

Council of Chief Academic Officers

**Wednesday, October 15, 2014
9:15 a.m. – 10:00 a.m.
or upon adjournment of SCOCOA
Kathy Rupp Conference Room
1000 SW Jackson Street, Suite 520
Kansas Board of Regents
Topeka, Kansas
and reconvene at noon**

A G E N D A

- | | Page |
|--|-------------|
| 1. Approve Minutes of September 17, 2014 [Attachment 1] | 2 |
| 2. New Program Requests | |
| KSU - Request Approval of Master of Science in Personal Financial Planning
 (SECOND READING) [Attachment 2] | 5 |
| 3. Program Requests | |
| a. PSU - Request Approval to Establish the PSU Kansas Center for Career and Technical
 Education [Attachment 3] | 10 |
| b. KU - Request Approval to Change the Name of the Ph.D. in Bioinformatics to the
 Ph.D. in Computational Biology [Attachment 4] | 11 |
| c. FHSU - Statement of Intent for New Doctoral Program – Doctor of Nursing Practice
 [Attachment 5] | 13 |
| 4. Update | |
| How University Certificates Are Counted for <i>Foresight 2020</i> | |
| 5. BAASC Discussion | |
| a. Transfer and Articulation Council/Program | |
| b. Concurrent Enrollment (teacher qualifications, impact data, evaluation) | |
| 6. Other Business | |

AGENDA MATERIALS DUE	MEETING DATES	LUNCH ROTATION
August 27, 2014	September 17, 2014	FHSU
September 24, 2014	October 15, 2014	KSU
October 29, 2014	November 19, 2014	PSU
November 21, 2014	December 17, 2014	ESU
December 19, 2014	January 14, 2015	WSU
January 21, 2015	February 11, 2015	KU
February 18, 2015	March 11, 2015	KUMC
March 25, 2015	April 15, 2015	WASHBURN U
April 22, 2015	May 20, 2015	FHSU
May 27, 2015	June 17, 2015	KSU
*Please Note: New Program Proposals are to be submitted 4 weeks prior to the next COCAO meeting for review and processing purposes.		

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**Wednesday, September 17, 2014
9:00 a.m. – 10:00 a.m.
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Kathy Rupp Conference Room
Kansas Board of Regents
and reconvene at Noon
Kathy Rupp Conference Room**

MINUTES

The Council of Chief Academic Officers met in the Kathy Rupp Conference Room, Kansas Board of Regents, Topeka, Kansas at 9:25 a.m. on Wednesday, September 17, 2014 and reconvened at noon in the Kathy Rupp Conference Room.

Members Present:

Chris Crawford Interim Provost, FHSU
Jeff Vitter, Provost & EVC, KU
April Mason, Provost, KSU
Lynette Olson, Provost, PSU

David Cordle, Provost, ESU
Rick Muma for Tony Vizzini, VPAA, WSU
Randy Pembroke, VPAA, Washburn U

Staff Present:

Gary Alexander, Jean Redeker, Jacqueline Johnson, and Karla Wiscombe

Others Present:

Ruth Dyer, Kansas State University; Joe Varrientos, Pratt Community College; Julie Dainty, Pittsburg State University; David Rintoul, Kansas State University; Michael Jorgensen, Wichita State University; and Bruce Exstrom, Garden City Community College

Approve Minutes of June 18, 2014

David Cordle moved, and Lynette Olson seconded the motion, to approve the June 18, 2014 minutes as submitted. Motion carried unanimously.

New Program Requests

KSU - Request Approval of Master of Science in Personal Financial Planning (FIRST READING)

Kansas State University's request for approval of a Master of Science in Personal Financial Planning was on the agenda for First Reading. If anyone has input or concerns, please send them to April Mason prior to the October 2014 meeting.

KU - Request Approval of a Bachelor of Applied Science in Biotechnology (SECOND READING)

Lynette Olson moved, and April Mason seconded the motion, to recommend approval and expedite the new program approval process by taking the Kansas State University's Bachelor of Applied Science in Biotechnology to the Council of Presidents today. Motion carried unanimously.

PSU - Request Approval of a MS in Polymer Chemistry (SECOND READING)

April Mason moved, and Chris Crawford seconded the motion, to recommend approval and expedite the new program approval process by taking the Pittsburg State University's MS in Polymer Chemistry to the Council of Presidents today. Motion carried unanimously.

Program Requests

- a. ESU - Request Approval to Change the Master of Science Master Teacher to the Master of Science Instructional Specialist
- b. KU - Request Approval to Change the Name of the Department of Psychology and Research in Education to Department of Educational Psychology
- c. KU - Request Approval to Establish a School of Languages, Literatures, and Cultures within the College of Liberal Arts and Sciences
- d. KU - Request Approval to Change the Name of the Center for Bioinformatics to the Center for Computational Biology
- e. WSU - Request Approval to Create the Biomedical Engineering Department
- f. WSU - Request Approval to Change the Name of the BSBE in Bioengineering to the BSBE in Biomedical Engineering
- g. FHSU - Request Approval to Establish a New Department of Computer Science and Information Systems Engineering in the College of Arts and Sciences

Lynette Olson moved, and Chris Crawford seconded the motion, to approve the above listed program requests a-g. Motion carried unanimously.

4. Informational Item

- a. ESU - New Concentration in the Master of Science – Instructional Specialist – Elementary STEM
- b. KU - New Concentration – Indigenous Studies Minor within the in Indigenous Studies Program

The above listed items a – b are informational and no action is required.

Discussion

Tilford Representatives on Diversity

The Tilford Representatives on Diversity was discussed at the System Council of Chief Academic Officers earlier today.

TAAC/Transfer

COCAO discussed transfer as follows:

- How many courses will be reviewed for transfer
- Courses reviewed in September were lower level courses and courses most often transferred between institutions
- Courses will be periodically re-evaluated

Other Business

BAASC's Wednesday monthly agenda topics list was reviewed. COCAO discussed the best way to communicate with the Board Academic Affairs Standing Committee (BAASC). The Council proposed asking to be included in the discussion of the agenda topics.

Topics to Discuss at Noon

- Program Articulation as related to proposed Board Goal 2
- Concurrent Enrollment Faculty Credentials

COCAO recessed at 10:25 a.m.

COCAO reconvened at 12:18 p.m. in the Kathy Rupp Conference Room.

Discussion

Program Articulation

COCAO discussed program articulation as follows:

- What does articulation mean – there is no single definition
- The Proposed Board Goal 2: “The Board, with the assistance of the Transfer and Articulation Council, will identify and approve two or more degree programs that articulate across the system.”
 - The Great Plains Initiative
 - 2+2 Programs
 - Institutional Articulation Agreements
 - Consider Duplication Issues
 - General Education Requirements

Concurrent Enrollment – Faculty Credentials

COCAO discussed the Higher Learning Commission’s requirements for faculty teaching concurrent enrollment courses.

The Council discussed the need to provide access to graduate level courses to assist concurrent enrollment faculty in obtaining the necessary credentials.

David Cordle moved, and Jeff Vitter seconded the motion, to adjourn the meeting. Motion carried.

Meeting adjourned at 12:50 p.m.

Sincerely,
Rick Muma for Toni Vizzini
Provost
Wichita State University

Request Approval of Master of Science in Personal Financial Planning (SECOND READING) – KSU

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 of a Master of Science in Personal Financial Planning. The proposing academic unit has responded to all of the requirements of the program approval process. No universities have programs utilizing this Classification of Instructional Program (CIP) code. A PDF of the full proposal is available at http://kansasregents.org/new_program_approval.

Background

<u>Criteria</u>	<u>Program Summary</u>
1. Program Identification & CIP	Master of Science in Personal Financial Planning, CIP Code 52.0804
2. Academic Unit	College of Human Ecology, School of Family Studies & Human Services
3. Program Description	Currently, Personal Financial Planning is a sub-plan within the Family Studies and Human Services degree. The proposal is for a stand-alone M.S. in Personal Financial Planning to meet the professional demands of solidifying Personal Financial Planning as an independent and growing program, and to provide the opportunity for M.S. thesis completion to prepare for doctoral programs in Personal Financial Planning. Graduates find placement in comprehensive or small financial planning practices, insurance, investments, retirement planning, as well as in banks, trust departments, and Cooperative Extension. There is a real need for financial planners in our society as people strive to manage their money and reach their financial goals, providing tremendous growth projections for the field.
4. Demand/Need for the Program	Due to our aging population and growing demand for financial planners, the U.S. Bureau of Labor Statistics projected 32% job growth for financial planners between 2010 and 2020. The Kansas Department of Labor projected even greater growth, at 43% for the same period. Enrollment in the Family Studies and Human Services M.S. specialization in Personal Financial Planning has exceeded 50 students per year for the past five years. Greater visibility as a stand-alone program will contribute to demand. Additionally, the program has added an M.S. thesis option to attract students who want to prepare for doctoral education in Personal Financial Planning.
5. Comparative/Locational Advantage	The M.S. in Personal Financial Planning will be offered online, by an inter-institutional Great Plains Interactive Distance Education Alliance (GPIDEA) team of faculty from Kansas State University, Iowa State University, University of Missouri, University of Nebraska, North Dakota State University, Oklahoma State University, and South Dakota State University. This GPIDEA program has already been approved. We maintain our accreditation with the Certified Financial Planning Board of Standards and a memorandum of understanding with the Association for Financial Counseling and Planning Education so that

	our students may take the rigorous exams of both associations. No other public institution in Kansas offers a master's degree in this area.
6. Curriculum	<p>The primary academic objectives are to provide students with the opportunity to: Solve real world problems; Apply their creativity in helping others meet challenges; Develop and refine communication skills; Work in multidisciplinary and diverse teams; Obtain an understanding of 21st century technologies; Learn through instruction by faculty committed to both teaching and research; Participate in professional groups and activities; Assume professional leadership positions; Understand and conduct scholarly research in personal financial planning; Be part of a growing program that is devoted to building the finest personal financial planning program in the nation while meeting the growing need for well-trained graduates.</p> <p>Other academic program objectives include: Providing courses that meet the criteria to maintain the program's registered status with the Certified Financial Planning Board of Standards, Inc. Students will be able to comprehensively integrate financial planning content areas into the development of financial plans and targeted financial planning recommendations that meet specific individual and family need sets; Providing opportunities for students to demonstrate the ability to apply verbal, written, and graphic communication and presentation skills to client presentations; Providing students with opportunities to integrate knowledge about family finance, relationships, and management issues in families that are experiencing financial distress through the development of a comprehensive assessment and plan of action based on possible alternatives; Encouraging students to participate in scholarly research; Encouraging student participation in professional publishing activities; Encouraging students to take and pass the national CFP Certification Examination.</p> <p>To meet program objectives, students complete 27 hours of core coursework and then complete either 9 hours of applied practica electives or 9 hours of research electives for a total of 36 hours. The core course work covers the six steps of the financial planning process and the 78 learning objectives set forth by the accrediting body—The Certified Financial Planner of Standards. Students interested in applied financial planning will take nine hours of practica elective. Students interested in pursuing a research-oriented career or a doctoral degree will take nine hours of research electives. Successful completion of the coursework will result in a Master of Science Degree in Personal Financial Planning.</p>
7. Faculty Profile	The Personal Financial Planning unit in the School has six faculty members involved with the M.S. degree program (four holding the CFP® designation): an Instructor, two Assistant Professors, and three Associate Professors.
8. Student Profile	Currently, there are over 50 M.S. students enrolled in the Personal Financial Planning sub-plan within the Family Studies and Human Services degree. About half of the students are women. Their ages range from 23 to 61 years of age. Most are non-Hispanic White, but seven percent are Asian, and eleven percent are African-American. Nearly a quarter of the most recent cohort

	entering the program were changing careers (e.g. leaving military service, lost jobs, or retired). Most of the students hold a full-time job in addition to taking classes part-time.
9. Academic Support	The personal financial planning master's degree development and growth will be supported by six faculty members, all with terminal degrees in the field; four of them are Certified Financial Planners. Additionally, the unit employs a full-time unclassified staff person to provide support services and recruit new students.
10. Facilities & Equipment	No additional space requirements, facilities, renovations will be needed.
11. Program Review, Assessment, Accreditation	In FY 2019, the degree programs in the College of Human Ecology will go through a formal review process by the Kansas Board of Regents. In the last review of the program as contained within the School of Family Studies and Human Services master's degree, there were no issues identified with the Personal Financial Planning unit. An internal review occurs on an annual basis as required by the CFP Board, since we maintain registration with the CFP Board to allow students to take the CFP Exam upon graduation.
12. Costs, Financing	All salaries and OOE have been and will continue to be supported through state allocations and student tuition dollars. The program is self-sustaining without the need for additional funding or reallocation from other units.

CURRICULUM OUTLINE NEW DEGREE PROPOSALS

Kansas Board of Regents

I Identify the new degree: M.S. Personal Financial Planning

II. Provide courses required for each student in the major:

	Course Name & Number	Credit Hours
Core Courses:		
	FSHS 624 Fundamentals of Family Financial Planning	3
	FSHS 702 Financial Theory and Research I	3
	FSHS 756 Financial Counseling	3
	FSHS 760 Family, Employment Benefits and Retirement	3
	FSHS 762 Investment Planning	3
	FSHS 766 Insurance Planning	3
	FSHS 764 Estate Planning	3
	FSHS 772 Personal Income Taxation	3
	FSHS 836 Case Studies	3
Electives:		
	<u>Option A (9 credits)</u>	
Practica:	FSHS 675 Field Study in Family Economics	3
	FSHS 704 Seminar in FSHS	3
	FSHS 835 Professional Practice	3
	OR	
	<u>Option B (9 credits)</u>	
Research:	FSHS 899 MS Research in FSHS	6
	FSHS 802 Financial Theory and Research II	3
	Or	
	FSHS 806 Statistical Methods in FSHS	3
	Or	
	STAT 703 – Introduction to Statistical Methods for the Sciences	3
	 TOTAL	 36

Fiscal Summary for Proposed Academic Program

IMPLEMENTATION YEAR FY 2015

Institution: Kansas State University

Proposed Program: M.S. Personal Financial Planning

Proposed Program and Personnel Financial Planning						
Part I. Anticipated Enrollment	Implementation Year		Year 2		Year 3	
	Full-	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
A. Full-time, Part-time Headcount:		70		75		75
B. Total SCH taken by all students in program		980		1,050		1,040
Part II. Program Cost Projection						
A. In implementation year one, list all identifiable General use costs to the academic unit(s) and how they will be funded. In subsequent years, please include only the additional amount budgeted.						
	Fall, Implementation		Year 2		Year 3	
Costs: Salaries	\$493,000		0		0	
OOE	\$25,000		0		0	
Total	\$518,000		0		0	

All salaries and OOE have been and will continue to be supported through state allocations and student tuition dollars. The program is self-sustaining without the need for additional funding or reallocation from other units.

Request Approval to Establish the Kansas Center for Career and Technical Education – PSU

Summary

Pittsburg State University requests approval to establish the Kansas Center for Career and Technical Education (KCCTE) to be housed in the Department of Technology and Workforce Learning within the College of Technology. The Kansas Board of Regents policy Chapter II: A. 7., states the establishment of centers requiring new state funding must have approval by the Council of Chief Academic Officers, the Council of Presidents, and the Board of Regents.

Background

Pittsburg State University requests approval to create the Kansas Center for Career and Technical Education (KCCTE), which will be housed in the College of Technology. The Board requested \$1 million for the Center as part of its FY 2014 and FY 2015 Unified Budget Request and the Legislature appropriated \$1,011,858 for the Center for this fiscal year.

PSU is creating the Center to enhance career and technical education (CTE) programs across the state. KCCTE will support the Excel in Career and Technical Education initiative that incentivizes pathway alignment with K-12 and postsecondary education. Since FY 2013 the state has continuously invested new funds for career and technical education to encourage high school students to enroll in college-level CTE courses and earn an industry-recognized credential.

The success of the Excel in Career and Technical Education initiative (as of 2014, 112% increase in headcount and 159% increase in industry credentials since the base line year of 2011-2012) has increased demand for new CTE educators as well as continuing education for current educators. In addition, unemployment in Kansas in many cases is not due to a lack of jobs but due to a lack of qualified personnel to fill technical-based positions. A contributing factor to this problem is a lack of qualified CTE teachers available to prepare individuals for qualified jobs.

Identification, recruitment, preparation, and support of new CTE instructors are paramount for developing and maintaining the Kansas workforce and supporting the Excel initiative, all of which are critical to future economic growth. The objectives of the Center include:

1. Develop a center to expand the number of high quality CTE teachers to meet educational needs throughout Kansas (i.e. Kansas Center for Career and Technical Education – KCCTE).
2. Provide state-of-the-art CTE instructional practices throughout the entire state in the most cost effective manner possible, including use of mobile training systems, face-to-face, and online instruction.
3. Create and maintain a web-based CTE idea sharing and innovation site for promoting best practices accessible to all.
4. Develop a replicable model for a national technically specific teacher training center (i.e. NCATT- *National Center for Automotive Teacher Training*).
5. Develop a Kansas workforce for greater future economic development.

Staff Recommendation

Staff recommends approval.



4 August 2014

Sara Rosen, Senior Vice Provost for Academic Affairs
Office of the Provost
University of Kansas
Via email

Dear Sara,

On behalf of the College of Liberal Arts & Sciences and the faculty in the Center for Bioinformatics, I am writing to request approval to change the name of the center and its degree programs.

	Current Name	Proposed New Name	Effective Date
Unit	Center for Bioinformatics	Center for Computational Biology	Immediately upon approval
Ph.D. degree	Bioinformatics	Computational Biology	Degrees conferred beginning Fall 2014
Course acronym	BINF	BINF	No change requested

The director of the Center for Bioinformatics has made a persuasive case for this change based on the following rationale:

- “Computational Biology” more precisely defines the research and teaching mission of the center and its degree program. The field of “Bioinformatics” is new and continues to evolve. The field currently includes (1) computational modeling in molecular biology, and (2) a range of computer applications for biological, medical, behavioral, and health data, such as the analysis of health outcomes and patient billing. Faculty in the center have expertise in the modeling of biological macromolecules and computational molecular systems biology. The name “Computational Biology” more precisely defines the field in which the faculty work.
- “Computational Biology” will better place the center and program on the map within the scientific community. The center’s goal is to build its presence as a hub of national and international activities in computational life sciences and to serve as a focal point for related local and regional research and teaching. This change of name will make it easier for the center to be recognized and advance in standing among the select group of top centers in “Computational Biology.”
- “Computational Biology” will benefit students graduating with this program name on their transcript and diploma because of the precision it brings to describing their field.
- The name “Computational Biology” will, with the precision and recognition that it brings, improve the ability to recruit top graduate students and outstanding faculty. The center appointed its first faculty in FY 20016 and in Fall 2014 will have a total of 6 faculty

members; their total research expenditures have increased from \$69K in FY 2006 to \$658K in FY 2012 (last year for available data). The Ph.D. program began with 14 students in Fall 2009 and has maintained a relatively constant level, with 6 Ph.D.s awarded by Spring 2013 (last year for available data).

- A sampling of aspirational peer units with “computational biology” in their names includes:
 - Department of Computational and Systems Biology, U of Pittsburgh
 - Molecular Biophysics Program, Baylor College of Medicine
 - Center for Computational Molecular Biology, Brown U
 - Tri-Institutional Computational Biology Program, Weill Cornell Medical College, Memorial Sloan-Kettering Cancer Center, and Cornell U
 - Computational and Systems Biology Program, M.I.T.
 - Computational Biology Program, N.Y.U.
 - Quantitative and Computational Biology Program, Princeton U
 - Center for Biophysics and Computational Biology, U of Illinois
 - Genomics and Computational Biology Program, U of Pennsylvania
 - Computational and Systems Biology Program, Washington U-St. Louis

Center director Ilya Vakser requested the change of name to “Computational Biology.” He bases his request on a unanimous vote among faculty in the center. Professor Vakser also collected opinions from stakeholder units at the University of Kansas and received no objections to this change, only feedback supporting this action. The units consulted include the following departments in the College: Molecular Biosciences; Chemistry; Physics and Astronomy; Mathematics; Ecology and Evolutionary Biology; the School of Pharmacy, with its departments of Pharmaceutical Chemistry, Medicinal Chemistry, and Pharmacology; the School of Engineering, with its departments of Electrical Engineering and Computer Science, Chemical and Petroleum Engineering, and its Bioengineering program; and KU Medical Center’s Biostatistics program.

I strongly endorse the new name “Computational Biology” and seek your approval to authorize this change.

Sincerely,



Danny J. Anderson
Dean

Statement of Intent for New Doctoral Program
Doctor of Nursing Practice - Department of Nursing, Fort Hays State University

Objective

Fort Hays State University proposes to develop a doctoral program that would convert its existing Master of Science in Nursing - Family Nurse Practitioner program to the Doctorate of Nursing Practice (DNP). This program is designed to serve as a professional doctorate that will better prepare Advanced Practice Registered Nurses for roles in an increasingly complex healthcare environment and to meet the emerging advanced practice professional workforce needs throughout the State of Kansas, the region, and the nation.

Background & Rationale

The DNP program at FHSU is being proposed as a response to 1) the national advancing recommendations, such as the Institute of Medicine (2010) appeal that by 2020 the profession of nursing double current doctoral graduates in order to build a primary care workforce capable of meeting healthcare demands in rural areas; 2) the growing demand of applications in the FHSU Master of Science in Nursing (MSN) program and increasing interest in DNP education; 3) changes in healthcare as a response to the Affordable Care Act; 4) the American Association of Colleges of Nursing's (AACN) recommendation that all entry-level nurse practitioner educational programs be transitioned from the MSN degree to the DNP degree by the year 2015 (AACN, 2014); and 5) the Kansas collegiate responses to the AACN's recommendation that by 2015 all MSN advance practice programs transition to doctoral prepared programs.

Rural Healthcare Needs

Rural nurse practitioners practice in unique settings, often serving patients in the clinic, emergency room, hospital, and long-term care facilities. At times, they may be the only healthcare provider in a rural community or county. Recently, the Kansas Department of Health and Environment (2014) stated that 44 counties west of highway 281 qualified as a Healthcare Professional Shortage Area with either a whole county designation or a low income population designation. As the only four year institution in western Kansas, it is imperative that students can attain the most current level of training aligned with national standards and professional expectations, and communities are provided access to healthcare services provided by healthcare professionals with the most advanced training and credentials available.

Kansas Advanced Practice Collaborative

FHSU has participated in the Kansas Advanced Practice Collaborative (KAPC), a statewide collaborative to deliver advanced practice nurse education, since 1995. The current partnership between the University of Kansas, Pittsburg State University and Fort Hays State University allows faculty from each university to share expertise and deliver coordinated content to students throughout the State. To date, FHSU remains the sole advanced practice nursing program without a DNP among public institutions in Kansas. As a KAPC member, FHSU desires to maintain consortium courses and stay equivalent with peers in the Collaborative. Student learning outcomes have been superb and have played a significant role in meeting the healthcare needs of Kansans. FHSU will continue to participate in this collaboration with a DNP program.

The Fort Hays State University Department of Nursing

Fort Hays State University has over 800 undergraduate and graduate nursing majors. Enrollment in the MSN program has increased 48% in over the past five years to a current total of 120 graduate students served through the FHSU Virtual College. The department consists of 20.5 FTE faculty, serving traditional on-campus BSN, RN-BSN, and MSN students. The program also utilizes adjunct faculty as necessary. The FHSU graduate program is served by one PhD, one MD, three DNP, and three MSN-FNP faculty members. One MSN-FNP faculty is pursuing a DNP, and one MSN faculty is pursuing a PhD. In addition, a doctoral

line is currently vacant. Graduate faculty are expected to participate in scholarly activities that include research, writing, and publication appropriate to Nursing.

Needs Assessment and Cost of Implementation

It is essential that FHSU meet the needs of its service area and the state of Kansas. Changes in healthcare due to the Affordable Care Act require advanced practice nurses to provide quality cost effective healthcare as vital extensions of the rural physician workforce. Advanced practice nurses with a DNP degree will be an essential part of future healthcare in rural Kansas. Initial canvassing indicates support for such a program from current students, potential students, as well as healthcare providers. In addition, this transition is essential for FHSU to remain in the Kansas Advanced Practice Collaborative. The superb level of content and peer evaluation available to students is a result of the collaborative efforts of graduate faculty at each school. It is vital that students from FHSU are educated to meet the demands of rural Kansas. The primary cost of implementation for this program will be creating two new doctoral faculty lines. Over time, two additional DNP or PhD faculty members will be required to meet program demand, as well as additional adjunct demands and professional advising needs. Offering a doctoral program will also require some additional costs related to library resources. Estimated expense increase will be approximately \$250,000 per year. A differential tuition strategy will help offset expenses by generating program-specific revenue per credit hour.

Fort Hays State University Research Infrastructure and Capacity

The Doctor of Nursing Practice is designed to create nursing leaders in interdisciplinary health care teams by providing students with the tools and skills necessary to translate evidence gained through nursing research into practice, improve systems of care, and measure outcomes of patient groups, populations and communities. Research requirements for this degree are envisioned to be applied and interdisciplinary. Fort Hays State University has a long history of supporting a wide range of scholarly pursuits and recognizes: (1) scholarship of discovery, (2) scholarship of pedagogy, (3) scholarship of engagement, (4) scholarship of integration, and (5) the scholarship of application. Fort Hays State University currently has infrastructure in place to support graduate education in the form of the following units:

1. The Graduate School – enrollment management, record-keeping, clearing degrees, assistantships, and maintenance of high academic standards
2. Office of Scholarship and Sponsored Projects – internal grant programs, Institutional Review Board (IRB), Institutional Animal Use and Care Committee (IACUC), external grant facilitation, responsible conduct of research
3. Forsyth Library – large scale collections, significant digital collections, connections to significant library networks and museums
4. Virtual College – enrollment management, distance education support
5. Center for Teaching Excellence & Learning Technology – instructional design, technology support

Fort Hays State's Distinct Opportunity to Serve

Fort Hays State University serves largely rural communities in central and western Kansas. Family Nurse Practitioner graduates are often employed in rural counties where healthcare providers are sparse. A Doctor of Nursing Practice program in western Kansas is essential to serve the region by providing our students the training and credentials to compete for leadership positions assuring access to enhanced primary health care in our rural, often underserved, communities. According to the Bureau of Labor Statistics, 270 nurse practitioners are presently employed in the non-metropolitan area of Kansas compared to a total of 1,350 nurse practitioners in metropolitan areas of Kansas (Kansas City, Wichita, Topeka, and Lawrence). The mean ratio of nurse practitioners per 1000 people in non-metropolitan Kansas is .70 compared to a mean ratio of 1.00 per 1000 in the metropolitan areas of Kansas. These data indicate a workforce growth need in the non-metropolitan area of Kansas for this occupation. The annual mean wage for non-metropolitan Kansas nurse practitioners is \$87,560, which is comparable to annual mean wages in metropolitan Kansas. Fort Hays State University is positioned well to address this rural workforce development need with high-paying jobs that will assist in the growth of the Kansas economy.