3.   **Act on Strategic Program Alignment Final Recommendations:**
   - **Kansas State University – Provost Taber**
   - **Emporia State University – Provost Cordle**
   - **Fort Hays State University – Provost Arensdorf**

Summary

On January 15, 2020, the Board approved the degree programs in which Kansas State University, Emporia State University, and Fort Hays State University requested to review under strategic program alignment. Kansas State reviewed its Bachelor of Science in Computer Science and Master of Software Engineering. Emporia State University reviewed its Master of Science in Rehabilitation Counseling and Master of Science in Industrial/Organizational Psychology. Fort Hays State University reviewed its Associate in Applied Science in Technology and Leadership and Bachelor of Science in Technology Leadership and Bachelor of Science in Information Systems Engineering. These universities will present their strategic program alignment findings and recommend if the programs should be continued, further evaluated, discontinued, or merged.

Policy
Below is the Board's policy on Strategic Program Alignment.

"In addition to and distinct from the regular program review cycle and process, the Board may direct one or more state university chief executive officers to undertake a strategic program alignment review to determine which of the university's programs shall be recommended to the Board for continuation, further evaluation, merger, or discontinuance. Guidelines will be established by the Board.

If directed to do so under this provision, the state university chief executive officer shall present to the Board a list of programs for strategic alignment review. Upon receipt of the list, the Board shall review, approve one or more programs for alignment review, and may select one or more additional programs to evaluate.

Upon completion of the strategic alignment at the campus level, the state university chief executive officer shall recommend to the Board whether identified programs should be continued, further evaluated, discontinued, or merged, and provide a rationale for each recommendation. The Board shall review the recommendations and make the final determination whether the evaluated programs continue, merit further evaluation, merge, or discontinue. For programs the Board has identified for merger or discontinuance, the state university chief executive officer shall provide a plan for the transition."

Background
The Board selected the University of Kansas (KU) and Wichita State University (WSU) to pilot this policy. The Board approved the strategic program alignment recommendations made by WSU and KU on February 20, 2020. On January 15, 2020, the Board approved the programs that Kansas State University (K-State), Emporia State University (ESU), and Fort Hays State University (FHSU) requested to review under the strategic program alignment policy. The findings and recommendations from these strategic program alignment reviews are detailed below.

Strategic Program Alignment Reviews and Recommendations

Kansas State University

B.S. in Computer Science
It was noted in KSU's earlier presentation of this program, the B.S. in Computer Science is highly enrolled, with an average of over 400 students per year. However, since the program is in the College of Engineering, with its high entry standards, it was felt that the program is not accessible to those students who want computer coding skills but not be seeking an engineering degree. This created an opportunity for innovation.

The College of Arts and Sciences has partnered with the Department of Computer Science to create a new B.S. degree in Integrated Computer Science. This program will combine the basic courses in computer science in which students can learn coding skills, with preparation in a specialized content area defined within the arts, humanities, social science, and hard science realm. This will prepare students with strong technical skills who would be able to find employment across many industries and types of businesses and organizations, within public or private sectors.

The B.S. in Integrated Computer Science has been approved by K-State's internal process and is currently going though the KBOR program approval process.

M.S in Software Engineering
The M.S. in Software Engineering is offered by the Department of Computer Science within the College of Engineering. It is one of two masters degrees offered in the department. While the M.S. in Computer Science experiences high enrollments and graduates, the Software Engineering program has not experienced the same level of success. Their enrollments have been declining and have not met the minimum standards of KBOR for the past four years.   After the program review process this past year, discussions with the department led to the department concurring with the decision to discontinue the program.

K-State has suspended admissions to the M.S. in Software Engineering and is recommending it be formally discontinued. K-State is currently following its discontinuance policy for closure of the program.

Emporia State University

Master of Science in Rehabilitation Counseling
The program was reviewed in consultation with Institutional Research, the dean and department chair, and Faculty Senate Executive Committee. The primary consideration in the review was low student demand. Average enrollment over the past 5 years was 21, but by Fall 2019 enrollment was down to seven. A contributing factor was a change in CACREP accreditation standards requiring an increase from 48 hours to 60 hours, which significantly increased the cost of delivering the program.

ESU recommends discontinuing the program. Rehabilitation Counseling is no longer viable as a separate program due to limited student demand and the additional resources that would be required in order to meet CACREP accreditation standards. A Rehabilitation Counseling emphasis will be offered as a part of the MS program in Clinical Counseling.

Master of Science in Industrial/Organizational Psychology
The program was reviewed in consultation with Institutional Research, the dean and department chair, and Faculty Senate Executive Committee. The primary consideration in the review was low student demand. Average enrollment over the past five years was 20, but by Fall 2019 enrollment was down to six. Centrality to mission was also considered; as currently configured, this is a traditional, face-to-face, research-intensive program that is

somewhat of an outlier given ESU's emphasis on applied master's programs. Finally, the department has struggled at times to staff the program with highly-qualified faculty.

ESU recommends discontinuing the program. ESU proposes designating the MS in Industrial/Organizational Psychology as "on hold" in the KBOR Program Inventory in order to facilitate its possible reinstitution in the future as an online program with an applied emphasis.

Industrial/Organizational Psychology as currently configured is no longer viable due to limited student demand and the challenges of staffing and delivering it as a traditional research-intensive program.

Fort Hays State University

Associate in Applied Science in Technology and Leadership and Bachelor of Science in Technology Leadership
Both of these programs had been recently reviewed through the KBOR program review process. Neither program met all of the required KBOR minima with regard to enrollments and graduates. However, there is unique synergy that could occur between these two programs and FHSU utilized the strategic alignment process to evaluate that potential. FHSU recently revised the Applied Technology and Leadership AAS degree, adding a Leadership component to better articulate with new and ongoing military initiatives. The Technology Leadership program had not undergone revisions since its inception as a completion program for students with AAS credentials. Reviewing both of these programs in tandem was needed to 1) re-evaluate the degree format and demand for the Technology Leadership program and better align it with the Applied Technology and Leadership AAS and 2) align and articulate the AAS with military initiatives.

FHSU recommends to continue both programs and keep evaluating them.

Since January 2020, a review of both programs has occurred and current enrollments indicate that both the AAS and BS programs are growing (24 students in AAS and 30 in BS) and have online enrollment potential for new populations of students. FHSU will focus recruitment and marketing efforts on these unique pathway programs utilizing an AAS degree and military credits.

Bachelor of Science in Information Systems Engineering
FHSU utilized the strategic program alignment process to determine the fit for the Information Systems Engineering program at FHSU. This program was also reviewed through the KBOR Program Review process last year. The initial recommendation during the alignment review was to discontinue the program. This program has yielded very low enrollments and currently has no enrollments.

FHSU recommends to discontinue the program.

Students interested in this area are pursuing undergraduate degrees in either Computer Science or Informatics. At this time, these two academic programs are a better fit for the FHSU student profile and industry needs.