KANSAS STATE UNIVERSITY

**Report on Strategic Program Alignment Review
Of Low Enrolled Programs AY 2020**

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&

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This report is in response to the Kansas Board of Regents' request for an assessment of Kansas State University's low enrolled programs from AY 2020 within the Strategic Program Alignment initiative. The format for our review follows the guidelines provided by the Board. In this review, we assess three core areas for each program: essentiality, productivity, and cost effectiveness.

For each program reviewed, we provide the following information:
1. Low enrollment data (5-year average number of majors and 5-year average number of graduates)
2. Faculty profile, which includes:
     a. number of faculty dedicated solely to the program; and
     b. number of department faculty teaching:
          ▪ core courses in the program;
          ▪ elective courses in the program; and
          ▪ general education courses.
3. Written narrative with supporting data to address:
     • the date in which the program was founded;
     • the degree to which the program supports the university's mission, strategic plan, or goals;
     • program productivity beyond number of majors;
     • cost effectiveness (with financial data) if applicable:
     • employment demand (current and future); and
     • program strengths and weaknesses.
4. Recommendation to:
     • continue the program;
     • discontinue the program;
     • additional review of the program; or
     • merge the program.
5. Written narrative to justify the recommendation.

We have provided reviews for the following programs:
1. BA in Humanities
2. BS in Physical Sciences
3. BA/BS in Medical Laboratory Sciences
4. AS in Applied Business
5. BS in Statistics
6. BS in American Ethnic Studies
7. BS in Gender, Women, and Sexuality Studies

We believe that we have addressed all of the issues requested. We also included references in the review of each program for any support information on careers and employment opportunities for each discipline.

Program 1: BA in Humanities

Low Enrollment Data
1. Five-year average number of majors: 8
2. Five-year average number of graduates: 7

Faculty profile
3. Number of Faculty dedicated solely to the program
     a. There are no faculty solely dedicated to this program. The program is a mix of courses across multiple departments in the College of Arts and Sciences.

   b.   The humanities disciplines include American ethnic studies, anthropology, art, art history, communication studies, creative writing, dance, gender, women, and sexuality studies, history, literature, mass communications, modern languages, music, philosophy, and theater.
   c.   All courses that may be used for this degree are already taught for the majors in those departments.
4.   Number of department faculty teaching:
   a.   Core Classes: There are no specific core classes for this degree. Students work with the humanities advisor to develop a plan of study with a thematic emphasis.
   b.   Electives: All classes are electives and are taught by faculty in the respective humanities disciplines.
   c.   General Education: Nearly all classes offered for this major would qualify as a credit for one of the K-State 8 areas.

Narrative
The Humanities degree program was started in 1980. It is an interdisciplinary program involving 10+ departments in the College of Arts and Sciences. While each of the departments has its own major, there was a need to create a broader degree in humanities that would be attractive to students who were not interested in any single discipline. It offers the opportunity for students to expand their knowledge across disciplines. It also serves as a gateway for student success for those students who have tried a number of majors but are not satisfied with any specific one. The humanities degree program is a pathway to a degree for those students

Although the number of graduates and majors is generally low, the degree program costs literally nothing to administer. There are no faculty dedicated to the program, nor a department with overhead costs.

Humanities majors are qualified for many types of jobs in business, education, nonprofit, and other fields (Study.com, 2020). Their preparation includes communication classes, writing classes, public speaking and cultural competence. Humanities graduates enter the job market or are accepted into graduate studies or law school.   The Kansas Board of Regents' DegreeStats website shows annual salaries average $28,200. Payscale.com (2020) lists the average salary for a BA in Humanities to be over $64,000. Pay will depend on whether the graduate goes into nonprofit or for-profit fields, or graduate school.

The primary strength of the program is that it offers a pathway to graduation for students who are undecided on a major or not interested in specializing in one discipline. Also, the program is offered at basically no cost to the university since all courses in the program are offered by the multiple departments for their own degrees.

The only real weakness may be that a general humanities degree is not linked to any specific job or career, and thus has trouble drawing students. Better marketing of the opportunities of a humanities degree would help with that.

Recommendation and Justification
We recommend continuing the BA in Humanities. There is no real cost for offering this degree program, and even though it has very few majors, it offers those students a pathway to graduation that might not be there for them otherwise.

References
Payscale.com   (2020),
(https://www.payscale.com/research/US/Degree=Bachelor_of_Arts_(BA)%2C_Humanities/Salary
Study.com (2020), https://study.com/articles/25_Great_Jobs_for_Humanities_Majors.html

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Program 2: BS/BA in Physical Sciences

Low Enrollment Data
1. Five-year average number of majors: 12
2. Five-year average number of graduates: 3

Faculty profile
3. Number of Faculty dedicated solely to the program
   a. There are no faculty solely dedicated to this program. The program is a mix of courses across multiple departments in the College of Arts and Sciences and the College of Engineering.
   b. The physical science disciplines include biology, biochemistry, chemistry, geography, geology, mathematics, physics, statistics, and computer science.
   c. All courses that may be used for this degree are already taught for the majors in those departments.
4. Number of department faculty teaching:
   a. Core Classes: There are no specific core classes for this degree, although there are limited options for courses that can be taken for the major which cut across all areas within the science disciplines. Students work with the physical sciences advisor to develop a plan of study that best fits their needs.
   b. Electives: There a limited set of elective courses from across science disciplines. These courses are taught by faculty in the respective science disciplines.
   c. General Education: Nearly all classes offered for this major would qualify as a credit for one of the K-State 8 areas.

Narrative
The Physical Sciences degree program was started in 1980. It is an interdisciplinary program involving eight departments in the College of Arts and Sciences and computer science in the College of Engineering. While each of the departments has its own major, there was a need to create a broader degree in physical sciences that would be attractive to students who were not interested in any single science discipline. It offers the opportunity for students to expand their knowledge across disciplines. It also serves as a gateway for student success for those students who may have tried a number of majors but are not satisfied with any specific one. The general sciences degree program is a pathway to a degree for those students

Although the number of graduates and majors is generally low, the degree program costs literally nothing to administer. There are no faculty dedicated to the program, nor a department with overhead costs.

Graduates with a physical sciences major are qualified for many types of technical and engineering positions across many industries. Recent graduates have taken positions as project managers, associate engineers and other related jobs. Their plan of study prepares them for a broad array of industry positions, as well as graduate studies in the sciences. Kansas Board of Regents' DegreeStats lists average pay under $20,000. Payscale.com (2020) lists the average salary for a general science degree to be $73,000. The low pay for DegreeStats is explainable, as our own data show a few recent graduates employed in internship positions upon graduation.

The primary strength of the program is that it offers a pathway to graduation for students who are undecided on a major or not interested in specializing in one discipline. Also, the program is offered at basically no cost to the university since all courses in the program are offered by the multiple departments for their own degrees.

The only real weakness may be that a general science degree is not linked to any specific discipline, thus it may not be as attractive to many students.

Recommendation and Justification
We recommend continuing the BS/BA in Physical Sciences. There is no real cost for offering this degree program, and even though it has very few majors, it offers those students a pathway to graduation that might not be there for them otherwise.

References
Payscale.com   (2020),
https://www.payscale.com/research/US/Degree=Bachelor_of_Science_(BS_%2F_BSc)%2C_General_Science/Salary

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Program 3: BS/BA in Medical Laboratory Sciences (Clinical Lab Science/Med Technology)

Low Enrollment Data
1. Five-year average number of majors: 12
2. Five-year average number of graduates: 1

Faculty profile
3. Number of Faculty dedicated solely to the program
   a. There are no faculty solely dedicated to this program. The program is a mix of courses across multiple departments in the College of Arts and Sciences.
   b. There are two clinical directors of the MLS program listed as adjunct faculty (unpaid) who work at the two hospitals with whom we have agreements.
   c. The science and health disciplines include biology, biochemistry, chemistry, mathematics, physics, and statistics.
   d. All courses that may be used for this degree are already taught for the majors in those departments.
4. Number of department faculty teaching:
   a. Core Classes: The required classes for this major are specific, given its purpose. The required courses are from six departments and would be taught whether the major would be offered or not.
   b. Electives: There are a few limited electives taught from three different disciplines.
   c. General Education: Nearly all classes offered for this major would qualify as a credit for one of the K-State 8 areas.
   d. Clinical experience: The program requires 30 hours of clinical training. Clinical directors at the hospitals are listed as adjunct faculty but not paid by K-State.

Narrative
The Medical Laboratory Science degree program dates back to 1980. It was originally called Medical Technology, then changed to Clinical Laboratory Sciences in 2004. The name was changed to Medical Laboratory Science in 2017. It is an interdisciplinary program involving six departments in the College of Arts and Sciences. Completion of the program, including the clinical hours, prepares students to sit for the American Society for Clinical Pathology Board of Certification exam.

Although the number of graduates and majors has been low, the numbers have increased in the past few years. One limiting factor is that there are only a limited number of spaces available for students at the clinical sites. Since it is taught across multiple departments using courses that are already offered, the degree program costs very little to teach. There are no faculty dedicated to the program, nor a department with overhead costs. There is an advisor in the Dean's office who assists students with their plan of study and the clinical placement. K-State has affiliation agreements with two Kansas City hospitals for the clinical sites, but students are encouraged to seek other placement sites as well. We are working on more affiliation agreements with additional hospitals in the KC area.

Graduates with the Medical Laboratory Science (MLS) degree are qualified so sit for the ASCP Board of Certification exam. We have a 100% pass rate for those students who complete the program. Graduates are hired upon graduation into the medical lab field. There is growing demand for graduates who pass the exam which opens up opportunities in the health care field in high paying positions ($60,000). The Board of Regents' DegreeStats website shows pay levels across three institutions (KU Med, Washburn, and K-State), with K-State showing a salary of $18,800 and KU Med showing $67,000. It is not clear why the salary for K-State is low. Payscale.com (2020) quotes an average salary of $26 - $27/hour (~$52,000) for the BS degree in MLS.

The primary strength of the program is that it offers a strong program that prepares students for an in-demand career in the health care industry. Jobs are plentiful. The university has affiliation agreements with hospitals for clinical placements in place and will soon be adding more sites. Also, the program is offered at little additional cost to the university since all courses in the program are offered by the multiple departments for their own degrees.

The only weakness may be that the program is very specialized, and marketing needs to be improved. The recent enrollments show an increase in interest in the field of medical lab science.

Recommendation and Justification
We recommend continuing the BS/BA in Medical Laboratory Science. It is a good quality program that has had success in preparing students for solid careers in the health care industry. It is a low-cost program for the university.

References
Payscale.com   (2020),
https://www.payscale.com/research/US/Degree=Bachelor_of_Science_(BS_%2F_BSc)%2C_Medical_Laboratory_Science/Hourly_Rate

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Program 4: AS in Applied Business

Low Enrollment Data
1. Five-year average number of majors: 16
2. Five-year average number of graduates: 6

Faculty profile
3. Number of Faculty dedicated solely to the program
    a. The associate degree in applied business consists of 18 credits of business courses and 43 general education courses. There are five faculty who teach the business courses for the program. They also teach courses for the BS in Applied Business and Technology program.
    b. The AS degree is offered on the Polytechnic campus. They also offer a BS in Applied Business and Technology degree. This degree was a BS in Technology Management, and the name change was approved in 2019.
    c. The same courses offered for the AS degree are also taught for the BS degree.
4. Number of department faculty teaching:
    a. Core Classes: There are four required classes in Business for the AS degree, and two economics courses. The five faculty in the Applied Business area teach all six classes. The BS in Applied Business and Technology contains these four, plus six others among their required courses, and the faculty in Applied Business teach all of these courses.
    b. Electives: There are two elective courses in the program, both taught by the faculty in Applied Business. Both of these electives are required in the BS in ABT degree. There are five elective

       courses in the BS degree program, which are also the responsibility of the five Applied Business faculty.

    c. General Education: The business courses in the degree program all count for credit in various areas of the K-State 8 program. In addition, there are 43 credits of general education in the AS program.

Narrative

The AS degree program in Applied Business has been taught on the Polytechnic campus since 2001. In 2012, the university put less emphasis on associate degree programs to focus more on bachelor programs. The AS program was re-emphasized in the past two years, then in 2019, the BS program in Technology Management was renamed Applied Business and Technology. The AS program now offers a pathway to a credential, in addition to the BS in ABT. The programs are more complementary than they are competitive. Students may begin taking courses in the AS program. Once they meet the 61 credit hours, they may opt for the AS credential, or continue to take courses for the BS in ABT. Since these programs have only had one year together, it is difficult to predict how many students will remain in or complete the AS degree.

With the renaming of the BS degree, the courses in the AS degree program will be taught whether the program exists or not. Thus, the program bears little to no cost for the Polytechnic campus.

Nearly all graduates with the AS degree in applied business are employed upon completion of the degree program. Many students who earn this degree are already employed and are using the credential to obtain a promotion. Our own data show graduates in positions in business and the aerospace industry. Some students who complete the AS degree also obtain a degree in another field, such as engineering technology or aviation. The DegreeStats webpage shows no salary data for graduates from this program. Payscale.com (2020) lists the average salary for an associate degree in General Business to be $16 - 17/hour (~$32,000 - $34,000 per year at 2000 hours).

The primary strength of the program is that it offers a pathway to a credential for students who complete the coursework for the AS degree. While some students may opt to remain in the program to obtain the BS in ABT, the AS degree offers a shorter pathway for students who seek basic knowledge in business. The course work for the program will remain whether the program is offered or not, considering that the same course work applies to the BS in ABT degree.

There are really no weaknesses for the program. The low enrollments may be due to a lack of marketing of the program, which the Polytechnic campus is seeking to enhance in the years to come.

Recommendation and Justification

We recommend continuing the AS in Applied Business. There is no real cost for offering this degree program, and it offers a credential to students who are seeking basic business knowledge. The Polytechnic campus will be enhancing the marketing of the program.

References

Payscale.com (2020), https://www.payscale.com/research/US/Degree=Associate_of_Applied_Science_(AAS)%2C_Business_Administration/Hourly_Rate

Program 5: BS/BA in Statistics

Low Enrollment Data
1. Five-year average number of majors: 21
2. Five-year average number of graduates: 6

Faculty profile
3. Number of Faculty dedicated solely to the program
   a. There are 15 core faculty members in the department: the department head, three professors, three associate professors, six assistant professors, and two nontenure track faculty.
   b. Statistics faculty also support master and doctoral degrees in statistics, and a graduate certificate in applied statistics. The undergraduate degree also added a data science track, which has increased enrollments.
4. Number of department faculty teaching:
   a. Core Classes: All faculty contribute to the teaching of courses in the major at some time, with the two nontenure track and graduate teaching assistants in the larger courses that attract majors from across campus. Masters-level and doctoral classes must be staffed by the tenured and tenure-track faculty. There are eight statistics courses in the core, six of which are at the 600-level and above, and thus must be taught by doctoral-qualified faculty.
   b. Electives: There are six statistics courses listed as electives in the degree program. Of these, three are entry level, which are staffed by a mix of nontenure track faculty, tenure-track faculty, and GTAs.
   c. General Education: Statistics classes are required by many programs around the university. In fact, the statistics classes produced a five-year average of nearly 12,000 student credit hours per year. This is one of the highest producing departments in the university. These classes all count for the Empirical and Quantitative Reasoning area in the K-State 8 program.

   Cost Effectiveness of Program
   - The financial contribution of the program, relative to its costs are displayed in the following table:

Program	Student Credit Hours Generated (undergrad only)	Revenues from Tuition and Fees (undergrad only)	Costs (salaries, benefits, and operating expenses)	Gross Margin (revenues less costs)
Statistics	11,112	$5,144,675	$1,422,436	$3,722,239

   (All figures from KSU budget and actual FY2020)

   - The program makes a significant contribution to the financial status of the university.

Narrative
The Statistics undergraduate degree program was started in 1980. The department also supports an MS degree, as well as a doctoral degree. The bachelor degree was changed in 2017 to add data science, which has had a positive impact on enrollments, as the field of data science and data analytics has expanded rapidly in the past decade.

Although the number of graduates and majors have been low, both are on an upward trend. The department makes good use of graduate teaching assistants to staff the courses that require numerous sections. The department, as noted above, is highly productive in terms of student credit hours.

Our data show that over 90% of the students who complete the undergraduate degree are employed or admitted to graduate school upon graduation. Graduates have earned mean salaries of $65,000 in recent years. The

DegreeStats website shows the average salary for K-State graduates in Statistics and Data Science to be $29,000. Payscale.com (2020) listed average salaries for statistics degrees to be in around $70,000. The DegreeStats average is for Kansas and Missouri residents. Our data show that seven of 11 graduates who reported salaries were employed in states outside of KS and MO. Also, two of the four recent graduates employed in KS and MO took positions in higher education as an instructor and lab assistant, respectively. We believe that there is high demand for statistics majors, and the addition of the data science option is very attractive to employers.

The primary strength of the program is that it offers a strong program that prepares students for placement into excellent high-paying jobs and career paths. In addition, the statistics program offers classes that are required by nearly all programs around the university. The department produces nearly 12,000 credit hours per year. There will always be a need for statistics majors.

The only weakness is that the average number of majors is currently under the KBOR minima. Expanding the program to include data science has clearly created a positive trend in recent enrollments:
- Fall 2019: 29 majors, 9 degrees completed
- Fall 2020: 29 majors, 9 degrees completed
- Fall 2021: 48 majors, degrees TBD

Recommendation and Justification
We recommend continuing the BS/BA in Statistics. It is a high-quality degree program that has had success in preparing students for excellent jobs. The addition of the data science option is already increasing its attractiveness to students. Through its credit hour production, the program supports itself and other programs in the college.

References
Payscale.com (2020), https://www.payscale.com/research/US/Degree=Bachelor_of_Science_(BS_%2F_BSc)%2C_Statistics/Salary

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Program 6: BS in American Ethnic Studies

Low Enrollment Data
1. Five-year average number of majors: 10
2. Five-year average number of graduates: 4

Faculty profile
3. Number of Faculty dedicated solely to the program
   a. There are six core faculty members in the department: One professor, two associate professors, one assistant professor, and two instructors.
   b. The Department of American Ethnic Studies (AES) partners with 26 "affiliated" faculty from 14 other departments at K-State. These 26 affiliated faculty members teach courses in their own disciplines that count as elective courses in the AES major.
4. Number of department faculty teaching:
   a. Core Classes: There are eight core courses in the program. The six core faculty members teach all of these courses, with an occasional adjunct assisting.
      i. The Introduction to American Ethnic Studies usually offers 10 sections each semester and has average enrollments of 750 per year over the past 5 years. The class is listed as one of the top 10 foundational classes in the College of Arts and Sciences. This course is also a required class in other programs.
   b. Electives: There are four elective courses in the BS degree program taught by the AMETH department, all of which are generally taught by core faculty members. One of the electives is a

Topics in American Ethnic Studies class, which has drawn average enrollments of over 120 students per year over the past 5 years.

  i. As noted above, there are 20+ courses in other departments across K-State that are considered electives for the American Ethnic Studies major. These courses are taught by affiliated faculty in those departments. Courses from these departments all cover topics related to ethnic cultures, including ethnic literature (English), global human rights (Political Science), indigenous people of North America (Anthropology), and the history of jazz (Music, Theater, and Dance).

c. General Education: All classes offered in the American Ethnic Studies department satisfy the Human Diversity in the US area of the K-State 8 (K-State's general education program). All students at K-State must take one course in each of the K-State 8 areas. In addition, the College of Arts & Sciences requires a US multicultural overlay for all programs in the College, and the AES courses are a primary source by which students satisfy this requirement.

Cost Effectiveness of Program

- The financial contribution of the program, relative to its costs are displayed in the following table:

Program	Student Credit Hours Generated (undergrad only)	Revenues from Tuition and Fees (undergrad only)	Costs (salaries, benefits, and operating expenses)	Gross Margin (revenues less costs)
AES	3,612	$1,591,094	$468,593	$1,122,501

(All figures from KSU budget and actual FY2020)

- The program makes a significant contribution to the financial status of the university.

Narrative

The American Ethnic Studies degree program was started in 1996, and for years was offered as a degree program within the Dean's Office of Arts and Sciences. American Ethnic Studies became a department in 2013. All current faculty were hired in the past seven years. Since that time, AES serves as the most prominent source of undergraduate education pertaining to ethnic cultures, diversity and inclusion at K-State. We consider the AES program and its courses to be an important part of our educational mission as a university. Our general education program – the K-State 8 – requires that all undergraduates take courses in eight key areas. Human Diversity in the US is one of these key areas. All courses offered in the AES program are tagged as K-State 8 courses for Human Diversity in the US. In addition, the AES courses serve to satisfy the multicultural overlay requirement in the College of Arts and Sciences. K-State is currently planning to expand that multicultural overlay to all majors, which would increase the importance of AES courses. The program also supports a minor and certificate in American Ethnic Studies. An average of 14 students per year have completed the AES minor over the past 5 years.

The program is very productive beyond its number of majors or graduates. AES classes accounted for an average of 3,131 student credit hours per year from AY 2016-2020, and the trend shows an increase from 2,511 SCH in AY 2016 to 3,612 in AY 2020. It should be noted that this average only includes courses labeled as AES classes, thus does not include the many elective courses taught by affiliated faculty from other departments.

The department delivers the major and all of its courses despite being one of the smallest departments in the university. Its interdisciplinary partnerships with other departments are an advantage that allows for much flexibility for students in the major. All faculty in the department teach in the major, and the tenure track and tenured faculty carry additional research expectations in their appointments. They are productive, publishing books in national presses and journal articles in top journals. The core faculty also perform an enormous amount

of service at the university and in the community. The AES program serves to attract students of color to the university and assists in the retention of those students. Faculty serve as academic and personal advisors to many students of color. For some, the department is considered a home away from home.

The strengths of the department are its ability to support the K-State 8 area of Human Diversity in the US, producing over 3,100 credit hours per year, which is growing each year (3,600 in the most recent year). The focus on American ethnic cultures is central to the diversity and inclusion educational mission at K-State. It is interdisciplinary, which increases its efficiency and creates flexibility to deliver a broader set of courses for students in the major.

Its strengths can also be weaknesses. Interdisciplinary programs are often more difficult to market, as high school students lack familiarity with AES programs. The ability to recruit new students is limited by the few faculty members in the department.

Regarding employment demand, AES majors are uniquely prepared for the real-world opportunities emerging within the rapidly changing demographics in the US. The knowledge, skills and abilities gained in an AES major prepares students to understand the context of America's multiple cultures, as well as communicate with and about such cultures. These skills apply to all contexts – business management and marketing, education, nonprofit, and health care, to name a few. As the U.S. has become more diverse, AES topics have grown in importance. Business publications have noted the importance of multicultural competence and diversity training (Business.com, 2018; Harvard Business Review, 2019; Inc.com, 2018).

Earning for graduates will depend on their chosen field. Recent K-State graduates in AES have taken jobs in for profit and nonprofit opportunities, including urban planning, advertising, banking, human services, and community work. The major is an excellent preparation for law school, graduate study, social work, and many other fields. About 30% of recent graduates of the program have been accepted into law school. KBOR DegreeStats shows an average salary for our graduates of around $28,000. Payscale.com (2020) lists the average salary for a BA in Ethnic Studies to be nearly $61,000. Salary levels will be lower if the graduate opts into nonprofit opportunities.

Recommendation and Justification
We are currently considering a proposal that would combine American Ethnic Studies with Gender, Women, and Sexuality Studies. There is more on this proposal at the end of this report. We believe that both areas are critical areas of study for students. Both are central to our university mission for diversity and inclusion. The AES program is run as efficiently as possible and their cost effectiveness is evident from the financial figures above. The low number of majors and graduates are a factor in our consideration of the proposal to combine the two programs.

References:
Business.com (2018), https://www.business.com/articles/business-cultural-competence/
Harvard Business Review (2019), https://hbr.org/2019/04/3-ways-to-improve-your-cultural-fluency
Inc.com   (2018),   https://www.inc.com/melissa-lamson/cultural-competence-your-most-valuable-business-asset.html
Payscale.com   (2020),
https://www.payscale.com/research/US/Degree=Bachelor_of_Arts_(BA)%2C_Ethnic_Studies/Salary

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Program 7: BS in Gender, Women, and Sexuality Studies

Low Enrollment Data
1. Five-year average number of majors: 15
2. Five-year average number of graduates: 7

Faculty profile
3. Number of Faculty dedicated solely to the program
    a. There are five core faculty members in the department: One full professor, three associate professors and one assistant professors
    b. Gender, Women, and Sexuality Studies (GWSS) also lists nearly 50 faculty as affiliated faculty who are in departments outside of GWSS. These faculty offer classes in their own disciplines which count as electives in the GWSS program. Departments represented among the affiliated faculty include American ethnic studies, English, anthropology, history, philosophy, sociology, social work, modern languages, political science, communication studies, and psychology.

4. Number of department faculty teaching:
    a. Core Classes: There are four core courses in the program, all of which are taught by the five full-time faculty in the department.
    b. Electives: There are five clusters of classes that students can take for their elective courses in the BS GWSS degree program. The GWSS department offers 20+ electives, and the 50 affiliated faculty from other disciplines offer over 80 courses that may also count as electives for the GWSS degree.
    c. General Education: Core and elective courses in the GWSS major satisfy six of the eight areas in the K-State 8 general education program:
        i.   Human Diversity in the US area (15 courses)
        ii.   Social Sciences (8)
        iii. Ethical Reasoning and Responsibility (7)
        iv.   Aesthetic Interpretation (3)
        v.   Historical Perspectives (3)
        vi.   Global Issues and Responsibilities (2)
    d. In addition, six courses fulfill the U.S. Multicultural Overlay requirement of the College of Arts and Sciences.

Cost Effectiveness of Program
-   The financial contribution of the program, relative to its costs are displayed in the following table:

Program	Student Credit Hours Generated (undergrad only)	Revenues from Tuition and Fees (undergrad only)	Costs (salaries, benefits, and operating expenses)	Gross Margin (revenues less costs)
GWSS	1,848	$834,214	$421,556	$412,658

(All figures from KSU budget and actual FY2020)

-   The program contributes positively to the financial status of the university.

Narrative
The GWSS degree program was started in 1996 as Women's Studies. Its name was changed in 2016 to GWSS to account for the broadening of its focus to include all aspects of gender, gender identity and sexual orientation. The Women's Studies program only became a separate department in 2013. Prior to that, the degree was

administered through the Dean's Office in the College of Arts and Sciences. With its focus on diversity and inclusion, the GWSS program and its courses play a prominent role in our undergraduate educational mission.

Our general education program – the K-State 8 – requires that all undergraduates take courses in eight key areas. All courses offered in the GWSS program are tagged as K-State 8 courses for six of the eight areas, with most (15) satisfying the requirement for Human Diversity in the US. Through this role in general education, the GWSS program is quite productive. GWSS classes accounted for an average of nearly 2,200 student credit hours per year from AY 2016-2020. It should be noted that this average of student credit hours only counts the courses specifically labeled for the GWSS courses. The interdisciplinary nature of the major includes a wide selection of courses from other departments, and those are not counted in the total student credit hours for GWSS.

In addition to the K-State 8, all majors within the College of Arts and Sciences require three hours of courses focused on multicultural topics.   Six courses in the GWSS major are included as courses satisfying this multicultural overlay.

The department delivers the major and all of its courses despite being one of the smallest departments at the university. It does this through the efficient use of its affiliate faculty, and its interdisciplinary partnerships with other departments in the university. The department core faculty deliver all of the GWSS courses, and affiliated faculty in other departments provide important course work that explores different contexts and applications. The tenure track and tenured faculty not only support the teaching mission of the department, but also carry research expectations in their appointments. Three of the five faculty in the department have new books being published in 2020 or 2021. One faculty member has another book under contract and is also preparing a new edition of an introductory-level GWSS textbook that is widely used across the country.

The strengths of the department are its ability to support the K-State 8, especially the area of Human Diversity in the US, producing nearly 2,200 credit hours per year. The focus on American gender, women, and sexuality issues is central to our diversity and inclusion academic mission at K-State. Faculty members in the department also contribute to the diversity and inclusion mission of the university in their work outside the classroom, in their capacity as faculty advisors to students. The department both teaches *about* diversity and inclusion but also serves a large number of diverse students, including men and women of color, LGBTQ students, and low income, first generation students. Faculty members in GWSS provide support, mentoring, and advising to these students, and in so doing, support the university's efforts to recruit, retain, and graduate students from underrepresented groups. GWSS is also an interdisciplinary program, which adds flexibility to its ability to deliver courses for students interested in the major.

Its strengths can also be weaknesses. Interdisciplinarity means that students are allowed to take multiple courses offered by other departments as electives for the major; as such, the department channels student credit hours to other departments in the college. This is both a strength, in that the department is a team player within the college, but also a weakness, because there is not a mechanism in place to accurately reflect the SCH generated by its majors.   Also, interdisciplinary programs are often more difficult to market, as high school students lack familiarity with GWSS programs and the opportunities that stem from a GWSS degree. Student recruitment to the major is challenging with so few faculty members.

Regarding employment demand, the GWSS degree has only had four years of programming at this point. The prior degree in Women's Studies was quite successful in producing graduates who went on to careers in law, violence prevention and advocacy, human services, business, education, and many others (KSU Gender, Women, and Sexuality Studies, 2020). The KBOR DegreeStats site does not show any salary data for the current GWSS program, but does show the KU degree in Women, Gender, and Sexuality Studies with an average salary of $25,000. In general, the employment opportunities for GWSS degrees are broad and potentially high-paying (DegreeQuery.com, 2020; Trade-schools.net, 2020). Payscale.com (2020) lists the average salary for graduate

with a BA in Gender Studies to be over $50,000. The pay level will depend on whether the graduate enters a nonprofit or for profit opportunity.

Recommendation and Justification
We are currently considering a proposal that would combine American Ethnic Studies with Gender, Women, and Sexuality Studies. There is more on this proposal at the end of this report. We believe that both areas are critical areas of study for students. Both are central to our university mission for diversity and inclusion. The GWSS program is run as efficiently as possible and their cost effectiveness is evident from the financial figures above. The low number of majors and graduates are a factor in our consideration of the proposal to combine the two programs.

References:
DegreeQuery.com (2020), https://www.degreequery.com/gender-studies-degrees/
KSU Gender, Women, and Sexuality Studies website (2020), https://www.k-state.edu/gwss/alumni/careers.html)
Payscale.com   (2020),
https://www.payscale.com/research/US/Degree=Bachelor_of_Arts_(BA)%2C_Gender_Studies/Salary
Trade-schools.net (2020), https://www.trade-schools.net/articles/gender-studies-jobs

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Addendum
Proposal to Merge American Ethnic Studies and Gender, Women, and Sexuality Studies

The departments of American Ethnic Studies and Gender, Women, and Sexuality Studies are currently creating a proposal to merge the two departments and degree programs into one department and one degree program with multiple options. These two areas are institutionalized together at many universities. This proposal is in its early stages, but faculty in both departments see benefits for such a change.

Benefits
This merger will provide:
- a much stronger faculty base
- a stronger academic hub for both students and faculty.
- ability to continue strong student credit hour generation
- an increase in the number of majors beyond the sum total
- opportunities to build on the existing connections between the two fields and innovate pedagogically
- greater visibility for students
- structure to pool efforts to recruit students

Timing
Planning for this merger will continue through the spring 2021 semester. We would not expect this merger to be completed and new program ready for delivery until the Fall 2022 semester. University policies and procedures pertaining to program discontinuance and new program creation would require time to go through the necessary steps for approval.

Additional Considerations
Students engaged in the current two majors would be allowed to complete their degrees in those areas while the programs are being phased out.