

## **Kansas State University's Program Review – 2015 Institutional Overview**

The mission of Kansas State University (K-State) is to foster excellence in teaching, research and service that develop a highly skilled and educated citizenry necessary to advancing the well-being of Kansas, the nation and the international community. The university embraces diversity, encourages engagement and is committed to the discovery of knowledge, the education of undergraduate and graduate students, and improvement in the quality of life and standard of living of those we serve.

Review of selected degree programs each year helps assure that the university continues to offer rigorous and relevant curricula to meet the needs of students, faculty, the state of Kansas, and the Kansas Board of Regents (KBOR). Such reviews also ensure that the institution is heeding to its mission and strategic goals. For the 2015 cycle, K-State reviewed a total of 19 degree programs in 15 disciplinary areas. The following disciplines were included:

- **College of Business Administration** – Accounting, Business Administration, Entrepreneurship, Finance, General Business, Management, Management Information Systems, and Marketing.
- **College of Engineering Technology and Aviation**– Aeronautical Technology, Applied Business, Engineering Technology, Professional Masters of Technology, and Technology Management.
- **College of Agriculture** – Animal Sciences

The following provides a description of the review process. The next section provides significant highlights of each program. The final section proposes recommendations for the departments and their related degree programs that did not meet the minimum criteria.

### **DESCRIPTION OF THE REVIEW PROCESS**

Two years ago, a 10-member working group convened to review our process, timeline and documents used in conducting program reviews and to evaluate the value, relevance, and opportunity to collect additional information. The working group recommended adding items of interest for our strategic plan, K-State 2025 (i.e., the number of students doing undergraduate research) to the statistical data, and to include eight years of data rather than just five, since the reviews are conducted on eight-year cycles. The internal summary report was revised to include two sections, one summarizing the assessment of student learning outcomes and the other highlighting major achievements, accomplishments or major challenges or issues. Also, the working group recommended excluding the detailed 10-page report from the process given that it did not provide any additional value or new information to the process beyond the summary assessment and institutional recommendations reports. Finally, the timeline was revised to start the October before the calendar year of review to align the review of the assessment of student learning with the review of the total program.

The process began with each department examining its assessment and statistical data. Each department, in consultation with the dean of the Graduate School and/or the respective College Committee on Planning (CCOP), then prepared the two-page Summary Assessment and Institutional Recommendations Report for its academic programs (by CIP code) as required by KBOR. The two-page report covered all degree levels (bachelor, master's and/or doctoral) for each CIP code degree offered by the department. The two-page summaries were then reviewed by the college dean, CCOP, and the dean of Graduate School (if applicable). The college dean then forwarded the two-page summaries to the Provost Office for review and comment. The Provost Office returned any comments on the summary reports to the college dean. Suggested revisions to the two-page summaries were made by the dean and the revised documents were sent back to the Provost Office for final approval. The two-page summaries for all programs are attached. Where possible, the summary reports for all degree programs within a given department were combined into the same two-page narrative.

### **SUMMARY OF THE PROGRAMS REVIEWED**

Of the 18 degree programs reviewed, one is a doctorate, four are masters, 11 are bachelors and two are associate degree programs. On the whole, all of the degree programs are in strong and viable academic disciplines. Overall, each department and its academic programs provide options and opportunities for the advancement of education, research, and service for the state of Kansas, the nation, and the world.

### ***College of Business Administration:***

The mission of the College of Business Administration (CBA) at Kansas State University is excellence in the advancement and dissemination of knowledge consistent with the needs of students, business, faculty, and society. The vision of the College is to be the school of choice for the best students in the region and to be a school that attracts highly qualified students from the United States and the world by providing an environment where every student can succeed.

The Department of **Accounting** has enjoyed a long and rich history of education research and teaching innovation that is an integral part of its mission and vision. Since receiving a grant from the Accounting Education Change Commission (AECC) in 1989, the department has been increasingly recognized as a national leader in curriculum innovation. The AECC curriculum revision not only resulted in a high quality, student based curriculum, but it also created a culture of education innovation that continues today. The Accounting Pilot and Bridge Project (APBP) at Kansas State University serves to actively promote relationships between high school accounting students and Kansas State University. The Department has plans to leverage the new 140,000 square foot building to increase the practical interaction between students, faculty and the business community over the next 3-5 years. Increased access to integrative technology will allow for expansion of online class offerings, and will provide the ability for collaborative applied research in areas including Accounting, for both faculty and undergraduate students. The K-State masters of accounting program has established itself through strong ties with the professional community, alumni, and emphasis on both technical knowledge and skills necessary for preparation both for public and corporate accounting practice. In order to encourage more accounting students to stay for one additional year to receive their master of accountancy, the department made improvements in three areas: curriculum content focused on the cutting edge of current accounting thinking; reducing the cost by implementing a 4.5 year concurrent program and offering graduate courses during the summer; and adding opportunities for students to engage in activities such as internships and study abroad.

Launching of the Professional **Masters of Business Administration (MBA)** program Online represents a major accomplishment since the last review. This launch also included benchmarking and refinement of the campus MBA program curriculum to be more competitive with peers. In combination, these initiatives provide not only an option for individuals throughout the world to earn a K-State MBA, but also the flexibility for more working professionals from the Manhattan community to participate in the program as their schedules allow. In addition, an advisory council of professionals will be developed to enhance the ongoing feedback available for program improvement. Finally, during this period a new learning assessment process for both the campus and online programs will be implemented that was designed during 2014-2015.

In the last eight years, the College developed both the major and minor in **Entrepreneurship**. Concurrent with these academic offerings, the Center for the Advancement of Entrepreneurship has significantly expanded its programs and reach in the past five years. As a result of these efforts, the Center has been recognized as the 2011 Emerging Program of the Year by the United States Association of Small Business and Entrepreneurship (USASBE) and the 2012 Emerging Center of the Year by the Global Consortium of Entrepreneurship Centers (GCEC). Students in the program are attracted by the many outstanding hands-on activities, from LAUNCH competition to Launch A Business (LAB) program. With a \$500,000 grant over the next five years, the Center for the Advancement of Entrepreneurship will continue to expand its outreach throughout the state, benefitting students through even further increases in interaction with the entrepreneurial community.

The Department of **Finance** has added an investment management lab for students that houses 12 Bloomberg work stations. The lab was funded with private donations and provides a work space for several courses, including a new Excel Modeling course developed based on the recommendation of the Finance Advisory Board. In the next 3-5 years the department plans to revise its curriculum by adding an additional elective to each track, adding a new track in investment banking, continuing to expand the use of technology in classes, and reducing class sizes through adding faculty as a result of the college-level fee that was added with the support of student leaders.

The **General Business** program has grown steadily over the past 8 years. The appeal of online learning is expected to continue to grow in the coming years, with better technologies constantly being implemented in our classes. This program is currently being evaluated by the college to offer more targeted majors(s) and to align the curriculum more closely with other campus and online-based competitors. Increased access to integrative technology will allow for expansion of online class offerings as well.

The Department of Management offers an undergraduate major of **management** and a major in **management information systems (MIS)**. Within the management major there are three tracks: human resource

management, operations and supply chain management, and general management. Currently, extensive revisions of the MIS and general management major are underway. In this regard, advisory board members and faculty members work collaboratively to make sure that our programs stay up-to-date and provide our graduates with the skills needed in today's workplace. In addition, through participation in the Professional Advantage and Executive Mentor programs, initiated in 2011 and 2012 respectively, professionals working in the management discipline contribute directly to the development of key student skills by mentoring students, teaching professional development workshops and participating in networking, resume review and mock interview events.

The Department of **Marketing** launched the National Strategic Selling Institute (NSSI) in 2011. A sales lab was developed and constructed to aid students in developing their sales skills through mock scenarios. Since its inception, the NSSI has become one of the top in the nation according to the Sales Education Foundation for the past three years. The NSSI Advisory Board was developed to support the NSSI and has over 20 corporate members. The NSSI has entered over eight sales competitions, with students placing in first, second and third in most of the competitions.

### ***College of Technology and Aviation***

Kansas State Polytechnic provides a small campus atmosphere with a professional learning environment built on theory, research and industry application in the classroom. The campus is also home to an elite aviation program that has more Master Certified Flight Instructors than any other college or university. They dig deeper than theory and classroom learning, and produce capable, forward thinking leaders ready to solve real-world problems. Their students learn by doing, whether through hands-on projects, research, internships or competitions.

Over the last 8 years, the **Aeronautical Technology** program has increased the number of degree options from two to six, all of which have a common core of general education classes. The associate degree programs were discontinued in an effort to advance the university culture and research potential in the aviation department. The Department has upgraded training devices by selling old devices and buying newer and more modern flight training devices. Toward continuous improvement in the professional pilot degree program, we are signing an agreement to become a Cessna Pilot Center. This will provide them with software to better track student training, and, in some cases, will enable K-State to have more advantageous pricing when purchasing new aircraft. They have also made strategic moves to provide collegiate-level flight training in the Kansas City metropolitan area. They recently signed a unique agreement with Johnson County Community College (JCCC) which allows students in the KC metro area the opportunity to begin their general education studies at JCCC while simultaneously completing courses specific to the aviation curriculum via distance delivery. Once a track record of success is demonstrated with this arrangement, the program will expand into other metropolitan areas that include local flight training services as well. Identifying niche and agile concentrations areas (such as Unmanned Aircraft Systems which has doubled enrollment over the past two years) and developing distance course offerings/partnerships (such as the dual enrollment Professional Pilot partnership with Johnson County Community College) will be key to future enrollment growth.

The Arts, Science, & Business Department provides all liberal arts, science, and business courses required by all degrees on the K-State Polytechnic Campus giving it a unique mix of faculty representing seventeen academic disciplines. Additionally, the Department offers an associate of science degree in **Applied Business** and a bachelor of **Technology Management** that can be completed online or face-to-face. Offering the Applied Business degree option for students is essentially at no cost to the Department as all courses apply and are used for various other degree programs on campus. The Department will continue to offer the degree as it meets the needs of incoming freshman who have not decided on a major. The credits also apply to many other K-State bachelor degree programs for those students desiring to continue their studies. The Technology Management degree is one of only two degrees at Kansas State University that is available as a "2+2" program with all 19 Kansas Community Colleges. The curriculum has been recently revised, making it more efficient and increasing electives for students. The Department hopes to increase a presence at Ft. Riley for employees and soldiers and has a goal to increase the total number of Technology Management students to 150 over the next three to five years.

The **Engineering Technology** (ET) associate and bachelor accredited degree programs prepare graduates to apply specific engineering principles to the analysis, design, development, implementation, and oversight of advanced mechanical, electronics, and computer systems processes. Recent achievements in engineering technology include: improved student design projects; integrated use of advanced manufacturing equipment within the classroom; computer networking lab improvements; enhanced student design prototype fabrication

capabilities and accessibility; and deeper student experience with 3D CAD modeling skills and technical drawing capabilities.

The **Professional Masters of Technology** (PMT) program fulfills a niche as the only professional master's degree for technology professionals in the State of Kansas. The PMT program, with industry input, has made relevant changes to provide an enhanced value proposition aimed at making the program attractive to industry professionals seeking to advance in their careers or transition to new careers to meet emerging workforce needs. As this campus positions itself as a leader in the areas of aviation, unmanned aircraft systems, and bulk solids research, the PMT program will be critical to the growth of Polytechnic Campus.

### ***College of Agriculture***

The **Animal Science and Industry** department in the College of Agriculture offers B.S., M.S., and Ph.D. degrees related to the production, management and processing of animals for food, fiber, companion and recreation, and for safe, responsible, ecologically sustainable, and competitive food production. The department has expanded its efforts in recreational and companion animals. This has enabled the department to reach non-traditional audiences and has enhanced the diversity of the department, especially in the percentage of females enrolled in the major. The Animal Science and Industry major is home to approximately one-third of the undergraduates in the College of Agriculture, and it is the third largest animal science program in the U.S. The Animal Science Graduate Program is a large program that actively trains M.S. and Ph.D. students to enter the workforce in industry, academic, and government jobs. Our research programs focus on the needs of the livestock industries, and this, in turn, leads to training of students who are well suited to work in the livestock industries. Despite the large numbers of students that graduate, placement is essentially 100% for both M.S. and Ph.D. students.

### **RECOMMENDATIONS**

Of the 18 programs reviewed, 17 have been recommended for continuance. This review identified one master's program with low enrollments and few degrees conferred. Rationale for continuing and reviewing the degree program is summarized below.

The five-year average for the number of students enrolled and number of degrees conferred in the **Professional Masters in Technology program** fails to meet the KBOR criteria of 20 students enrolled and five degrees conferred (five and one respectively). The fall 2015 data show an improvement of 12 students enrolled. The PMT program is relatively young, initiated in fall 2011, and so far has graduated four students. Even though the program has had small enrollments, it foresees significant growth in coming years. To improve the program offering, it established an industrial advisory committee to review the student learning outcomes and curriculum. The PMT program and faculty have been successful in developing the online offering of the program starting in fall 2015 to increase enrollment. The flexibility and online offering of the PMT program will be an excellent recruitment tool to attract industry professionals and increase corporate engagement of K-State. The PMT program has goals to attract more domestic and international students, and develop collaborations to offer the program at Olathe Innovation Campus. Therefore, the Professional Masters program in Technology should be retained, but reviewed in three years.