Council of Presidents Agenda
Wednesday, December 17, 2025 10:30 am
Kansas Board of Regents' Office, Topeka

I.   Approve minutes of the November 19, 2025 meeting

II.   Report from Council of Chief Academic Officers: Brent Thomas., Ph.D.

    a. Act on Request to Approve BS in Cybersecurity – ESU (this was reviewed by COCAO Nov. 19 and was approved by 3 of the 6 state universities, with one "no" vote and two abstentions)
    b. Act on Request to Approve BS in Applied & Interdisciplinary Studies – K-State (if approved unanimously by COCAO)
    c. Act on Request to Approve BS in Pharmaceutical & Biomedical Science – KU (if approved unanimously by COCAO)

III.   Report from Council of Student Affairs Officers: Taylor (TK) Kriley, Ed.D.

IV.   Report from Council of Government Relations Officers: Greg Schneider, Ph.D.

V.   Report from Council for Research and Economic Development (CRED): Greg Schneider, Ph.D.

VI.   Report from Council of Chief Business Officers: Angela Wolgram

VII.   Other matters

    a. Feedback for Tenure Policies Revision: Blake Flanders, Ph.D.

Council of Presidents
November 19, 2025
Minutes

At 1:00 p.m. President Ken Hush called the Council of Presidents meeting to order virtually.

MEMBERS PRESENT: Ken Hush, Emporia State University   Tisa Mason, Fort Hays State University
Thomas Newsom, Pittsburg State University   Rick Muma, Wichita State University
Doug Girod, University of Kansas   Rich Linton, Kansas State University

Approval of Minutes
President Linton moved that the minutes of the September 17, 2025, meeting be approved. Following the second of President Rick Muma, the motion carried.

Report from System Council of Chief Academic Officers
Brent Thomas, Ph.D., Provost and Vice President for Academic Affairs of Academic Affairs
- Tenure policy revisions will be presented for a first reading in December, with Board action scheduled for January.
- BS in Cybersecurity – approved by COCAO; will move forward at the next BAASC meeting for consideration. The votes were 3 "yes" (ESU, PSU, FHSU); 1 voting "no" (K-State); and 2 Abstentions (KU + WSU).
- BAS in Unmanned Aircraft Systems (Reduced-Credit Bachelor's Degree), K-State. Motion to Table this proposal was approved. The votes were 5 voting in support of tabling the proposal until such time that the KBOR approves policy on reduced credit baccalaureate degrees and 1 voting against the motion (K-State).
- They heard a few first reads for new degree programs and several second reads, which were approved and now require a vote by the Council of Presidents.
    - BA in Religious Education & Community Engagement. President Linton moved that the program be approved. Following a second by President Muma, the motion carried.
    - BA & BGS in Intelligence & National Security Studies. President Mason moved that the program be approved. Following a second by President Hush, the motion carried.
    - BS in Diversified Agriculture. President Hush moved that the program be approved. Following a second by Chancelor Girod, the motion carried.
- The following name change requests were heard and approved unanimously.
    - Request from KUMC to change the names of the MS in Nursing to MSN in Nursing.
    - Requests from PSU to change name of Department of Chemistry to Chemistry & Physics and Department of Mathematics & Physics to Mathematics & Computer Science.
    - Requests from WSU to change the name of School of Nursing to Ascension Via Christi – Wichita State School of nursing, change the name of College of Applied Studies to College of Education, change the name of School of Education to School of Teaching & Learning, change the name of Department of Intervention Services to Counseling, Educational Leadership, Educational, & School Psychology, and request to merge the departments of Economics and Marketing not the Department of Marketing and Economics.

REPORT FROM COUNCIL OF STUDENT AFFAIRS OFFICERS:
TK Kriley, Ed.D., Executive Vice President for Enrollment Management and Student Success
- Recruitment and retention initiatives continue to be positive as we approach the spring semester. Across the universities, leaders consistently report the outstanding experiences our students are having on campuses. Together, we affirm: our students are exceptional.

- Student Advisory Council meeting in December will focus on training students for Higher Education Day scheduled for February 4. Priorities continue to focus on financial aid and options for students, student success, and working together on shared legislative priorities.
- Students from four of our six universities are participating in this year's training at Kansas Leadership Center (KLC). The Leadership for Free Expression program continues to provide students with meaningful opportunities to learn, practice, and reflect. We are sharing feedback on the pricing model and participation levels with KLC to inform future planning.
- Students from the KBOR student focus group participated in a virtual focus group last week to provide feedback on some of the initiatives that the system has implemented such as general education and student success.
- Our teams have been diligently preparing for the upcoming room and board rate recommendations, working to balance rising housing and dining costs with our commitment to delivering an exceptional student experience.

REPORT FROM COUNCIL OF GOVERNMENT RELATIONS OFFICERS & RESEARCH AND ECONOMIC DEVELOPMENT (CRED:
Greg Schneider, Ph.D., Assistant Vice President of Academic Affairs and Government Relations
- Two signals from legislative committees (Joint Committee on the State Budget and Committee on Government Efficiency) More concrete discussion will take place next month.
    - They have both raised concerns regarding university fee structures and associated expenditures, and will be conducting a thorough review of these fees.
    - The Joint Committee on State Budget raised numerous questions regarding the recent request from the Kansas Board of Regents (KBOR), including inquiries about literacy initiatives, continuing education programs, and a $15 million allocation for energy projects at research universities. This matter warrants continued observation.

REPORT FOR RESEARCH AND ECONOMIC DEVELOPMENT (CRED:
Cory Falldine, Executive Vice President of Operations and Economic Development
    There was no report from CRED.

REPORT FROM COUNCIL OF CHIEF BUSINESS OFFICERS:
Angela Wolgram, Executive Vice President for Finance and Chief Financial Officer
- Elaine communicated Kansas Development Finance Authority's recommendation to enhance the KBOR reserve policy. Draft revisions to the policy will be distributed for feedback, with a focus on ensuring cash flow stability, maintaining strong credit ratings, and preparing for possible federal funding delays.
- Senate is reviewing the 2024 expenditures. Please ensure readiness to address any questions or requests for clarification.
- COBO provided suggestions regarding topics for Governance Committee presentations. The objective is to promote consistency among universities in delivering annual security updates.

ADJOURNMENT
The meeting was adjourned at 1:17 pm by Chancelor Girod, seconded by President Muma.

II. Report from Council of Chief Academic Officers: Brent Thomas., Ph.D.

      a. Act on Request to Approve BS in Cybersecurity – ESU (this was reviewed by COCAO Nov. 19 and was approved by 3 of the 6 state universities, with one "no" vote and two abstentions)

Summary

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

I.   **General Information**
A.   **Institution**   Emporia State University
B.   **Program Identification**

Degree Level:	Bachelors
Program Title:	Cybersecurity
Degree to be Offered:	Bachelor of Science in Cybersecurity
Responsible Department or Unit:	School of Business & Technology
CIP Code:	11.1003
Modality:	Face-to-Face, Online, Hybrid
Proposed Implementation Date:	Fall 2026

Total Number of Semester Credit Hours for the Degree: 120

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

III.   **Justification**
Protecting our digital infrastructure remains a top priority from regional to international levels. The State of Kansas suffered multiple notable breaches in 2024 and 2025 including the Connex Credit Union Data Breach, Atchison County Cyberattack, Sunflower Medical Group's Data Breach, the Kansas Judicial Branch Cyberattack, City of Wichita Cyberattack, Franklin County Ransomware attack, the Kansas State University Network disruption and the Jackson County Ransomware attack, among others. These attacks incur heavy global costs, as much as $1.2 trillion annually by the end of 2025 ("The True Cost of Cybercrime," 2025).

Kansas universities are filling the training gap by offering new programs typically housed in existing course offerings and engineering departments. Emporia State University developed this cybersecurity program from the ground up through consultation with industry experts to prepare our graduates to be ready for the workforce. The program steering committee includes cybersecurity experts from higher education, the US Military, DOD, CISA, HUD, NSA, Janus, Red Siege, Infosec, Enterprise KC, Akylade, and the State of Kansas. Courses are mapped to support certifications from CompTIA, LPIC, AWS, Cisco, and more. A student graduating from ESU's cybersecurity program will be well-prepared to take multiple professional certification exams, essential for landing a high-paying job in cybersecurity, information technology, or information systems. ESU's cybersecurity program utilizes intensive laboratory hours to provide hands-on experience with cyber-defense, software, hardware, and internship opportunities.

ESU's School of Business & Technology (SB&T) is uniquely invested and established in Cybersecurity. Funded by the National Institute of Standards and Technology (NIST), the SB&T Cybersecurity Research and Outreach Center (CyROC) was established in 2023 at Emporia State University. Since then, CyROC has laid the groundwork to support awareness of Cybersecurity and the Cybersecurity offerings at ESU. CyROC established a unique laboratory to provide students with experience with physical security protocols as well as space for continued professional training. CyROC established its presence in the community and supported research presented in conferences such as the Association for Information Systems' Americas Conference on Information Systems (AMCIS) and published research in major journals.

In addition, ESU's computer science department already established a concentration in cybersecurity and has two complementary graduate concentrations: an MBA (both traditional and an Accelerated Online Program) with a cybersecurity management concentration and an MSIT with a cybersecurity concentration. With the NIST grant, state support, and existing infrastructure, the cybersecurity degree at ESU has a unique footing to provide a well-grounded, experienced student to the Kansas workforce.

IV. Program Demand Market Analysis

In establishing demand for the program, ESU considered direct interest and investigated general market conditions. In a direct audit of potential demand, roughly 74% of ESU's Computer Science students indicated interest in a Cybersecurity pathway (37 of 50 students). Generally, from state to international levels, the demand for Cybersecurity positions is projected to far outpace supply.

As of 2024, there were ~5000 open cybersecurity positions in Kansas with demand spanning across multiple sectors, including health, aerospace, finance, and government with a projected growth of 32% from 2022 to 2032 (*Cybersecurity Supply And Demand Heat Map*, n.d.). Nationally, there are 715,000 current openings. Approximately 100,000 of those national jobs require security clearances (*Security Clearance Jobs - ClearanceJobs*, n.d.), which this program supports through alignment (and eventual certification from National Centers of Academic Excellence, or NCAE, and the Accreditation Board for Engineering and Technology, or ABET) to NSA/DHS CAE standards (*National Security Agency*, n.d.).

Kansas university cybersecurity enrollment has grown to about 350 students, not enough to fill the 5000+ (and growing) Kansas cybersecurity job openings. Of the three KBOR institutions with cybersecurity programs, Wichita State University (WSU) serves about 162 students, Kansas State (KSU) about 36, and The University of Kansas (KU) about 96 students in two degree paths. WSU began as an applied computing program; the cybersecurity concentration soon became the program most preferred by students, so WSU reconfigured the program to all cybersecurity. KSU's cybersecurity program is an extension of their engineering program with requisite requirements. Finally, KU has a BAS and BS built on their existing computer science offerings. These are robust offerings with computer science and engineering foundations. ESU fills a niche by providing an industry guided, industry certification focused degree specifically developed with the practical needs of cybersecurity as the program's foundation.

University	Degree	Department	Fall 2024 Enrollment	Program Start
University of Kansas (KU)	BS, Cybersecurity Engineering	Engineering	56*	2023
	BAS, Applied Cybersecurity	Professional Studies	40*	2022
Kansas State University (KSU)	BS, Cybersecurity	Engineering	36**	2022
Wichita State University (WSU)	BS, Cybersecurity	Engineering	162**	2018

Fort Hays State University	BA/BS in Information Networking and Communication (Cybersecurity Concentration)	Informatics		
Washburn	Certificate Programs		NA	2018

*Source - KU Web site   **Correspondence with KBOR*

Of private universities, Friends University (enrollment, 32 students) & Rasmussen University offer a BS in Cybersecurity. National American University offers a BS in Information Technology with an emphasis in Cybersecurity Forensics.

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

Projected enrollment is based on interest in existing ESU computer science and IT programs by our students as well as analysis of historical growth of other Kansas programs. The state support we have from Kansas coupled with the successful implementation of CyROC and university infrastructure lends the ability to generously recruit and retain students at the regional, state, and international levels. ESU's outreach includes preliminary agreements and articulations focused on community college, technical programs, and continuing education. We expect these agreements to support robust enrollment numbers and graduates within the first two years of offering the program.

Year	Total Headcount Per Year		Total Sem Credit Hrs Per Year	
	Full- Time	Part- Time	Full- Time	Part- Time
Implementation	30	6	900	90
Year 2	65	14	1950	210
Year 3*	98	23	2940	345

Includes 7 Students Graduating from Program End of Year 2

VI.   Employment

The Bachelor of Science in Cybersecurity at ESU prepares students to flourish in information security roles such as Security Analysts, Penetration Testers, Security Engineers, Chief Information Security Officers (CISO), Security Software Developers, Incidents Responders, and Security Consultants. A degree in cybersecurity also prepares students for these in-demand positions: Network Administrator, Software Developer, Database Administrator, Cloud Engineer, Data Analyst, Threat Intelligence Analyst, and more (*Cybersecurity Supply And Demand Heat Map*, n.d.).

A graduate with a Bachelor of Science in Cybersecurity equipped with the certificates expected from ESU's program will be ready and qualified to serve as an Information Security Analysist. 2024 median pay for this position was $124,910 per year or about $60/hour. The typical entry-level position required a bachelor's degree with less than 5 years in a related occupation. In 2023, there were 180,700 jobs with a 33% industry growth rate. Between 2023 and 2033 there is a projected increase in available positions of 59,100 (*Bureau of Labor Statistics*, n.d.). While this is a cybersecurity degree, practical training and preparation for industry certifications means that the graduates of this program will be well-prepared for a variety of IT positions.

VII.   Admission and Curriculum
A.   Admission Criteria
Admission to the School of Business & Technology

Admission to the School of Business & Technology is required before enrolling in courses numbered 300 or above in the Bachelor of Science in Business classes (AC, BC, BU, EP, FI, IS, MG, and MK) for students pursuing a Bachelor of Science in Business, or a Bachelor of Science in Education, Business Education Teaching Field. If a student is placed on academic probation or in required withdrawal status, the student's admission to the School of Business & Technology will be rescinded.

Admission Requirements:
1. Cumulative grade-point average of 2.35, effective for students entering ESU, another four-year institution, or a community college for the first time as a full-time student in the Fall of 2008 and thereafter.
2. Completion of 51 hours.
3. Completion of the following courses:
   - AC 223 Financial Accounting
   - BC 103 Principles of Economics I
   - BU 102* Business Dynamics
   - EG 101 Composition I
   - EG 102 Composition II
   - IS 213 Management Information Systems Concepts
   - MA 110 College Algebra

Based on a transcript review, students may have BU 102 waived by the Dean or designee. Transfer students who have BU 102 waived must take an additional 3 credit hours of 300 level business electives.

B. Curriculum

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

Course #	Course Name	SCH: 15
EG 101	Composition I (SGE 010)	3
SP101	Public Speaking (SGE 020)	3
MA 110	College Algebra (SGE 030)	3
IS 110/113	Intro to Micro Computer Applications (SGE 070)	3
PO 330	International Relations (SGE050)	3

Year 1: Spring

Course #	Course Name	SCH: 15
EG 102	Composition II (SGE 010)	3
GB 100/101	Biology + Lab, GB 100/101 (SGE 040)	4
CY 270	Intro to Networks	4
CY 260	Intro to Programming	4

Year 2: Fall

Course #	Course Name	SCH: 16
SP 304	Communications and Emerging Technology (SGE 060)	3
BU 241	Personal Finance (SGE 050)	3
CY 363	Intro to Cybersecurity	3
CY 355	Linux Operating System	4
BU 255	Business Statistics	3

Year 2: Spring

Course #	Course Name	SCH: 16
MA 165	Basic Calculus	5
BU 102	Business Dynamics (SGE 070)	3
CY 365	Windows Security	4
CY 425	Cloud Computing	4

Year 3: Fall

Course #	Course Name	SCH: 16
IS 453	Business Intelligence	3
CY 424	Cyber Law	3
CY 366	Cybersecurity Analysis	3
CY 421	Ethical Hacking	4
HI 102	Modern Work Civilizations (SGE060)	3

Year 3: Spring

Course #	Course Name	SCH: 16
SO 342	Homeland Security	3
CY 430	Cybersecurity Resilience	3
CY 440	Cybersecurity Management	4
CY 370	Cybersecurity Scripting	4
AR 105	Art Appreciation (SGE 060)	2

Year 4: Fall

Course #	Course Name	SCH: 13
CY 552	Capstone I	3
CY 433	Cybersecurity Threat Intelligence	3
CY 367	Identity and Access Management	3
CY 411	Intrusion Detection	4

Year 4: Spring

Course #	Course Name	SCH: 13
CY 552	Capstone II	3
CY 410	Internship in Cybersecurity	3
CY 422	Cryptography	3
CY 431	Artificial Intelligence Security	4

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

VIII. Core Faculty

Note: * Next to Faculty Name Denotes Director of the Program, if applicable
FTE: 1.0 FTE = Full-Time Equivalency Devoted to Program

Faculty Name	Rank	Highest Degree	Tenure Track Y/N	Academic Area of Specialization	FTE to Proposed Program
*Sajedur Rahman	Associate Prof	PhD	Y	Information Systems	.25
Suraiya Akhter	Assistant Prof	PhD	Y	Computer Science	1
Darshana Shah	Assistant Prof	PhD	N	Computer Science	.25
Jaime Fuentes	Instructor	M.Ed.T	N	Educational Computer Technology/Computer Systems Technology	.5
Tommy Gober	Instructor	MS	N	Instructional Technology/Cybersecurity Certification Specialist	.5

Number of graduate assistants assigned to this program **………………………………………. [3]**

IX.   Expenditure and Funding Sources

A. EXPENDITURES	First FY	Second FY	Third FY
1. Personnel – Reassigned or Existing Positions			
Faculty	$ 313,500	$ 313,500	$ 313,500
Administrators *(other than instruction time)*	$ 250,000	$ 250,000	$ 250,000
Graduate Assistants	$ 17,600	$ 17,600	$ 17,600
Support Staff for Administration *(e.g., secretarial)*	$ 8,000	$ 8,000	$ 8,000
Fringe Benefits *(total for all groups)*	$ 167,105	$ 167,105	$ 167,105
Other Personnel Costs			
Total Existing Personnel Costs – Reassigned or Existing	$ 756,205	$ 756,205	$ 756,205
2. Personnel – New Positions			
Faculty	$ 240,000	$ 480,000	$ 480,000
Administrators *(other than instruction time)*			
Graduate Assistants	$ 17,600	$ 35,200	$ 35,200
Support Staff for Administration *(e.g., secretarial)*	$ 16,000	$ 16,000	$ 16,000
Fringe Benefits *(total for all groups)*	$ 73,514	$ 146,328	$ 146,328
Other Personnel Costs			
Total Existing Personnel Costs – New Positions	$ 347,114	$ 677,528	$ 677,528
3. Start-up Costs - One-Time Expenses			
Library/learning resources			
Equipment/Technology			

Physical Facilities: Construction or Renovation						
Other (Accreditation ABET)			$	5,195		
Total Start-up Costs			$	5,195		
4. Operating Costs – Recurring Expenses						
Supplies/Expenses	$	2,600	$	2,600	$	2,600
Library/learning resources	$	10,000	$	10,000	$	10,000
Equipment/Technology	$	70,000	$	70,000	$	70,000
Travel	$	25,000	$	25,000	$	25,000
Other (inc. Accreditation ABET)	$	10,000	$	10,000	$	10,000
Total Operating Costs	$	117,600	$	117,600	$	117,600
GRAND TOTAL COSTS	$	1,220,919	$	1,556,528	$	1,551,333

B. FUNDING SOURCES *(projected as appropriate)*	Current	First FY (New)	Second FY (New)	Third FY (New)
Tuition		$ 182,883	$ 399,017	$ 606,838
Student Fees		$ 64,143	$ 139,943	$ 212,827
State Funds		$ 1,116,162	$ 1,116,162	$ 1,116,162
Other				
GRAND TOTAL FUNDING		$ 1,363,188	$ 1,655,122	$ 1,935,827
C. Projected Surplus/Deficit (+/-) (Grand Total Funding *minus* Grand Total Costs)		$ 142,269	$ 98,594	$ 384,494

X.   Expenditures and Funding Sources Explanations

The $1.5M NIST-funded Cybersecurity Research and Outreach Center (CyROC) was established in 2023 at Emporia State University. Since then, CyROC has laid the groundwork to support awareness of Cybersecurity and the Cybersecurity offerings at Emporia State University. This included building a Cybersecurity lab to emulate a secure working environment and establishing a cyber range node with Enterprise KC. Continuing funding in excess of $1M/yearly is provided by the State of Kansas to expand cybersecurity education throughout the state.

A.   Expenditures
1.   Personnel – Reassigned or Existing Positions

The Cybersecurity program and CyROC employ 1 full-time administrator and two part-time support administrators. The two part-time support administrators are also engaged in the program as half-time instructors. Of existing positions, one student worker and one graduate assistant support CyROC and Cybersecurity program development.

2.   Personnel – New Positions

The following table represents the growth plan for instructor, graduate assistant, and student worker support.

	Year 1	Year 2	Year 3	Total New Personnel
Faculty	2	2	0	4
Graduate Assistant	1	1	0	2
Student Worker	2	0	0	2

Faculty growth is to support increases in the number of courses that must be offered for student academic progress.

3.   Start-up Costs – One-Time Expenses
Because of the federal NIST grant, much of the infrastructure necessary to support the Cybersecurity program already exists. The university is within capacity to offer state-of-the-art lab access in several classrooms**.** Start-up costs would include $5,195 in the second year to pursue ABET accreditation.

4.   Operating Costs – Recurring Expenses
Recurring expenses include costs to maintain program outreach through CyROC. These funds support the overall growth of the ESU Tech + Cybersecurity offering as both an undergraduate program and professional development program. This includes maintaining the state-of-the art computer labs, subscriptions for virtual training tools, research support, and travel support for professional development.

B.   Revenue: Funding Sources
Principal start-up funding comes from state allocated funding in the form of a ~$1M allocation to support cybersecurity training in Kansas. Tuition is calculated on enrollment; however, ESU has flat rate tuition. Tuition estimates are derived from information retrieved from the KBOR Comprehensive Fee Schedule (KBOR, n.d.).

ESU Standard Tuition & Fees	
Flat Rate Tuition 12+ Hours	$2771
Campus activity fees (70.60/Hour)	$612*
Technology Fee ($11*15 hours)	$165
SB&T Fee ($13 * 15 hours)	$195
OER ($5)	$5

*Fee capped

Additional revenue sources will be sought by offering professional development through certification programs and grant awards.

C.   Projected Surplus/Deficit
Projected surpluses by year:
Year 1 - $142,269
Year 2 - $98,594
Year 3 - $384,494

This program will not show losses, even from its first year of implementation. Surpluses from this program will expand professional development, offset state investment, and support cybersecurity and technology education / infrastructure for the State of Kansas.

XI.   References
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Attachment A

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

November 6, 2025

Brent Thomas
Provost and Vice President of Academic Affairs
Emporia State University
1 Kellogg Circle
Emporia, KS 66801

RE: Proposed BS Cybersecurity

Dear Dr. Thomas:

I am writing to express Kansas State University's concerns and opposition regarding Emporia State University's proposal to launch a Bachelor of Science in Cybersecurity. While we recognize the importance of expanding cybersecurity education statewide, this proposal raises significant issues under K.A.R. 88-26-6, which requires new programs to demonstrate adequate resources and avoid unnecessary duplication of existing offerings.

1. Faculty Capacity and Depth
The proposed program relies on only two tenure-track faculty members (1.25 FTE combined), supplemented by part-time instructors and internal technology support. This staffing level is insufficient to deliver comprehensive coverage across critical cybersecurity domains—such as networks, operating systems, cryptography, forensics, incident response, and governance. Moreover, there is no clear roadmap for expanding tenure-track faculty beyond the first two years, raising concerns about instructional depth and long-term sustainability.

2. Accreditation and Quality Assurance
ESU indicates an intent to pursue ABET accreditation but allocates only a one-time $5,195 startup fee, which is modest compared to typical ABET preparation and site visit costs. No timeline or concrete plan for achieving ABET accreditation or NCAE designation is provided. By contrast, other KBOR institutions developed full curricula and resource plans prior to petitioning for similar programs. Without a clear accreditation pathway, ESU's ability to meet recognized quality standards remains uncertain.

3. Duplication vs. Differentiation
Kansas already has strong cybersecurity programs:

- **Kansas State University**: ABET-accredited BS in Cybersecurity.
- **University of Kansas**: BAS and BS in Cybersecurity Engineering (CAE-R and CAE-ED designated).
- **Wichita State University**: BS in Cybersecurity Engineering (CAE-CD designated).

Additionally, Fort Hays State, Wichita State, Butler, and Johnson County Community College hold CAE-CD NCAE accreditation, and KU and K-State maintain CAE-R research designations (https://maps.caecommunity.org/). ESU's proposed program, marketed as "industry-driven," does not demonstrate unique features—such as specialized labs, CAE status, or research depth—that would justify duplication.

Recommendation

Given these concerns, we recommend ESU defer launching a standalone B.S. in Cybersecurity until it can:

- Expand tenure-track faculty to ensure instructional depth.
- Establish a concrete ABET and NCAE accreditation roadmap.
- Demonstrate a distinct market position that avoids duplication.

In the interim, ESU could strengthen its existing cybersecurity concentration and pursue transfer agreements with K-State, KU, or WSU, thereby serving students effectively while aligning with state workforce needs and KBOR policy.

Thank you for considering these points. We appreciate your commitment to maintaining high standards and strategic alignment in Kansas higher education.

Sincerely,

Jesse Perez Mendez
Provost and Executive Vice President
Kansas State University

Attachment B

EMPORIA STATE
U N I V E R S I T Y
School of BUSINESS & TECHNOLOGY

Office of the Dean
Campus Box 4039
1 Kellogg Circle
Emporia, KS 66801
P: 620.341.5225
F: 620.341.5892
emporia.edu/business

AACSB
ACCREDITED

November 7, 2025

Kansas Board of Regents
1000 SW Jackson Street
Suite 520
Topeka, KS 66612-1368

Dear Members of the Kansas Board of Regents:

<div align="center">

ESU Cybersecurity Program

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Emporia State University's cybersecurity program represents a strategic investment in Kansas workforce development, supported by substantial federal and state funding. Our approach is distinguished by three key factors:

- **Responsible Growth with Specialized Faculty**: We have a strategic plan for program growth and FTE acquisition aligned with course delivery schedules and enrollment demands. By hiring faculty when we need them, we avoid approximately $300,000 in personnel expenses. We will hire professors with cybersecurity experience and industry credentials to ensure program quality.

- **Dual Accreditation Pathway**: We have established clear timelines for both ABET and NCAE accreditation. Our NCAE-CD application is already in process, leveraging our existing cybersecurity concentration with graduates beginning Fall 2025. Our ABET accreditation application is planned for the program's third year as the program reaches maturity, ensuring we meet industry standards at every stage of development.

- **Certification-Aligned Education with Industry Pipeline**: Our certification-aligned curriculum with a direct pipeline to industry-required certifications serves a unique and underserved market niche in Kansas. By establishing infrastructure including a Pearson testing center and partnerships with leading certification bodies (CompTIA, ISACA, ISC2, Cisco), we are creating shared resources that we will gladly make available to our KBOR partners, strengthening cybersecurity education capacity across the state.

Program Growth and Sustainability

We have strategically planned for program growth with adequate funding to support it. This program is supported by substantial federal and state investment. We received a $1.5 million federal grant from the National Institute of Standards and Technology (NIST), secured with the support of Kansas Senator Jerry Moran. Additionally, the state has demonstrated its commitment to our academic program through a $1.2 million line item in the state budget specifically designated to support the development of the cybersecurity program at Emporia State University. These funding sources, combined with our institutional budget, enable responsible program expansion.

Our new program proposal already included a budget for faculty expansion aligned with enrollment growth. Hiring faculty prior to program approval would constitute a misuse of state funding. We are committed to scaling both the program and its supporting infrastructure responsibly. This program is designed to deliver workforce-ready graduates.

Faculty Expansion Timeline:
Year 1: 2 new faculty (2 FTE)
Year 2: 2 new faculty (2 FTE)
Total: 5.25 FTE

CAE Strategy

Centers of Academic Excellence (CAE) Designation

The National Security Agency and Department of Homeland Security jointly sponsor the National Centers of Academic Excellence in Cybersecurity (NCAE-C) program. The NCAE is not an accrediting body. Their designation validates that an institution's cybersecurity curriculum meets rigorous national standards for knowledge units, teaching methods, and learning outcomes. We will graduate our first cohort from our cybersecurity concentration in Fall 2025. We initiated the application for a CAE-Cyber Defense (CAE-CD) designation and expect to achieve this recognition within one year of the program's full launch. As a note, we appreciate the cooperative spirit of the University of Kansas CAE, which serves as our guide and primary point of contact in navigating CAE designations.

CAE Landscape Among Kansas Institutions

Institution	CAE Designation	Aligned Program/Offering	Program Level	Notes
ESU	CAE-CD (In Progress)	Cybersecurity Degree Program	Bachelor's	Application cycle begins April 2026; all courses align with CAE requirements; first graduates Fall 2025
KU	CAE-CD	Certificate Program	Certificate	Designation aligned with certificate offering, not academic degree program
K-State	CAE-R	None	N/A	Research designation only; no specific program of study aligned with CAE-C or CAE-D
FHSU	CAE-CD	Master's Program	Master's	Designation aligned with graduate-level cybersecurity program
WSU	CAE-CD	Bachelor's Degree Program	Bachelor's	Only KBOR institution with CAE-aligned bachelor's degree

As indicated by the table above, among KBOR institutions CAE designations and program alignments vary widely. Notably, KU's designation is currently aligned with their certificate offering in cybersecurity rather than their academic degree program. Kansas State University holds a CAE-Research (CAE-R) designation, but they have no specific program of study aligned with this designation. Essentially, K-State maintains the research designation without an aligned curriculum in CAE Cyber Defense or Cyber Operations. Fort Hays State University has aligned their CAE designation with their master's program in cybersecurity. Among KBOR institutions, only Wichita State University currently offers a bachelor's degree aligned with their CAE designation. Our program will follow this model, with all courses aligning with CAE requirements. Our submission for the next CAE designation cycle begins in April.

ABET Accreditation Strategy

ABET accreditation serves as a benchmark for consistency and quality among engineering and technology programs. While we are not pursuing immediate ABET accreditation, our preparation has already begun. ABET standards incorporate continuous improvement and review processes

meant to support and guide programs for constant improvement; we are applying ABET standards as we build the program. Our existing AACSB accreditation experience ensures that the School of Business and Technology understands the rigorous requirements of specialized accrediting bodies. We anticipate seeking KBOR approval to seek ABET accreditation and upon approval applying in the program's third year. We acknowledge that a site visit will include expenses beyond the direct application fee, which has been incorporated into our general cybersecurity program budget.

ESU's ABET Timeline: We are applying ABET standards as we build the program from the outset. However, ABET requires programs to have at least one cohort of graduates before applying for accreditation. We anticipate submitting our ABET application in the program's third year (approximately 2028), with the site visit and accreditation decision process taking an additional 12-18 months. Full ABET accreditation is expected by Year 4 or 5 of program operations, aligning with industry best practices for new program development.

Program Differentiation: ESU's Unique Position in the Kansas Market

The cybersecurity education landscape in Kansas is far from saturated. As illustrated in the table above, among KBOR institutions, only one university—Wichita State—currently offers a CAE-aligned bachelor's degree in cybersecurity. Upon achieving our CAE-CD designation, ESU will become only the second institution in the state to offer this combination of bachelor 's-level education with national cybersecurity accreditation. This represents a significant opportunity rather than market saturation.

Moreover, our program occupies a distinctive niche that embodies ESU's signature promise to the state: "practical, economical university education aligned with jobs." We have deliberately engaged industry expertise to align our curriculum with industry standards, including ISO-certified and DoD 8140-recognized industry certifications offered by CompTIA, ISACA, ISC2, and Cisco. Our courses explicitly align with industry-recognized certifications, emphasizing practical application over purely theoretical and technical approaches.

What truly distinguishes our program is its industry-first orientation. We have nearly completed the infrastructure to establish a Pearson-certified testing center, which will provide an accessible and affordable option for both our students and professional development trainees to earn industry certifications. Through the efforts of our Cybersecurity Outreach and Research Center, we have created a pipeline for both professional trainees and cybersecurity students into industry-relevant training and certifications. Further, our program is designed, from scratch, to be designated as, and in alignment with, CAE-CD. This alignment will be unique to WSU and ESU.

The technology industry demands job-relevant training. In cybersecurity, certifications and demonstrable skills often serve as surrogates for traditional university education, which can lag behind rapidly evolving industry needs. Our program is specifically designed to bridge this gap and ensure our graduates meet current industry demands. This practical, certification-aligned approach, combined with federal and state investment backing our program, positions ESU to fill a critical workforce gap in Kansas and the region. The program space is not flooded—it is underserved, and our unique approach addresses unmet needs in both higher education and workforce development.

Conclusion: A Collaborative Infrastructure for Kansas

We are building infrastructure to share with private, public, and state entities. This infrastructure will support ESU's unique offering but will also support each university in the KBOR system. As indicated in our application, there are approximately 4,000 cybersecurity job openings in the state of Kansas, yet our system is only training about 300 students per year. Even with all

universities operating at full capacity, there would remain a significant shortfall for the state of Kansas. This shortfall is compounded by more than half a million cybersecurity openings nationwide, according to the most recent data from NIST's CyberSeek initiative.

Our program is not competing for a limited pool of students; rather, we are addressing a critical and growing workforce need that far exceeds current capacity. Through shared infrastructure, collaborative partnerships, and our commitment to practical, industry-aligned education, ESU's cybersecurity program will serve as a catalyst for expanding Kansas's cybersecurity workforce and strengthening the entire KBOR system's capacity to meet this urgent demand.

Sincerely,

William Phillips
Interim Dean/Associate Dean
Emporia State University

Addendum CAE Designations:

The National Security Agency (NSA) and Department of Homeland Security (DHS) jointly sponsor the National Centers of Academic Excellence in Cybersecurity (NCAE-C) program, which offers several distinct designations:

- **CAE-Cyber Defense (CAE-CD)**: Focuses on producing professionals who can defend organizational information systems. Programs emphasize practical defensive cybersecurity skills, risk management, and security operations. This is the designation ESU is pursuing.
- **CAE-Cyber Operations (CAE-CO)**: Concentrates on offensive cybersecurity operations and is typically aligned with advanced technical programs that prepare students for roles in cyber warfare and intelligence operations.
- **CAE-Cyber Research (CAE-R)**: Recognizes institutions conducting cutting-edge cybersecurity research. This designation is not tied to a specific academic program but rather to research capabilities and output.

    b.   Act on Request to Approve BS in Applied & Interdisciplinary Studies – K-State (if approved unanimously by COCAO)

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 A) and K-State has responded (Attachment B).

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^{TM}, a labor market analytics company that curates and maintains comprehensive labor market data sets. The degree completion data are from IPEDS, reported by CIP code. Labor data is from Quarterly Census of Employment Wages from the Bureau of Labor Statistics and Bureau of Economic Analysis. The regions analyzed include: Arkansas, Colorado, Illinois, Iowa, Kansas, Missouri, Nebraska, Oklahoma, and Texas. To provide further analysis, we used five metrics:

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

Total bachelor's degree completions (IPEDS) in the 30.0000 Multi-/Interdisciplinary Studies, General CIP code in the United States increased 168.6% over the past ten years from 2,771 in 2013 to 7,444 in 2022. In comparison, the ten-year percent change for all baccalaureate degrees in the United States was 9.1%, so student interest in this area has grown considerably. Similarly, the number of institutions awarding bachelor's degrees increased 206.8%

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

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

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

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

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

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

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

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

VI. Employment

Data from the K-State Market Intelligence & Analysis team using 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**

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

Year 1: Spring

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

Year 2: Fall

Course #	Course Name	SCH
	Transfer Elective	3
	Transfer Elective	3
CORE 06	Arts & Humanities Transfer	3
	Transfer Elective	3
	Transfer Elective	3
	TOTAL Year 2 Fall	**15**

Year 2: Spring

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

Year 3: Fall

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

Year 3: Spring

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

Year 4: Fall

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

Year 4: Spring

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

Specific potential example of AAS transition from Johnson County Community College

Year 1: Fall   (Johnson County Community College)   SCH = Semester Credit Hours

Course #	Course Name (KSU equivalent)	SCH
BUS 121	Intro to Business (BUS 110 – KSU)	3

BUS 225	Organizational Business (Unrestricted Elective – KSU; CORE 07)	3
ENGL 121	Composition I (ENGL 100 – KSU; CORE 01)	3
MATH 120	Business Math (MATH XXX – KSU; CORE 03)	3
CIS	Electives (Unrestricted Elective – KSU)	4
	TOTAL CREDITS	**16**

Year 1: Spring

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

Year 2: Fall

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

Year 2: Spring

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

(Total from JCCC   66 hours)

Year 3: Fall

Course #	Course Name	SCH
AAI 301	Career Planning for Technical Professionals	3
BUS 400	Marketing Techniques	3
ENGL 302	Technical Writing	3
LEAD 212	Introduction to Leadership Concepts	3
ENGL 122	Composition II - CORE 01	3
	TOTAL CREDITS	**15**

Year 3: Spring

Course #	Course Name	SCH
COMM 311	Business & Professional Speaking	3

LEAD 350	Culture and Context in Leadership	3
AAI 501	Practicum in Applied and Interdisciplinary Studies	3
ENGL 471	Written Communication for the Workplace	3
	Arts & Humanities Course – CORE 06	3
	TOTAL CREDITS	**15**

Year 4: Fall

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

Year 4: Spring

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

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

VIII. Core Faculty

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

A. EXPENDITURES	First FY	Second FY	Third FY
Personnel – Reassigned or Existing Positions			

	First FY	Second FY	Third FY
Faculty	$105,877	$109,053	$112,325
Administrators *(other than instruction time)*			
Graduate Assistants			
Support Staff for Administration *(e.g., secretarial)*			
Fringe Benefits *(total for all groups)*	$38,979	$40,149	$41,353
Other Personnel Costs			
Total Existing Personnel Costs – Reassigned or Existing	$144,856	$149,202	$153,678
Personnel – New Positions			
Faculty			
Administrators *(other than instruction time)*			
Graduate Assistants			
Support Staff for Administration *(e.g., secretarial)*			
Fringe Benefits *(total for all groups)*			
Other Personnel Costs			
Total Existing Personnel Costs – New Positions			
Start-up Costs - One-Time Expenses			
Library/learning resources			
Equipment/Technology			
Physical Facilities: Construction or Renovation			
Other (Course Development)	$9,000		
Marketing	$26,000		
Total Start-up Costs	$35,000		
Operating Costs – Recurring Expenses			
Supplies/Expenses			
Library/learning resources			
Equipment/Technology			
Travel			
Other (Adjunct Pay & Assessment)	$18,000	$18,000	$18,000
Total Operating Costs	$18,000	$18,000	$18,000
GRAND TOTAL COSTS	$197,856	$167,202	$171,678

B. FUNDING SOURCES *(projected as appropriate)*		First FY (New)	Second FY (New)	Third FY (New)
Tuition / State Funds		$47,250	$141,750	$189,000
Student Fees				
Other Sources		$53,000	$18,000	$18,000

GRAND TOTAL FUNDING		$100,250	$159,750	$207,000
C. Projected Surplus/Deficit (+/-) (Grand Total Funding *minus* Grand Total Costs)	■	-$97,606.90	-$7,452.61	$35,321.31

X.   Expenditures and Funding Sources Explanations

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

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

Start-up Costs – One-Time Expenses
1. Course Development = $9,000 (3 courses at 3 SCH per course, $1000 per credit hour)
2. Marketing Costs = $26,000 (startup for digital marketing and printed materials)

Operating Costs – Recurring Expenses
1. Adjunct/Instructor Costs = $18,000
2. Faculty Release for Assessment = $18,000

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

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

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

C. Projected Surplus/Deficit
The Bachelor of Science is anticipated to be revenue-positive after the second year.

XI.   References

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Attachment A

THE UNIVERSITY OF
KU KANSAS
Office of the Provost

November 17, 2025

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

Dear Vice President Monhollon,

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

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

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

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

Technical and non-technical credits earned toward an associate's degree (AAS, AS, AGS, AA, etc.) may be applied toward completing the following online programs at the Edwards Campus as part of the 75-hour transfer credit limit.
- Bachelor of Professional Studies
- Bachelor of Applied Science in Applied Cybersecurity
- Bachelor of Applied Science in Operations Management
- Bachelor of Applied Science in Professional Performance
- Bachelor of Applied Science in Project Management
- Bachelor of Health Sciences

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

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

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

Attachment B

KANSAS STATE | Office of the Provost and
UNIVERSITY | 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 contribution to regional attainment goals while preventing unnecessary competition.

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

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

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

    c.   Act on Request to Approve BS in Pharmaceutical & Biomedical Science – KU (if approved unanimously by COCAO)

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 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

B. Curriculum
Degree Plan for Students who place into Calculus
Year 1: Fall   **SCH = Semester Credit Hours**

Course #	Course Name	SCH=15

MATH 115	Calculus I – KBOR Math Pathway	3
CHEM 130	**General Chemistry I**	5
PHAR 101	Introduction to Medications in Healthcare	1
BIOL 150	Principles of Molecular & Cellular Biology	3
	KBOR English Discipline Area	3

Year 1: Spring

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

Year 2: Fall

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

Year 2: Spring

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

Year 3: Fall

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

Year 3: Spring

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

Year 4: Fall

Course #	Course Name	SCH=16
MDCM/P&TX 651	MedChem & Pharmacology II	4
PHPR 628	Research Design Biostatistics	2

PHAR 603	Research	6
PHAR 602	Scientific Communication	1
	PBMS Elective I	3

Year 4: Spring

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

Total Number of Semester Credit Hours..{120}

<div align="center">

***Degree plan for students who are not Calc-ready ***
</div>

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

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

Year 1: Spring

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

Year 2: Fall

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

Year 2: Spring

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

Year 3: Fall

Course #	Course Name	SCH=14

CHEM 335	Organic Chemistry II	3
CHEM 336	Organic Chemistry II Laboratory	2
MDCM 602	Medicinal Biochemistry	3
PHCH 630	Biopharmaceutics & Pharmacokinetics	3
PHAR 503	Research	3

Year 3: Spring

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

Year 4: Fall

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

Year 4: Spring

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

Total Number of Semester Credit Hours..{123}

VIII. Core Faculty

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

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

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

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

IX. Expenditure and Funding Sources

A. EXPENDITURES	First FY	Second FY	Third FY
1. Personnel – Reassigned or Existing Positions			
Faculty	$70,548	$72,664	$163,655
Administrators *(other than instruction time)*	-	-	-
Graduate Assistants	-	-	-
Support Staff for Administration *(e.g., secretarial)*	$4,345	$4,475	$4,609
Fringe Benefits *(total for all groups)*	$21,719	$22,370	$48,720
Other Personnel Costs	-	-	-
Total Existing Personnel Costs – Reassigned or Existing	$96,612	$99,509	$216,984
2. Personnel – New Positions			
Faculty	-	-	-
Administrators *(other than instruction time)*	-	-	-
Graduate Assistants	$28,682	$29,542	$30,428
Support Staff for Administration *(e.g., secretarial)*	-	-	-
Fringe Benefits *(total for all groups)*	$2,007	$2,067	$2,130
Other Personnel Costs	-	-	-
Total Existing Personnel Costs – New Positions	$30,689	$31,609	$32,558
3. Start-up Costs - One-Time Expenses			
Library/learning resources	-	-	-
Equipment/Technology	-	-	-
Physical Facilities: Construction or Renovation	-	-	-
Other – marketing/recruiting	$15,000	$15,000	$15,000
Total Start-up Costs	$15,000	$15,000	$15,000
4. Operating Costs – Recurring Expenses			
Supplies/Expenses	$5,000	$5,000	$5,000
Library/learning resources	-	-	-
Equipment/Technology	-	-	-
Travel	$2,500	$2,500	$2,500
Other – marketing/recruiting, faculty professional development, instructional resources	$5,000	$5,000	$5,000
Total Operating Costs	$12,500	$12,500	$12,500
GRAND TOTAL COSTS	**$154,801**	**$158,618**	**$277,042**

B. FUNDING SOURCES *(projected as appropriate)*	Current	First FY (New)	Second FY (New)	Third FY (New)
Tuition / State Funds	-	$297,034	$476,491	$652,855
Student Fees	-	$4,650	$7,600	$106,791
Other Sources	-	-	-	-
GRAND TOTAL FUNDING		**$301,684**	**$484,091**	**$759,646**

C. Projected Surplus/Deficit (+/-) (Grand Total Funding *minus* Grand Total Costs)		$146,883	$325,473	$482,604

X. Expenditures and Funding Sources Explanations
A. Expenditures
1. Personnel – Reassigned or Existing Positions

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

2. Personnel – New Positions

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

3. Start-up Costs – One-Time Expenses

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

4. Operating Costs – Recurring Expenses

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

B. Revenue: Funding Sources

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

C. Projected Surplus/Deficit
The program will have a budget surplus from year one based on projected enrollment numbers.

XI. References

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

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