Program Review Framework

a. Purpose of Academic Program Review

i. Ensure that state university makes appropriate adjustments based on student demand, capacity of programs, employment demand, student return on investment, and costs;

ii. Assign responsibility for regular academic program review to institutions and make process responsive and meaningful;

iii. Identify opportunities for program growth as well as for program elimination;

iv. Strengthen system as a whole by providing KBOR-coordinated consultation for program development, alignment, and collaborations;

v. Simplify and align reporting burden so it better addresses needs for academic program review from campuses, KBOR, and external stakeholders;

vi. Provide stories Regents and State officials need in clear ways that can be messaged beyond KBOR to support higher education in Kansas;

vii. Recognize and celebrate success of institutions, programs, faculty/staff, and students; and

viii. Demonstrate alignment with the Board's Strategic Plan.

b. Regular Academic Program Review Policies and Procedures for AY 25-28

i. Each university shall establish and publish clearly defined policies and procedures to review all its academic degree programs.

ii. At minimum, university academic program review policies and procedures must analyze and assess:

    (1) Market demand for the program;

    (2) Student demand, student accessibility, and student return on investment;

    (3) Centrality of the program to fulfilling the mission and the role of the institution;

    (4) The quality of the program as assessed by its curriculum and impact on students;

    (5) The service the program provides to the discipline, the university, and beyond; and

    (6) The program's cost-effectiveness.

c. Regular Academic Program Review Report for AY 25-28

i. The documentation from each university during its review year shall include:

    (1) A copy of the state university's academic program review policies and procedures;. and

    (2) The information detailed in the academic program review guidance sheet (see page three), most of which will be provided by Board staff.

ii. A verbal report from each university during its academic program review year shall include:

    (1) A description of the academic program review process; and

    (2) Examples of how the academic program review process was successful and where opportunities for improvement exist.

d. Regular Academic Program Review Cycle AY 25-28

i. Effective AY 25, the following academic program review cycle shall apply:

    (1) Year One: The University of Kansas and Kansas State University submits the required academic program review report and presents the report to the Board.

    (2) Year Two: Wichita State University submits the required academic program review report and presents the report to the Board.

    (3) Year Three: Emporia State University, Fort Hays State University, and Pittsburg State University submits the academic program review report and presents the report to the Board.

    (4) Year Four: The Board of Academic Affairs Standing Committee will evaluate the effectiveness of the academic program review system.

    (5) One year after its regular review, the university will provide an update on the status of each action phase-out plan, merger plan, or action plan.

e. Academic Program Review for AY 24 (See the Visual on Page Four)

    i. Preliminary Analysis

        (1) In Summer 2023, Board staff will identify all undergraduate programs that are more than five-years old that do not meet the threshold on two or more of the metrics below:

            (a) Student Demand: 25 or more junior and senior majors (four-year average);

            (b) Degree Production: 10 or more graduates (four-year average);

            (c) Talent Pipeline: 51% or more of graduates working in the region after graduation (four-year average); and

            (d) Student Return on Investment: 2022 Five-Year Post-Graduation Median Salary $38,050 or more (280% or more of 2022 poverty level).

        (2) For any program identified in e.i.(1)(a-d), when undergraduate program duplication exists, Board staff will provide market-share data from Kansas public and private universities. An example of market-share data for one mock undergraduate degree progam is linked here.

    ii. Identifying the Undergraduate Programs for Review

        (1) At the September 20, 2023 Board of Academic Affairs Standing Committee (BAASC) meeting, BAASC shall:

            (a) review the list of undergraduate programs and the corresponding data identified in e.i.(1)(a-d) and when applicable, any market share data as detailed in e.i.(2);

            (b) remove an undergraduate program(s) from the list of programs identified in e.i.(1)(a-d) in which it has determined the program data do not pose significant concerns and has established that the program provides a mission-critical function; and

            (c) officially codify the list of undergraduate programs that will be reviewed by each state university in AY 24.

    iii. Reviewing the Undergraduate Programs on Campus and Issuing a Recommendation

        (1) For each undergraduate program on the academic program review list codified by BAASC, by March 21, 2024, each state university shall submit a written recommendation to Board staff to:

            (a) phase out the undergraduate program and detail a plan to reinvest the resources from the phased-out program into other academic programs and/or services (phase-out plan);

            (b) merge the undergraduate program in a manner that generates substantive cost savings (merger plan); or

            (c) place the undergraduate program on an action plan and review and monitor the program for no longer than three years (action plan).

    iv. Reviewing the Recommendation and Making a Final Decision

        (1) In late Spring 2024:

            (a) BAASC shall review each recommendation to place an undergraduate program on a phase-out plan, a merger plan, or an action plan and advise the Board on potential actions regarding each recommendation; and

            (b) The Board shall make the final determination on whether the undergraduate program is placed on a phase-out plan, a merger plan, or an action plan.

Academic Program Review Guidance Sheet (AY 25-28)

1. Aligning Program Review Metrics with the Strategic Plan

Families Will Include Data for Each Major		
Affordability	Success	Completion
Percentage of Full-Time Junior and Senior Majors that Enrolled in at Least 30 Hours Per Year or Graduated (Board Staff will provide)	Number of Junior and Senior Majors, Masters Majors, and Doctoral Majors to Gauge Student Demand (Board Staff will provide)	Number of Undergraduate Completions, Masters Completions, and Doctoral Completions (Board Staff will provide)
Maximum Number of Transfer Credit Hours that Apply Toward the Baccalaureate Program from Two-Year Colleges (University provides a list of courses and total hours)[1]	Undergraduate Median Wage Data 5 Years After Graduation to Measure Student Return on Investment (Board Staff will provide)	Junior Graduation Rate[2] (Board Staff will provide)

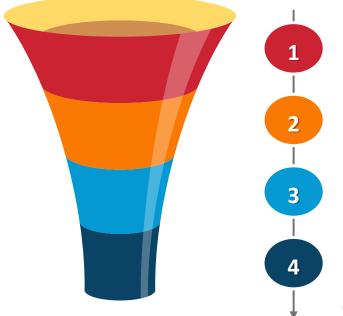| Businesses	
Talent Pipeline	Meeting Workforce Needs
Percentage of Undergraduate Degree Completers Employed in the Region Within One Year for Each Major (Board Staff will provide)	Each State University provides a brief narrative articulating how multiple programs meet critical Kansas economic needs through workforce development and/or research.

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[1] It is understood that the maximum number of transfer credit hours from two-year colleges that apply toward the baccalaureate degree will vary among programs. This is intended to understand common practices and differences among programs.

[2] Percentage of full-time undergraduate junior majors in the Fall of a given year that graduated within three years with a baccalaureate degree in the same major (e.g., Fall 2020 psychology juniors who graduated with a baccalaureate degree in psychology by Spring 2023).

Academic Program Review for AY 24

Preliminary Analysis

In Summer 2023, Board staff will identify all undergraduate programs that are more than five-years old that do not meet the threshold on two or more of the metrics below:

1 — **Student Demand**
25 or More Junior and Senior Majors (4-Year Average)

2 — **Degree Production**
10 or more Graduates (4-Year Average)
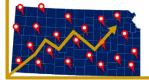
3 — **Talent Pipeline**
Of the Students Who Graduated, 51% or More are Employed in the Region within One Year (4-Year Average)

4 — **Student Return on Investment for Baccalaureate Degree**
2022 Five-Year Post-Graduation Median Salary is $38,052 or more (280% or more of 2022 poverty level)

Market-Share Data

For each program identified above, when undergraduate program duplication exists, Board staff will provide market-share data from Kansas public and private universities. An example of market-share data for one mock undergraduate degree progam is linked here.

Identifying the Programs for Review

At the September 20, 2023 Board of Academic Affairs Standing Committee (BAASC) meeting, BAASC shall:

- review the list of undergraduate programs and the corresponding data identified above and when applicable, any market share data;
- remove an undergraduate program(s) from the list of programs identified above in which it has determined the program data do not pose significant concerns and has established that the program provides a mission-critical function; and
- officially codify the list of undergraduate programs that will be reviewed by each state university in AY 24.

Reviewing the Programs on Campus and Issuing a Recommendation

For each undergraduate program on the academic program review list codified by BAASC, by March 21, 2024, each state university shall submit a written recommendation to Board staff to:

- phase out the undergraduate program and detail a plan to reinvest the resources from the phased out program into other academic programs and/or services (phase-out plan);
- merge the undergraduate program in a manner that generates substantive savings (merger plan); or
- place the undergraduate program on an action plan and review and monitor the program for no longer than three years (action plan).

Reviewing the Recommendation and Making a Final Decision

In late Spring 2024, BAASC shall review each recommendation to place a program on a phase-out plan, a merger plan, or an action plan and advise the Board on potential actions regarding each recommendation. The Board shall make the final determination on whether the program is placed on a phase-out plan, a merger plan, or an action plan.

Proposed Program Cover Sheet: Provided by Board Staff

Effective Fall 2023, the four components detailed herein will compliment a progam propoal for baccalurate and master-level programs. The program proposal form will not change. This information, which will will be included as a cover sheet, will be be provided from Lightcast.
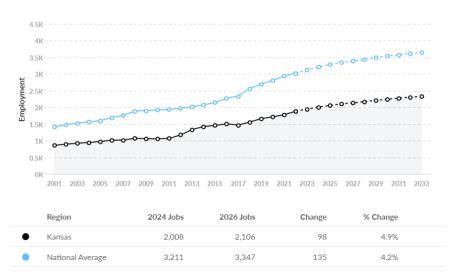
1. Market-Share Figures

If a proposed program creates or increases existing degree program duplication in baccalaureate or master-level programs, the name of each public university with a like program and the number of completers it produces will be included.   Additionally, when applicable, the number of completers that are produced in like programs at Kansas private universities will also be provided. Here is an example:

Number of Baccalaureate Widget Making Completers by Year Kansas Public and Private Universities With Market-Share (MS) Figure						
State University	2018	2019	2020	2021	Total	4-Year MS
University of Kansas	19.00	24.00	29.00	25.00	97.00	24%
Wichita State University	17.00	15.00	15.00	17.00	64.00	16%
Kansas State University	7.00	17.00	14.00	8.00	46.00	11%
Emporia State University	2.00	9.00	3.00	18.00	32.00	8%
Washburn University	9.00	6.00	7.00	6.00	28.00	7%
Benedictine College	9.00	2.00	7.00	10.00	28.00	7%
Friends University	10.00	4.00	8.00	3.00	25.00	6%
Bethel College	3.00	2.00	4.00	3.00	12.00	3%
Fort Hays State University	5.00	1.00	2.00	2.00	10.00	2%
Ottawa University	3.00	1.00	4.00	1.00	9.00	2%
Pittsburg State University	1.00	2.00	4.00	2.00	9.00	2%
Kansas Wesleyan University	0.00	1.00	6.00	1.00	8.00	2%
Bethany College	3.00	4.00	1.00	0.00	8.00	2%
Central Christian College of Kansas	1.00	2.00	3.00	1.00	7.00	2%
Sterling CollegeSterling College	1.00	3.00	2.00	0.00	6.00	1%
MidAmerica Nazarene University	3.00	0.00	3.00	0.00	6.00	1%
Tabor College	0.00	2.00	2.00	1.00	5.00	1%
McPherson College	2.00	1.00	1.00	1.00	5.00	1%
Baker University	1.00	0.00	0.00	2.00	3.00	1%
Southwestern College	0.00	1.00	1.00	1.00	3.00	1%

2. State and National Projections For Employment Linked to the Proposed Degree Program

Regional Employment Is Lower Than the National Average

An average area of this size typically has 3,211* jobs, while there are 2,008 here. This lower than average supply of jobs may make it more difficult for workers in this field to find employment in your area.

Region	2024 Jobs	2026 Jobs	Change	% Change
● Kansas	2,008	2,106	98	4.9%
● National Average	3,211	3,347	135	4.2%

3. Kansas Geographical Information on Empolyment Linked to the Degree Program Proposal

Regional Breakdown

MSA	2024 Jobs
Kansas City, MO-KS	1,620
Wichita, KS	322
Topeka, KS	163
Manhattan, KS	149
Lawrence, KS	136

4. Regional and National Employment Wage Information Linked to the Degree Program Proposal

Regional Compensation Is the Same Cost as the Nation

For Substance Abuse, Behavioral Disorder, and Mental Health Counselors, the 2021 median wage in Kansas is $48,339, while the national median wage is $48,526.