (Select at least 9 hours)	MA 291 Mathematical Modeling	3 hours
	MA 532* Mathematical Statistics I (* If not counted as a required course)	3 hours
	MA 731 Statistics using SAS	3 hours
	MA 732 Categorical Data Analysis	3 hours
	MA 733 Mathematical Statistics II	3 hours
	MA 764* Regression Analysis (* If not counted as a required course)	3 hours
	MA 766 Nonparametric Methods	3 hours
	MA 767 Multivariate Data Analysis	3 hours
	GB 750 Research Design and Analysis	3 hours
	GB 751 Introduction to "R"	1 hour
Practica Courses		
Research Courses		
<b>Total Semester Credit Hours</b>		<b>16 hours</b>

III. Faculty resources:

- A. Number of FTE Faculty who will teach in the new minor: #3
- B. Rank of Faculty (indicate number of faculty for each ranking):

Prof. 0      Assoc. Prof 1    Asst. Prof. 1      Instr. 1      GTAs 0

C.    Preparation of Faculty (indicate number of faculty for each degree level):

Bachelor 0      Masters 1      Doctorate 2

# Test Content and Structure

Select your test date to view the correct format

BEFORE 21 JAN 2026

AFTER 21 JAN 2026

## TOEFL iBT® Test Content

The TOEFL iBT test has four sections: Reading, Listening, Speaking and Writing.

### Test time

The total test takes just under 2 hours to complete, but you should plan for 2.5 hours, allowing 30 minutes for check in.

### Test sections overview

Use the table below to view the breakdown of each TOEFL iBT test section.

Section	Estimated Timing	Questions/Tasks	Description
Reading	35 minutes	20 questions	Read passages and respond to questions.
Listening	36 minutes	28 questions	Answer questions about brief lectures or classroom discussions.
Speaking	16 minutes	4 tasks	Talk about a familiar topic and discuss material you read and heard.
Writing	29 minutes	2 tasks	Read a passage, listen to a

① To receive official scores, you must answer at least one question each in the Reading and Listening sections, and complete at least one Speaking task and one Writing task.

## How to Prepare

Use the resources below to prepare for your TOEFL iBT test:

**TEST PREP MATERIAL**

## Ready to Take the Test?

Visit our Registration Page to book your spot and explore resources to help you prepare confidently.

**BOOK YOUR TOEFL TEST**

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What are you looking for?





# Test Content and Structure

Select your test date to view the correct format

BEFORE 21 JAN 2026

AFTER 21 JAN 2026

Starting January 21, 2026, the TOEFL iBT® test will be updated to better reflect how today's students use English in **modern academic environments**.

Here's what's changing, and why it matters to you:

- **An adaptive test experience:** The updated TOEFL iBT will become adaptive, adjusting to each student's ability level. This creates a more efficient and personalized test experience, one that allows students to showcase their full potential.
- **More relevant language:** The test now features a broader mix of English, not just on traditional topics like Greek mythology, but modern, relatable content that better reflects what students will encounter in today's higher education settings.
- **Updated score scale:** We're introducing an updated score scale (1 - 6 in half-point increments) that more intuitively aligns with the Common European Framework of Reference for Languages (CEFR), which guides many global students' English learning journeys.

## Test Section and Timing Overview

Use the table below to view the breakdown of each TOEFL iBT test section.



Reading	<ul style="list-style-type: none"> <li>• Complete the Words</li> <li>• Read in Daily Life</li> <li>• Read an Academic Passage</li> </ul>	35-48*	About 18 to 27 minutes
Listening	<ul style="list-style-type: none"> <li>• Listen and Choose a Response</li> <li>• Listen to a Conversation</li> <li>• Listen to an Announcement</li> <li>• Listen to an Academic Talk</li> </ul>	35-45*	About 18 to 27 minutes
Writing	<ul style="list-style-type: none"> <li>• Build a Sentence</li> <li>• Write an Email</li> <li>• Write for an Academic Discussion</li> </ul>	12	About 23 minutes
Speaking	<ul style="list-style-type: none"> <li>• Listen and Repeat</li> <li>• Take an Interview</li> </ul>	11	About 8 minutes

\*As the test adapts to you the test time & items may vary.

## How to Prepare Students

Visit our resources hub to prepare students for the TOEFL iBT test.

## Administration and testing options

The TOEFL iBT test is offered two ways:

- **TOEFL iBT test:** on a computer at an authorized test center
- **TOEFL iBT Home Edition:** on a computer at home, monitored by a live human proctor
- **TOEFL iBT Paper Edition:** The TOEFL iBT Paper Edition test will no longer be offered after January 20, 2024, but Paper Edition test scores remain valid and accepted for two years after the test date.

## Scoring

- Starting January 21, 2026, receive four section scores, as well as an overall score, on the 1 – 6 scale.
- The overall score will be the average of all four sections, rounded to the nearest half band **(for example, if the average of a student's section**



receive a comparable overall score on the 0 – 120 scale.

- For more details on scoring visit our [Score Guidance](#) page.

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