

Kansas State University
Summary Assessment & Institutional Recommendations Reports
CY 2015

Animal Sciences: Bachelor's – CIP Code – 01.0901

Mission, Centrality and Uniqueness. The Department of Animal Sciences and Industry (ASI) is a critical unit at Kansas State University. The mission of the department is to provide education, service, and leadership to Kansas and to national and international stakeholders through development, integration and dissemination of knowledge of animals and animal systems used for food, fiber, companion, and recreational purposes; and for safe, responsible, ecologically sustainable, and competitive food production.

Animal agriculture and the food industry are significant parts of the Kansas economy. In 2014, Kansas ranked number two among states for total cattle and calves with 5.8 million head and also ranked second among states for red meat production at nearly 5.4 billion pounds. The cattle ranching industry directly contributes \$7.9 billion to the Kansas economy while animal (except poultry) slaughtering, rendering, and processing contributes \$5.9 billion. These two segments represent 35% of the total for the agriculture, food and food processing sectors.

Higher education degree programs in the Animal Sciences are essential for sustainability and profitability of the livestock and animal foods industries within the state, and where appropriate, the region, the nation and the world. ASI is the only department in the College and University offering B.S., M.S., or Ph.D. degrees related to the production, management and processing of animals for food, fiber, companion and recreation. No other department in the Regents system or state has the breadth of training associated with research and outreach opportunities for any of these degrees and none offer graduate degrees.

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. Faculty also serve the animal and food science industries through the conduct of basic and applied research, extension education programs, and numerous service roles and activities. As a department, we have experienced large increases in undergraduate enrollment during recent years. We view continued expansion of our teaching program as an important portion of our mission. In addition, our research program supports strong applied efforts that cater to the needs of the animal and food industries, which are integrally tied to our Extension programs that provide information and education to the animal and food industries.

Quality of Faculty. ASI has 45 tenure-track faculty within their missions of teaching, extension, research and international programs, with 20.1 teaching FTE. One hundred percent of the tenured/tenure-track faculty hold terminal degrees and most faculty have joint appointments between teaching, research, and extension. There are commodity sections in dairy, poultry, beef, swine, sheep and horses. The department has 34 support persons and 32 additional classified staff. Scholarship responsibilities include providing leaders in all areas of animal agriculture and the food industry. Since 2010, faculty members have been recognized with 41 college and university level awards and 32 awards from professional societies. Three faculty have been inducted into the Meat's Hall of Fame, and one holds the title of University Distinguished Professor. Faculty members conduct original research and Kansas State University ranks number one in publications in the Journal of Animal Science over the last 10 years.

Quality of Degree Programs. Student demand can be shown by high enrollments over a five-year period. In 2009, resident enrollment was 461 students and nonresident enrollment was 148 students. In 2014, resident enrollment was 685 students and nonresident enrollment was 316 students. Current enrollment is 32% nonresident. The Animal Science major attracts a wide array of students from varying backgrounds with varying levels of scholastic abilities. The current enrollment features a balance of students from small, rural high schools to larger, urban schools. Approximately one-third of the students transfer from community colleges or other 4-year schools. The ACT score for upper class students averages a 24 with a range of 13-35. ASI students are active leaders in numerous campus and industry organizations and the major has supplied the majority of the students participating in the College Honor's program. The department sponsors numerous judging and academic teams that are consistently competitive at the national level.

External Demand. Shortages of four year college graduates have been documented by the U.S.D.A. for graduates in the following curriculum areas: marketing, merchandising, and sales representatives; managers and financial specialists; and scientists and related specialists. Most of the animal science students graduate with a specialization in production management, business, science, or animal products and are qualified to fill those areas having employee shortfalls. Career opportunities in animal sciences range from self-employment to jobs with large corporations. In the business world, positions include management, sales, product development, personnel administration, regulation, field service, and government relations. Education positions include extension agents, teacher, research technician and laboratory director. In the agricultural communications field, there are editors, field representatives, broadcasters and public relations professionals. Among others, K-State animal sciences graduates are employed by artificial insemination services, feed companies, banks, equipment suppliers, cooperatives, breed associations, meat packers, food processors, dairy plants, feedlots, poultry integrators, and commercial farms and ranches.

Service Provided to the Discipline, the University and Beyond. ASI 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. ASI faculty also teach and conduct research in food science. Departmental faculty provide leadership and advisor roles for the undergraduate Animal Sciences and Industry degree and the undergraduate Food Science and Industry degree, plus they advise over 90 percent of the undergraduates in the Pre-Veterinary Agriculture curriculum option. ASI provides 77 distance learning courses. Instructional service is used by all departments in the College of Agriculture and students in other colleges that have specific animal related interests. The genetics course is taken by most pre-veterinary medicine students as are many of the pre-veterinary elective courses such as Principles of Animal Science, Animal Science, Poultry, Dairy, and Companion Animal laboratories, Anatomy and Physiology, Principles of Animal Disease Control and Farm Animal Reproduction. Equine courses are in demand across the University. Companion Animal Management is taken by students from a variety of programs. ASI faculty are also highly engaged with the livestock and food industries, and they annually host numerous livestock events and activities for producers and 4-H and FFA members.

Cost Effectiveness. The ASI department generated 2.8% of K-State's undergraduate credit hours with 2.3% of K-State's General Use Expenditures. Given the high percentage of classes that have laboratories, the high costs of maintaining teaching farms, and that over 90% of the student credit hours are generated in courses taught by tenure-track faculty, the ASI program is best described as highly cost effective. Additional instructional FTE are warranted if the department is to continue to expand its curriculum, increase student numbers and student credit hours generated, and enhance its scholarly activities and research productivity. The program easily exceeds the BOR standards for numbers of majors, degrees conferred, faculty with terminal degrees, and average ACT composite score of students.

Animal Sciences: Masters and Doctorate – CIP Code – 01.0901

Mission, Centrality, and Uniqueness. The Department of Animal Sciences and Industry is committed to provide education, service and leadership to Kansas, national and international stakeholders through development, integration and dissemination of knowledge of animals used for food, fiber, companion, and recreational purposes; and for safe, responsible, ecologically sustainable, and competitive food production.

The Graduate Program in Animal Science at Kansas State University focuses on the needs of the livestock industry. The beef cattle industry, which is comprised of cow-calf, stocker, and finishing operations is the greatest single contributor to the Kansas agricultural economy. The average annual value of hog production is extensive. Dairy production also is an important segment of the Kansas economy.

The Graduate Program in Animal Science at Kansas State University is the only program in the state of Kansas that offers graduate degrees in Animal Science. A number of graduate programs exist in Animal Sciences throughout the country, but the graduate program in Animal Sciences at Kansas State University focuses on research issues specific to Kansas agriculture, with emphasis on use of forages and grazing systems that are specific to the state. In addition, our graduate program is a leader in applied research, with emphasis on research related to production agriculture.

Quality of Faculty. The ASI program is a national leader in the area of applied livestock research. During the past 8 years, researchers from Kansas State University have published more peer-reviewed articles in the *Journal of Animal Science* (the leading scientific journal in our area of study) than any other university; during the 8-year review period (2007-2014), Kansas State published 201 research articles in the *Journal of Animal Science*, whereas Iowa State was second with 170. Doctoral students graduating between 2007 and 2012 averaged 2.65 first-author peer-reviewed publications per student (data for 2013 and 2014 graduates are not available due to lag times in publication). The ASI graduate program has particular strength in the areas of Cattle Nutrition, Swine Nutrition, Meats, and Reproductive Physiology. Although our strength lies in applied research, a number of faculty also are involved in basic research programs designed to provide information to support the basic science of nutrition, muscle biology, and physiology of livestock.

The ASI Extension program serves a valuable role in communicating information to livestock producers throughout Kansas, the United States, and the world. The Extension program meshes well with the applied nature of the research program. In addition to extension faculty within our department, area specialists and a large number of county extension agents throughout Kansas provide a network to allow dissemination of information throughout the entire state of Kansas. The Department of Animal Sciences and Industry has 39 tenure-track faculty that are involved directly with the Animal Sciences Graduate Programs by teaching graduate classes, serving on graduate committees, or advising M.S. or Ph.D. students. Many of our faculty have received awards from various industry, academic, and professional organizations. One recent example of a very prestigious award is Dr. Mike Tokach's selection by Kansas State University as a University Distinguished Professor.

Quality of Degree Programs. High quality students are admitted to the program based on academic success during undergraduate (M.S. students) or M.S. (Ph.D. students) programs, specific interest in faculty members' research programs, and evaluations provided by teachers and employers. We have not observed any large changes in enrollment in the M.S. and Ph.D. programs over the period from 2007-2014. Students may specialize in Ruminant Nutrition, Monogastric Nutrition, Physiology, Meats, or Genetics. Our students have been awarded a number of scholarships and have won a number of awards from professional organizations for excellence in presentation of their research at

scientific meetings. Several examples of prestigious awards/scholarships won by our graduate students include: a U.S. Fulbright Fellowship awarded to support studies in Australia, the Saracheck Predoctoral Honors Fellowship in Molecular Biology, and the Beef Improvement Federation Roy A. Wallace Graduate Scholarship.

Much of our recruitment of students to the M.S. and Ph.D. programs occurs prior to students officially applying to the program, so our admissions rates do not reflect the true numbers of students with interest in being admitted to our M.S. and Ph.D. programs. There is certainly enough interest from well-qualified applicants to fill all of our available positions in both the M.S. and Ph.D. programs.

From 2007 through 2014, 138 students entered the M.S. program in Animal Science. Of those students, 81 graduated, 44 are still in the program (predominantly recent entries to the program), and 13 left the program. Thus, 86% of those that are not still in the program (81/94) graduated. From 2007 through 2014, 47 students entered the Ph.D. program in Animal Science. Of those students, 21 graduated, 22 are still in the program (predominantly recent entries to the program), and 4 left the program. Thus, 84% of those that are not still in the program (21/25) graduated.

The ASI program is well known for excellent training of both undergraduate and graduate students. Graduate students have excelled in research output (presentations and publications) and placement (e.g., graduates placed into industry and faculty positions throughout the country/world) with graduate programs of moderate length (median enrollment to graduation times of 2.33 years for M.S. and 3.75 for Ph.D.).

External Demand. Of our 99 M.S. students completing degrees from 2007 through 2014 and seeking employment, we had 100% placement, with 51% moving to a Ph.D. or DVM program, 32% working in the livestock and related industries, 2% working in unrelated industries, and 15% working for university or government. Of our 35 Ph.D. students completing degrees from 2007-2014 and seeking employment, we had 100% placement, with 11% accepting a post-doctoral research position, 57% working in the livestock and related industries, 29% working in university faculty positions, and 3% in a governmental position. Jobs for our M.S. and Ph.D. students include research, teaching, and consulting type positions. We do not specifically track the location of our students' employment, but it is estimated that more than 90% are employed within the United States. Regardless of the job headquarters, many of the industry jobs would involve work across the nationwide livestock industry because many of the employers are businesses with activities throughout the country. Complete placement of students, largely in related areas, suggests a strong demand for our M.S. and Ph.D. students.

Service Provided to the Discipline, the University and Beyond. Faculty members in the Department of Animal Sciences and Industry provide service to the livestock and related industries through research and Extension, to professional organizations through research and service, and to private industry through consulting. These services are indirectly tied to the Animal Science Graduate Programs through the research programs of faculty members.

Cost Effectiveness. The Graduate Program in Animal Science is closely tied to the research programs of faculty members in the Department of Animal Sciences and Industry. Thus, the physical resources (laboratories and animal facilities) and the operating expenses for those facilities are essential to both the department's research program and the Graduate Programs. Funds to support research activities and the Graduate Programs are largely provided through extramural grants, funding from the Agricultural Experiment Station, and revenues from sales of products and services. In FY2010 through FY2014, extramural support to the department averaged over \$2.4 million/year and

total departmental research expenditures averaged slightly more than \$13 million/year; although not all of these expenditures directly support the Animal Science Graduate Programs, it does indicate the large size of the graduate program.

A number of departmental (ASI) graduate courses at the 600 level are taught concurrently as a graduate and as an undergraduate course, so additional faculty are not required to ensure the availability of those courses. During most years, 15 to 20 credit hours of courses specific to the Animal Science graduate program are taught, which requires about 1 FTE of faculty time distributed across about 8 faculty.

Engineering Technology: Associate's and Bachelor's - CIP Code – 15.0000

Mission, Centrality, and Uniqueness. The mission of the engineering technology (ET) associate and bachelor degree programs is to provide students with the opportunity to pursue a novel and innovative education path that is grounded in the fundamentals of applied research and is validated by practical field experiences, which are guided by social awareness in an ethically sound global environment.

The engineering technology degree provides solid applications and engineering career preparation to students in the Central and Western Kansas regions. Our accredited programs prepare graduates to apply specific engineering principles to the analysis, design, development, implementation, and oversight of advanced mechanical, electronics, and computer systems processes. Students appreciate and thrive with the integrated, hands-on, problems-based, and industry-applications approach built into the program--an experience that is not available in most traditional engineering programs. Open access to state-of-the-art equipment and software, and personal faculty-staff-student interaction are key elements in student engagement. Our students' combination of experiential and analytical preparation is in high demand by employers, and our graduates are extremely pleased with the lives and lifestyle afforded them by their engineering technology degree foundation.

Contrasted with College of Engineering on the Manhattan Campus, Salina's engineering technology program provides heavy practice in the design-build-test-implement cycle of applications engineering, including experience with the application of standard tooling, processes, component equipment, and other building blocks regularly at the disposal of engineers. By contrast, typical engineering programs in Kansas (and nationwide) are designed to produce graduates prepared for deeper theoretical analysis and research and design.

Leaving deeper theoretical analysis to specialists, engineering technology programs are able to better prepare the applications engineers with industry-relevant design-build-test-implement skills and knowledge needed for a large percentage of the world's engineering application needs. Industry eagerness for more engineering technology graduates--contrasted with the high number of students who drop out of traditional engineering programs due to their theoretical depth—indicates the need for education programs in the applied areas of engineering to bridge this gap.

Pittsburg State University offers similar quality ETAC-ABET accredited engineering technology options in slightly more specialized content areas. Their location in the far southeast corner of the state serves Eastern Kansas but has limited visibility and accessibility in the central and western regions of the state. K-State Salina's location is positioned to attract diverse student populations across the state and to serve the industrial economy of central Kansas. Wichita State University's recent addition of engineering technology is very different in both content (mechatronics) and focus, primarily serving as a two-plus-two completion degree avenue for students who began with an Associate in Technology at a different institution. It admirably provides an avenue for local industry practitioners to extend their education, but does not offer a comprehensive four-year experience geared to engage entry-level college students.

Quality of Faculty. Twelve full-time, tenured, faculty members support the engineering technology program. Several part-time instructors from local industry teach courses every semester, providing valuable current-industry perspectives. There are no GTA's in programs at K-State Salina, so all ET faculty are involved in the hands-on teaching and learning in the labs associated with their own classes, where one-on-one interaction between instructor and student is frequent. All faculty in engineering technology are engineers with industry and applications experience. This provides students with unique hands-on learning opportunities through applicable projects and lab assignments.

Faculty in engineering technology carry an average load distribution of 80% teaching, 10% research, and 10% service. Due to a faculty load heavy on instruction, research production typically centers on the Scholarship of Teaching and Learning. Faculty members regularly contribute to the advancement of the engineering technology education profession by presenting papers at regional, national, and international conferences. Other major areas of scholarship tend to be in applied research, undergraduate research projects, and in the development of training materials to support local industry. The faculty have developed relationships with companies and organizations throughout the region and are routinely called upon for their professional expertise. Emerging areas of scholarship include research in support of the newly appointed Bulk Solids Innovation Center and Unmanned Aircraft research to support grants/contracts in the Applied Aviation Research Center.

Faculty participate in a variety of departmental, college, university, and community service activities, and technical organizations. Faculty are active nationally in engineering and engineering education organizations. These organizations include the American Society for Engineering Education (ASEE), the Society of Manufacturing Engineers (SME) and the Society of Automotive Engineers (SAE). Through these affiliations, faculty are in a position to monitor emerging trends and best practices and to benchmark K-State Salina's engineering technology program against other programs nationwide. These affiliations have provided various grants, gifts, and scholarships for the university. Several faculty members serve as evaluators for the Accreditation Board for Engineering and Technology, and have been involved in accreditation reviews of programs nationwide.

Quality of the Degree Programs. The Engineering Technology Department offers associate and bachelor degrees with options in six areas: Web Development; Computer Systems, Digital Media Technology, Electronic and Computer Engineering; Mechanical Engineering; and Unmanned Aircraft Systems. Over the last three years, 98% of the engineering technology student enrollment has come from Kansas. The average ACT composite scores for students entering the program was 23.

ETAC-ABET accreditation of the mechanical engineering technology and electronic and computer engineering technology programs further attest to the technical and analytical depth of the program, with graduates prepared to apply math and science to solve complex, open-ended problems associated with applied engineering. The last review of programs resulted in no deficiencies and no identified areas of improvement.

External Demand. The bachelor and associate degree graduate employment rate is near 100% for all of our degree options. Ten-year projections by the United States Bureau of Labor Statistics predict that demand in technology related occupations continues to remain high. These job projections are consistent with advisory board feedback for each of our options. Graduates are employed in positions such as designers, programmers, managers, web developers, sales representatives, technicians, network administrators and product specialists in manufacturing, consulting firms, government agencies, healthcare, education, and other industries. Common entry-level job titles are mechanical engineer, electrical engineer, design engineer, manufacturing engineer, and network administrator. Graduates serve industries such as agricultural equipment, aerospace, transportation, industrial equipment, industrial automation, other industrial and engineering services, agricultural processing, oil and gas industry, and many others.

Graduates in engineering technology report the highest starting salaries of all the Salina Campus undergraduate programs. The typical starting salary is \$30,000 to \$45,000 for associate degree graduates and \$40,000 to \$65,000 for bachelor degree graduates. Students attracted to K-State Salina engineering technology programs tend to prefer to stay in Kansas, therefore helping meet the workforce needs and strengthening the local economy. However, opportunities abound nationwide for those that prefer broader mobility. Some graduates have recently been attracted to positions in

Missouri, Colorado, and Iowa. Graduates also work in Oklahoma, Texas, Nebraska, and Tennessee. Some employers work with international partners or customers, providing international travel opportunities.

Service Provided to the Discipline, University, and Beyond. The Department provides support courses for engineering technology, aviation, and technology management majors. These courses include computer programming, computer software applications, computer hardware, networking, basic electronics, CAD, and others. In addition, many of the technology management students take their technology core classes from this department. The Engineering Technology Department has been cooperating with the Aviation Department to provide courses for their UAS (Unmanned Aircraft Systems) option and recently added an UAS option in engineering technology for students interested in designing, building, and maintaining UAS platforms.

The Department provides support to local industry through faculty consulting and student internships. In addition, many of the student projects come from industry and are eventually implemented on-site.

Cost Effectiveness. The Department offers five associate degree options and five bachelor degree options with only twelve full-time faculty members. The programs maintain a low student to faculty ratio, which is critical to student success in its highly hands-on curriculums. Faculty work together to identify overlaps in curriculums and share courses where practical.

Keeping laboratories current with technology can be expensive. However, it is not uncommon for local industrial partners to donate equipment or provide it at a reduced price to K-State Salina. Furthermore, the campus is in the process of reviewing space usage and has identified several instances where lab space can be reconfigured so that it can be shared between programs and other support courses. This will further improve cost effectiveness and enhance student learning.

Additionally, many students in the program find opportunities working part-time for local industry while completing their degree, gaining valuable career experience while assisting with the costs of their education. Industry sponsors support the costs of student-industry project builds for sophomore and senior design projects. Faculty are among those in the university working to reduce the burden of textbook costs by compiling free “alternative textbook” support resources for some courses, using the same text for multiple classes, and sourcing quality texts offered by lower-cost publishers.

Professional Master of Technology: Masters - CIP Code – 15.9999

Mission, Centrality, and Uniqueness. The mission of the Professional Master of Technology (PMT) Program at KSU Polytechnic is to offer excellent educational and experiential learning to meet the profession-inspired and workplace needs of technology-related industries. The centrality of the program defines PMT as a degree that addresses the current needs of the economy of Kansas and the world as well as the needs of its students by providing both professional and specialized skills which include advanced education in the areas of aviation, engineering, technology, technology management, unmanned aircraft systems, project management, leadership and many other areas. Kansas State University's institutional mission reflects the University's commitment to developing "human potential, expanding knowledge, enriching cultural expression, and extending its expertise to individuals, business, education, and government. The PMT degree is completely compatible with the mission of the University.

The program is unique in filling a niche as the only professional master's degree for technology professionals in the State of Kansas. The program has the potential to attract qualified college graduates and industry personnel from a variety of backgrounds, both regionally and nationally. In addition to creating advancement opportunities for all bachelor's degree holders from the K-State Polytechnic campus, this program will also enhance the college's applied research capabilities and lead to an intensified collaboration with regional industry.

Quality of Faculty. The PMT degree benefits from the combined and diverse expertise of 13 graduate faculty with terminal degrees from all areas of the K-State Polytechnic campus. Together, the program faculty are responsible for program teaching, advising and supervision. The faculty associated with the program are excellent with unique strengths from diverse expertise in the areas of aviation, engineering, arts, mathematics, and sciences. Several graduate faculty are involved in applied research projects with industry and are recognized for publishing papers, book chapters, and peer-reviewed journal articles in the areas of nanotechnology, Unmanned Aircraft Systems, and UAS Communications. Three of the graduate faculty are recipients of the university's Rex McArthur Family Faculty Fellow Award. Several of the graduate faculty serve on national committees and one of the graduate faculty serves as commissioner of Engineering Technology Accreditation Commission of Accreditation Board for Engineering and Technology (ABET).

Being housed on a primarily aviation-centric campus presents the PMT program with a challenge related to terminally-degreed faculty in order for the program to capitalize on the historic strengths of this campus. Historically the aviation career field has not had a terminal degree beyond the master's degree. While this is changing nationally, there are currently only three known programs that offer a doctorate or Ph.D. in the field of aviation creating a dearth of terminally-degreed faculty needed to deliver relevant technical elective courses in certain areas of aviation. Since the PMT is a Professional Master's degree with emphasis areas in high and emerging technology fields and is not a Master of Science degree, it is imperative for this program to survive and thrive, that a schema be developed to permit certain select appropriately-experienced faculty with Master's degrees to become qualified to deliver the technical elective courses in these limited and emerging areas. Note that we plan for this to be limited to the four technical elective courses, only in certain technical focus areas where the need exists, and only for a limited time with a plan to staff these courses with terminally degreed faculty as they become available. This fall the PMT faculty cadre on this campus will convene a group to develop an appropriate policy with advice from Graduate School and Graduate Council for this to occur. This policy will focus on quantifying the areas of academic preparation, industry experience, and industry impact to include presentations and publications. It will include the requirement to be supervised and mentored by a terminally-degreed faculty member while delivering this coursework.

Quality of Degree Programs. The PMT degree is a unique and innovative interdisciplinary graduate degree that helps working professionals and students expand their knowledge and skills leading to advanced careers in management, and other supervisory professional positions. For the past three years, the program recruited a diverse body of 11 students, of which three are female, and two are international and each year this diversity increases. To date the program has matriculated four students and all are employed. Overall the job prospect has been very positive.

The success of our graduates demonstrates the high quality and the mission of professional graduate program. The PMT degree builds on a common core of professional skills emphasizing the leadership, project management, communication, business skills, and teamwork needed in professional settings. The PMT offers tracks in areas of emphasis including aviation, engineering, technology, technology management, and other disciplinary areas all culminating with a capstone experience.

External Demand. National studies show a great demand for professional master's degrees. Opportunities for PMT graduates remain high. The PMT program started in 2011 and was substantially revised in 2013. Generally PMT graduates are finding jobs within three months of their graduation and are qualified to advance their careers as project managers, directors, and supervisors across multiple sectors of industry, and non-profit business sectors. Students and working professionals defer to the PMT program due to its flexibility and the career centered curriculum which helps to advance their career immediately. The PMT program appeals to students who typically are not interested in pursuing doctoral education but seek career advancement, to develop a competitive edge, or to refine and/or develop new skills focused on their career needs.

Service Provided to the Discipline, the University, and Beyond. The PMT Program is an interdisciplinary program primarily focused in the areas of aviation, engineering, technology, and technology management, so the program is well suited to provide advanced educational opportunities with diverse backgrounds. Further, PMT program courses are also available as electives to students from various departments within KSU and other universities.

Cost Effectiveness. The program adds very little marginal cost to the K-State Polytechnic budget structure, and is limited to a 0.50 FTE for the Program Director plus annual operating expenses of less than \$90,000. Supporting departments pay the costs related to faculty involved with this interdisciplinary program. All tuition income flows to the Polytechnic campus and is redistributed to the supporting units. An added benefit of this program is that it strengthens intra-campus faculty collaboration in the areas of applied research and teaching.

Aeronautical Technology: Bachelor's - CIP Code – 49.0101

Mission, Centrality, and Uniqueness. The program's mission is to produce premier aviation professionals by being the leader among collegiate aviation programs. They accomplish this by providing quality training that emphasizes education, technical competence, and responsibility to society. This program has long been recognized as among the very best institutions in the area of collegiate aviation and we are poised to expand upon this excellence as we work to help this campus and university achieve the vision established in K-State 2025.

The Bachelor in Aeronautical Technology is the largest degree on the Salina campus. It directly supports the campus mission of providing student practical hands-on experience in the science of "aeronautics" which is the science of applied aviation or that which makes our air transportation system work. This department is key to meeting the needs of an expanding air transportation industry in an era of very tight labor supply in this area.

This program is very active in reaching out to other degree programs and integrating curriculum from other areas to produce graduates uniquely positioned in the job market. This department is the only one in the state offering bachelor degree options in professional pilot, aviation maintenance management, avionics, helicopter pilot, airport management and unmanned aerial systems. Graduates from this department are working at many levels in the aviation/aerospace industry including in some very high-profile positions.

Quality of Faculty. K-State Aviation has always been known for the quality of its faculty members and continues to make solid investments in high quality industry-proven faculty members. Faculty in the department work to maintain industry certifications and credentials and the department has been formally recognized as having the most Master Instructors (an aviation industry certification) than any other institution of its type in the United States. Faculty serve in positions of leadership in multiple national organizations relevant to the discipline including the National Business Aircraft Association and the Aviation Accrediting Board International. This department has faculty who have been nationally published, awarded, and recognized leading to a very solid reputation in the aviation/aerospace industry and among its peers.

The faculty and staff associated with the Unmanned Aircraft Systems (UAS) degree program have established a stellar reputation in industry and are continually sought for national speaking engagements and committee assignments. This program has been recognized numerous times in the national media for innovative leadership and for breaking new ground. We are now the institution of choice for several government projects due to our trusted and solid reputation.

This department strives to maintain a low student to faculty ratio where possible since this discipline requires much one-on-one instruction, mentoring, and guidance. We also strive to maintain a very personal connection with the students- each faculty striving to know each of their students by name.

Quality of Degree Programs. The consistently strong employer demand for our graduates demonstrates confidence that the degree programs in this department are very high quality. Over the last 2 years, the average ACT composite score for students entering the program was 23. After the events of September 11, 2001, collegiate aviation saw a drastic decline in enrollments. This affected enrollments at K-State Salina, but the industry has stabilized over the last few years and enrollment has increased (enrollments were at 203 in Fall 2012 and grew to 278 in Fall 2013).

Within the Aeronautical Technology degree we have six options: professional pilot (airplane), helicopter pilot, aviation maintenance management, avionics, airport management and unmanned aerial systems. During the 2014 National Intercollegiate Flying Association (NIFA) national

competition (SAFECON), K-State Salina student competition flight team won the coveted Loening Trophy which is awarded to the most outstanding all around aviation program in the country. This accomplishment was the result of many years of steady progress and focus on returning the flight team to national prominence. We plan to continue this march toward excellence by incorporating lessons learned in this process and through continuing to attract and retain high quality faculty and staff.

The professional pilot option has been accredited by the Aviation Accreditation Board International since 2006. In addition, the Federal Aviation Administration provides significant oversight of all of our programs in order to ensure program meets industry standards. All options within the aeronautical technology program require additional industry certifications, which drive necessity for quality instruction.

While the five-year graduation rate of 46% might seem comparatively low, this statistic is impressive when compared to other collegiate aviation programs given the significant financial and time management challenges of achieving five pilot certificates and ratings (in the case of professional pilot) in addition to a four-year academic degree.

External Demand. Our graduates find employment in a variety of types of businesses in the aviation industry including: airlines, military, corporate, fractional, fixed base operators, airports, maintenance repair and overhaul, and original equipment manufacturers. In all of our degree areas, our graduate employment rate is at or near 97%.

In the professional pilot program, employers are hiring students as soon as they meet minimum flight experience requirements (often before they graduate). We have hiring agreements in place with American Eagle and ExpressJet, which guarantee our graduates jobs if they meet certain criteria such as GPA and a clean driving record. In our UAS program, graduates have been recently placed with major industry players such as General Atomics, AAI (Textron), and many others. The UAS industry is poised to explode in growth as soon as the Federal Aviation Administration publishes rules for their operation. Graduates of our airport management degree program are active in airport management at many airports around the U.S. Also, we have several of our aircraft maintenance graduates working for maintenance, repair and overhaul (MRO) facilities such as Duncan Aviation, Textron, Bombardier, Scaled Composites and many others.

Approximately 70% of our bachelor degree graduates stay in Kansas. The most popular destinations for the remaining graduates are Missouri, Nebraska, California, Alaska, and North Dakota.

Service Provided to the Discipline, the University and Beyond. As the only institution of higher learning in the state of Kansas that offers aeronautical education and training, this program serves as a regional hub for this industry in terms of a resource for students and graduates, event venues (i.e. for FAA safety programs), a source for handling difficult questions, leading discussions and much more. For example, in 2012 this campus hosted the National Intercollegiate Flying Association's (NIFA) national flight competition (SAFECON), which is the aviation equivalent to the NCAA basketball tournament. This program has a national reputation in many areas of aviation and represents the state of Kansas well in numerous national/international venues. As evidence, we are currently exploring numerous opportunities for this program to partner with organizations in Asia to assist them in meeting their aviation workforce needs.

By way of example of how we serve the university as a whole, the UAS program has reached out to the other 8 colleges of KSU and proposed an inter-campus institute for the study and integration of UAS into any academic discipline KSU offers through a stand-alone academic minor in UAS along

with a systems integration lab on the Manhattan lab to facilitate inter-disciplinary research. This is currently under development.

Cost Effectiveness. This department's educational opportunities are very cost-effective both for the student and for the institution. Nationally, KSU is one of the most affordable options to obtain aviation training/education, most notably in reference to the professional pilot degree program. At many other schools, students will spend well over \$100,000 in flight costs alone in a professional pilot degree program but in Kansas, due to our efficiencies and the way we have our operation structured, our costs are less than ½ of that amount. By state statute, the KSU flight school, which supports both the professional pilot and UAS degree programs, is a separate self-sustaining organization funded by student fees with all proceeds being applied back to flight school in order to deliver high quality training while keeping costs down. For most department degree options costs, are on par with what most any other KSU student pays for their education. Again, strong enrollments help to ensure that this program is a net contributor to the State budget as state funds are not used in the flight school operations.

**General Business: Bachelor's – CIP Code – 52.0101 and
Entrepreneurship: Bachelor's – CIP Code – 52.0701**

1. Mission, Centrality, and Uniqueness: The mission of the College of Business Administration 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 USA and the world by providing an environment where every student can succeed. This vision reflects the strong collaborative environment and applied curriculum which is underscored by outstanding relationships with, and involvement by, individuals in the business community of the state of Kansas, and across the nation and world. The entrepreneurship and general business majors in the college especially espouse these goals. In the entrepreneurship major, competitions and seminars extend the college's reach to students across campus, high school students, and beginning and established entrepreneurs from across the state. The general business degree is an online, degree completion program that serves place-bound individuals from across Kansas and throughout the entire country.

Quality of Faculty. Courses in both programs are taught by faculty throughout the college of business. These faculty collectively generated 621 intellectual contributions (publications, presentations) between September 1, 2009 and August 31, 2014, or roughly 3 publications per year, per research-trained faculty member. Collectively they received a total of 25 national and international awards related to research.

Quality of Degree Programs. Entrepreneurship, the college's newest major introduced in 2009, has seen solid growth, increasing from 3 graduates in FY 10, to 25 in FY 14. The online program has also grown in terms of both majors and graduates.

Class sizes in Entrepreneurship average 150 for the introductory entrepreneurship course, and 44 students for other required courses taught in the program. Online courses in the general business program average 19 students which allows for a higher level of one-on-one attention for these online courses.

In the entrepreneurship program, a strong component of the student experience is extracurricular opportunities, including the following: (1) Launch competition, an entrepreneurial idea competition open to any student at the university which allows students to compete based on their own business idea and plan, and (2) the LAB (Launch a Business) program, which places students in the role of consultant to help new entrepreneurs develop their business ideas. Since 2010, over 1,900 students have participated in the K-State Launch program. Almost 40 new businesses have resulted from the Launch program.

In 2013-2014 Senior exit surveys administered to students in the general business program reveals these students held extremely favorable views of their experience in the College. The responses indicated that 100% had either a positive or very positive general attitude about K-State and 100% stated either probably or definitely yes when asked whether they would recommend K-State to others. 88.9% of students described their peers as career oriented, and 80.5% agreed or strongly agreed that their faculty were accessible for outside-of-class assistance.

The college holds accreditation from the premier international accrediting body for colleges and schools of business, the AACSB. As of September 2015, 739 business schools in 48 countries and territories have earned AACSB Accreditation. In addition, the College is consistently ranked in the top business schools by Business Week. In 2014, the overall ranking was 123/132 top schools. In addition the rank based on recruiter perceptions of our graduates was 51st. Feedback from 312 top

business professionals participating in nine different advisory boards for the different departments and initiatives in the college suggests that students are well-prepared for their respective professions.

External Demand. With 59% of graduates returning to Kansas (with another 16% placing in Missouri), our graduates are in significant demand and contribute positively to the Kansas economy. Entrepreneurship majors pursue a variety of career paths upon graduation. Approximately 25% of entrepreneurship majors start a new business immediately upon graduation. Others choose to work in a variety of fields, perhaps with the intention of increasing their knowledge or financial capital before launching their own businesses. Entrepreneurship majors frequently find employment as consultants, business developer officers, and management trainees with firms such as: Cerner, Koch Industries, regional banks, and large retailers. Because of the broad range of options open to General Business students, no clear employers exist. These students are employed by businesses from banking, to consulting, to publishing.

Service Provided to the Discipline, the University and Beyond. In the general business program, online students come from a wide variety of majors to benefit from courses as either required or elective components. Introduction to Entrepreneurship is also a popular course for non-majors, in particular because it is part of more than one popular Cat Community, which is a first-year experience activity where two courses are paired and a cohort of students attend both courses as well as a 1-hour bridge course that integrates the material from the two courses. This program has been shown to effectively increase student engagement and success. The Minor in Entrepreneurship is designed expressly for students outside of the College.

Students in the Entrepreneurship major are required to take ENTRP 540 - Entrepreneurial Consulting; a course that pairs students with entrepreneurs to provide research, analysis, and recommendations to solve business challenges. The Center for the Advancement of Entrepreneurship also provides Kansas-based entrepreneurs with access to critical entrepreneurial training and support through the Launch-A-Business (LAB) program. The program provides access to faculty workshops, student research teams, alumni mentors, along with cash and in-kind support to select high-growth entrepreneurs in Kansas. Faculty from all departments in the College participate by offering faculty-led seminars in their area of expertise or by supervising student teams who provide guidance to program participants.

The Center also administers the monthly Kansas Business Climate Index. The index provides a quick glance at the outlook of the business climate based on feedback from Kansas business leaders.

Cost Effectiveness. With its main focus on undergraduate programs (95.5% of total student enrollment are undergraduates) the College's general use expenditures as a percent of the total institution's general use expenditures is consistently lower than the College's student credit hour (SCH) production as a percent of institutional undergraduate SCH production. In addition, the college provides significant service to other colleges and majors, with 30.7% of SCH production being taught to majors outside the college.

Management: Bachelor's – CIP Code – 52.0201 and Management Information Systems – Bachelor's - CIP Code – 52.1201

Mission, Centrality, and Uniqueness. The mission of the Department of Management is to shape tomorrow's leaders through relevant, ethical, and innovative management scholarship. The department offers several majors and specialized areas of emphasis, including a major in management information systems (MIS) as well as a separate major in management. Within the management major there are three tracks: human resource management, operations and supply chain management, and general management. In addition to providing instruction in these disciplines, the department prepares students for professional careers through courses emphasizing strategic management, business ethics and social responsibility, and entrepreneurship.

Quality of the Faculty. The department is comprised of 15 tenured or tenure-track faculty and 9 full-time instructors. All faculty members at the rank of assistant professor and above hold terminal degrees (PhDs) in their field. In addition, the faculty teaching business law and employment law hold JDs. The remaining instructors have a least a masters degree and significant professional experience in their area of teaching. The management faculty generated a total of 275 intellectual contributions over the last five years or an average of 3.5 research contributions per PhD trained individual per year. Faculty served as editor or associate editor for eight different journals and served on editorial review boards for 26 journals.

Students enjoy a favorable learning environment with the overwhelming majority of classes being taught to fewer than 50 students in technology-enabled classrooms. (Only three classes regularly have enrollments of greater than 50 students.) In addition to qualified faculty teaching relatively small classes, students have numerous opportunities to interact with professionals from their fields of study. The professor for a day and corporate days programs bring professionals into the classroom, while the executive mentor program and professional advantage program provide opportunities to engage with alumni and other supporters of the College.

Quality of Degree Programs. The college holds accreditation from the premier international accrediting body for colleges and schools of business, the AACSB. The number of students graduating from the department has remained consistently strong over the past five years. In particular, between management and MIS, the department has averaged 362 students enrolled and 165 graduates per year. While the College accepts new freshmen consistent with the university's admission requirements, Management students must achieve a 2.5 GPA for admission to the program. The department attracts students with strong qualifications, as shown by the average ACT scores in the summaries provided (overall ACT average of approximately 23.5).

In 2013-2014 senior exit surveys, management students held extremely favorable views of their experience in the major. In addition, management students are actively engaged in clubs and organizations specifically associated with their areas of emphasis and have participated in numerous events within those disciplines (Ethics, Human Resources Management, MIS, and Operations and Supply Chain Management).

External Demand. With average salaries of \$40,431 for management majors and \$53,295 for MIS majors, as well as 93% and 100% placement rates, respectively, in those disciplines, the demand for graduates from the department remains strong. In addition, roughly 59% of graduates are placed in Kansas (with another 16% being placed in Missouri). Thus, management graduates contribute positively to the Kansas and regional economy.

Graduates in general management frequently take roles as managers, management trainees or consultants. Those with a focus on Operations Management take positions as logistics managers,

supply chain managers, inventory control specialists, distribution analysts, and procurement officers. Those who focus on Human Resource Management often take positions as human resource coordinators, recruiters, benefits administrators, or compensation specialists. Among the biggest recruiters of graduates in these disciplines are Cerner, GTM Sportswear, and Target Corporation, although graduates are placed in companies of all sizes and types.

MIS majors tend to be highly sought after in today's marketplace and command starting salaries higher than those found in many other disciplines. MIS majors assume a variety of positions in the information technology field, including IT analysts, IS specialists, Business Systems Analysts, and technical consultants, among others. Koch Industries, ConocoPhillips, Phillips 66, accounting companies, and numerous small technology companies are among the primary employers of MIS graduates.

Service Provided to the Discipline, the University and Beyond. The College of Business Administration provides significant service to university general education, especially through courses required by other degree programs on campus. In fact, 30.7% of the student credit hours generated by the college are for non-business majors. The Management Department offers multiple courses that are frequently taken by students in other colleges, such as Management Concepts, Operations Management, Business Law, and Labor Relations. For example, 54% of the credit hours for Management Concepts (MANGT 420) come from students outside of the CBA. Within the College, the Management Department teaches 5 courses that are required of all majors in the CBA, including the two capstone courses for the college (MANGT 595: Strategic Management and MANGT 596: Business Ethics and Corporate Citizenship). In addition, the Excellence in Business Ethics Initiative hosts two case competitions per year, one for K-State students and one that brings in students from schools from around the region. Since 2010, over 500 students have participated in case competitions and workshops designed to improve students' ability to make ethically-grounded business decisions through this initiative. This program awards over \$5000 in scholarships per year.

Faculty are actively engaged with companies and non-profit organizations throughout the state. Over the past five years, faculty have been involved in consulting projects accounting for greater than 2,800 hours of work (some compensated, some not). For example, faculty members in the area of Operations Management have established an industry partnership with Centralized Supply Chain Services (CSCS), a \$1.8 billion supply chain cooperative. The agreement outlines the way that research collaboration will unfold related to three projects – supplier risk management, supply chain analytics, and food system sustainability.

Cost Effectiveness. Because the main focus of the department is on undergraduate programs (96% of the department's student credit hours are generated by undergraduates), the department tends to be highly cost effective. For instance, the Department's general use expenditures as a percent of the total institution's general use expenditures are consistently lower than its credit hour (SCH) production as a percent of institutional undergraduate SCH production.

Business Administration: Masters – CIP Code – 52.0201

Mission, Centrality, and Uniqueness. The Master of Business Administration (MBA) degree programs provide business education of the highest academic quality to individuals seeking to build a depth of business knowledge to supplement an undergraduate degree, most often in non-business disciplines. The goal of the MBA program is the development of knowledge and skills that will result in the degree recipient's ability to successfully lead a broad range of organizations. The MBA program is offered in a face-to-face format for individuals on the Manhattan campus, and in 2013, was launched in an online format designed to serve individuals with three or more years of professional experience who are actively pursuing professional careers. Given the recognition afforded MBA programs in business throughout the US and world, the K-State MBA provides a valuable outlet to Kansas students, and to the Manhattan and K-State community. The Professional Online MBA provides an outlet to individuals from anywhere in the world, but is designed to be the program of choice for K-Staters wishing to further their education.

Quality of Faculty. The MBA program is staffed with graduate faculty, all of whom have terminal degrees in their fields. Faculty teaching in the program are regularly recognized with CBA research and teaching awards, and include a University Distinguished Teaching Scholar. In 2014-2015, a total of twelve graduate faculty taught required courses and electives restricted to only graduate students in the program. These twelve faculty produced a total of 216 intellectual contributions during the five year period from September 2010-August 2015 (including peer reviewed journal articles, invited articles, conference presentations and books/book chapters) for an average of 3.6 items per year. In the same period, these faculty earned five teaching awards and sixteen awards for research, service, and leadership, many from national and international organizations.

Quality of Degree Programs. The MBA program requires students admitted to achieve a 3.0 GPA in their last 60 hours of coursework, as well as a 500 or higher on the Graduate Management Admission Test.

One dominant and unique characteristic of the MBA program is its focus on applied skill development and learning in experiential contexts. The MBA program requires second-year students to participate in the MBA Capstone program where students take on an active consultative role with organizations to enhance their effectiveness and efficiency. Students evaluate processes and make projections for new areas of business. The MBA capstone projects are supervised by one or more K-State graduate faculty who teach in the MBA program.

Enrollment and graduation rates have remained reasonably steady over the evaluation period. The MBA is a 2-year program, assuming full-time study. However, a significant number of individuals from the Manhattan community and in the professional online program pursue the program on a part-time basis. As a result, time to completion is closer to 2-1/2 years on average.

In Fall 2013, the MBA program was rolled out online, focusing in Professionals with 3-5 years or more of work experience. By the end of the first year, 16 students were pursuing their MBA online, growing to a total of 42 in Fall 2015. Eight classes were taught online in the first year, growing to sixteen planned for the current year, providing 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 a blended – part face-to-face, part online – program as their schedules allow.

External Demand. K-State MBA starting salaries average \$58,200. These results are on the lower end of the range of salaries for other MBA programs, but reflect that a significant number of students in the program are continuing directly from their undergraduate programs (thus going into the job

market with less experience than some MBA programs that have an experience requirement), as well as the high number of graduates who remain in the Manhattan area following their graduation, perhaps even in their same job (i.e. people who see the MBA as a chance for professional development and future promotion, rather than an opportunity to change jobs). In 2013-2014, 96% of MBA students were employed or furthering their education 3 months following graduation. These numbers reflect the outstanding relationship the program has with local and regional employers. Employers include large local companies, such as Steel and Pipe Supply, as well as national firms like Agility Solutions, Deloitte and Oracle Corporation. Students are employed in a wide variety of positions including IT, Business and Financial Analyst, Assistant Director of Marketing, Consultant and Auditor.

Service Provided to the Discipline, the University and Beyond. As mentioned in other sections of this report, the K-State MBA provides significant benefit to the Manhattan and Kansas community. Students include K-State employees, community members, active duty service members from Fort Riley, retired military and military and K-State employee spouses. The business capstone experience, a component of the MBA program, provides low-cost consulting services to area businesses, non-profits and K-State itself. In addition, students participate in the Launch a Business program, providing consulting services (under the direction of experienced faculty-members) to Kansas Entrepreneurs.

Cost Effectiveness. The K-State MBA program maintains approximately 75-80 students with the fall semester admission of approximately 25-35 students each year in the primary entry point to the program. A total of 14 courses were taught as part of the MBA program in 2014-2015, with an average class size of 21 students. The online program, in only its second full year in 2014-2015 enjoyed an average class size of 11, which is expected to increase to 16 and 25 in FY 16 and FY 17, respectively, given current enrollment trends and student commitments. Significant efficiencies are enjoyed by having similar curricula online and on campus, with major differences being the approach used with experienced professionals online.

There are no additional equipment costs required for the MBA program beyond the equipment and facility costs associated with the undergraduate programs in business. Finally, maintaining a vibrant and relevant MBA program is part of the basis for the college accreditation under AACSB International, and serves as a recruitment-point for faculty.

**Technology Management: Bachelor's – CIP Code – 52.0211 and
Applied Business: Associate's – CIP Code – 52.0305**

Mission, Centrality, and Uniqueness. The primary mission of the Department of Arts, Sciences, and Business (A, S, & B) is to provide general studies courses for all degree programs on the K-State Salina Campus. Additionally, the A, S, & B Department offers two degree programs; a Bachelor of Science degree in Technology Management and an associate of science degree in Applied Business. The Department generates about 60% of the student credit hours on the Salina Campus.

The Department supplies all of the general education courses for the degrees offered on the K-State Salina campus; thus, it is essential to all degree programs. It also provides potential students an opportunity to attend Kansas State University that may not be able to attend otherwise. Specifically, many professionals in the area are able to further their education by taking night classes or online classes not offered on the Manhattan campus. Additionally, students with financial challenges are able to live at home and begin pursuing majors they will eventually complete in Manhattan.

The A, S, & B Department provides all liberal arts, science, and business courses required by all degrees on the K-State Salina 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. It is unlike any other degree in the state of Kansas and most likely the surrounding region. The Department has in place over 65 “2+2” articulation agreements with all 19 Community Colleges and three technical colleges in Kansas allowing students to use their associate degree in completing a bachelor degree from Kansas State University. It caters to Kansans that have partially completed a bachelor degree and would like to finish without having to relocate or start over.

Quality of Faculty. There are fifteen full-time faculty members, seven are tenured. Eight of the fifteen have PhDs or terminal degrees. These fifteen faculty members have the rank of professor (5), associate professor (2), assistant professor (2) and instructor (6). In addition, the department employs approximately fifteen part-time instructors each semester to cover the large number of courses offered.

Faculty place an emphasis on teaching activities and meeting students' academic needs. Class sizes tend to range from 15 to 40 students, allowing for a very low student to faculty ratio, thereby increasing student success. Faculty utilize the latest technology to enhance their classes including the use of classroom data projectors linked to the Internet, videoconferencing to enhance distance learning classes, and various simulation technologies to enhance labs.

The higher than normal teaching loads, four courses per semester, limits the available time faculty have for research. Regardless, faculty have been very productive in publishing, presenting at conferences, and integrating research in the classroom. This past year, one faculty member had a book published from completed research. Over a five-year period, approximately seven (7) have participated in international projects or presentations, twelve (12) have participated in national projects or presentations, and fourteen (14) have participated in local or regional presentations. Faculty have also collaborated to produce and refine “for-credit” study abroad courses, where students receive international experience studying topics such as Agri-tourism and International Project Management in Europe and Mexico.

Faculty received an internal grant that supports a monthly luncheon lecture series attracting a significant number of community members. They have also received grant funding directly tied to improving the neighborhoods and business areas in North Salina. The student business club ENACTUS (coached by an A, S, & B Professor) has provided the Community with a number of

service projects including reducing water use at a local business, providing educational and coaching opportunities to a local woman's shelter, and conducting a campaign to locate potential bone marrow transplant donors. The Department is also the major contributor to the K-State Salina campus hosting a Regional Science Olympiad event that brings up to 450 Jr. & Sr. High School students and 50 coaches to campus. The Department plays a pivotal role in providing concurrent credit courses to area high schools. The Department is responsible for all aspects of the College's Writing Center, serving both students and faculty. It handles hundreds of requests each semester regarding writing assignments, tutoring, and assisting faculty develop writing-oriented projects across disciplines.

Many faculty have been recognized for the value they bring to the University including one Professor recently elected as President of the University Faculty Senate. Most Department faculty have been elected to faculty senate and several have served in key leadership positions, four faculty have received the Presidential Award for Excellence in Undergraduate Teaching (one twice), one faculty member was awarded the University's Annual Inspire by Example Awards for Community Service, and the ENACTUS (business) student club coached by one of the A, S, & B Professors won six (6) Regional Championships and competed in as many national tournaments in nine (9) years.

Quality of Degree Programs. The Technology Management degree was designed for students who enjoy working in a technical field but desire to move into supervisory or management roles. A "technology core" of 39 hours is needed to complete the 120-hour degree. The "core" must demonstrate a breadth and depth of coursework in one academic area. One of the most appealing facets of the degree is its versatility. Very few restrictions are put on students with regard to the choice of the "technology core," making the degree attractive and meaningful to a wide variety of students. Offered both online and on campus, the program is particularly attractive to non-traditional and place-bound students. This Applied Business degree is very similar to the Pre-Professional Business Administration program that beginning students must take in the College of Business Administration but has an advantage as students receive an associate of science degree after two years of study. This program enhances the academic education of high school graduates and creates a foundation of business, accounting, and management courses that can be used to pursue more advanced degrees.

Typical students in this curriculum are highly motivated, have experience in the workplace, and expect success. Technology Management students are ranked as top performers in their required coursework, maintaining excellent grade point averages. The work experience of the students and the management courses allow the graduates to be productive employees immediately after graduation. The average ACT score for the students reporting this data is approximately 22.

In collaboration with Kansas State's Global Campus, the Bachelor Degree Completion Program (BDCP) in Technology Management was initiated in 2009. Student enrollment in this online degree completion program went from zero students enrolled in the spring semester of 2009 to 49 enrolled in the fall 2012 semester. Currently, 52 students are enrolled in the BDCP in Technology Management with the overall enrollment including on-campus students is 105 for a five-year average. The five-year average graduation rate is 36 students, trending upward from only 30 students in a single year during 2010. Demands for "2+2" articulation agreements from Community Colleges in Kansas and the region continue to increase. Enrollment in the Applied Business degree remains healthy, with a five-year average of 45 students. Average graduation rate is 15 over a five-year period.

External Demand. Technology management graduates are prepared for supervisory and management positions in a variety of technical areas, ranging from aviation and manufacturing to sales and product development. Employment demand for this degree can depend on a number of factors. A student's willingness to move out of the Salina area (or state) increases the chances of employment. These positions are usually management/supervisory and come with high salaries.

Recent examples include Assistant Manager with Joseph A Bank, Graphic Designer operating her own business, Retail Sales Managers with the Walgreens Corporation, Engineering Manager with Textron Aviation, Project Manager with ARCO National Construction Company, and Operations Manager with the FEDEX Corporation, and a Network Administrator with the US Department of Defense. Approximately 75% of the graduates remain in the state for employment. Data from thirty-one (31) of the recent graduates shows that 69% found employment with an average starting salary of about \$52,000, while 14% went on to further their education.

The Applied Business degree allows the graduate to succeed in an entry-level business position or continue formal education toward a bachelor's degree in one of many different business fields. Many of these students remained with Kansas State to continue their education, choosing such fields as Wildlife and Outdoor Enterprise Management, Accounting, Technology Management, and Business. Recent job examples of those employed include a First Line Supervisor with BNSF Railway, Environmental Health and Safety Manager with Exide Technologies, and an Advertising Consultant with KUKU Channel 48. The reported average salary is about \$49,000.

Service Provided to the Discipline, the University, and Beyond. The Department provides all general education courses for all degrees on the campus; therefore it is indispensable at the College level. Furthermore, it provides a valuable service to all of Kansas through its Technology Management "2+2" articulation with every one of the Kansas Community Colleges. The faculty within the Department have also contributed immensely to the University faculty leadership serving as senators and on major committees. Individual faculty have provided consulting or contributed to a number of constituents including the Walgreens Corporation, the National Science Foundation Graduate Research Fellowship Program, Leadership in the American Chemical Society, and contributions to the National Defense and Engineering Graduate fellowship review panel.

Cost Effectiveness. Because the Department has a primary mission of providing general studies courses for all degree programs on the K-State Salina Campus, offering the B.S. degree in Technology Management is very cost effective. Many of the same courses, faculty, and resources that are devoted to support the other degree programs can be used to offer the Technology Management program. The same situation exists with regard to the A.S. in Applied Business. The Department operating budget for this fiscal year (2015) is 6% less than it was thirteen years ago yet has continued to meet and exceed expectations.

Accounting: Bachelor's – CIP Code – 52.0301

Mission, Centrality, and Uniqueness. The department of accounting furthers this mission within the context of its own guiding mission, “The mission of the Department of Accounting at Kansas State University is to ensure a quality liberal, general business, and accounting education at the undergraduate and master’s levels that prepares students to become both productive citizens and successful accountants.” In pursuance of this mission, the department of accounting has focused on strong relationships with the professional and academic community, through meaningful involvement of its faculty and students, as described throughout this report.

Quality of Faculty. Of the total Accounting faculty, 69% (11/16) hold terminal degrees in their field of specialty. The remaining faculty members have a master degree and significant professional experience in their area of teaching. The 17 full-time accounting faculty collectively hold 15 nationally-recognized certifications, and published 48 peer reviewed journal articles over the last five years, with a total of 228 intellectual contributions (journal articles and research presentations; or 4 per PhD trained individual per year). Faculty served on a total of 23 national or international committees and were members of ten editorial boards of nationally recognized journals.

With average class sizes of 38 students, and no courses taught regularly with enrollments greater than 50, students enjoy a favorable learning environment. Faculty members in the Accounting program have a reputation for outstanding teaching, informed by their research endeavors. Faculty members have won numerous teaching awards at the department, college and university level. Recognition of the faculty’s outstanding collective research effort include best paper awards, membership of editorial boards of prestigious journals, research grants (including one award of \$18,000 from a national accounting body), a respected entry-level accounting textbook used at colleges across the nation, and invitations to present at high profile conferences. In 2014, one of the most prestigious national accounting honors, the American Institute of Certified Public Accountants (AICPA) Special Recognition Award, was bestowed upon one of the Department of Accounting’s senior faculty members.

Quality of Degree Programs. Enrollments and numbers of graduates have remained strong over the last five years. Accounting students must achieve a 3.0 GPA for admission to the program. The Department of Accounting attracts students with strong qualifications. In 2013-2014 Senior exit surveys, accounting students held extremely favorable views of their experience in the major.

Students in the Kansas State Accounting program consistently achieve at high levels. In the past year, two students have won highly competitive statewide accounting scholarship awards – the Byron Bird Graduate Scholarship in accounting and the Mary Ellen Kirkpatrick Leadership Scholarship. Both of these prestigious scholarships are awarded by the Kansas Society of CPAs and are open to students in all accounting programs across the state of Kansas. One student placed second in the 2015 Capsim Foundation Business Simulation Challenge, an international competition that featured 788 students from business schools in 34 countries. As a further signal of the growing prominence of the accounting program, in 2015 Kansas State was invited to participate in the PwC Tax Challenge competition for the first time. This is a prestigious, invitation-only competition featuring some of the top accounting programs in the country. Kansas State fielded six teams of students and received strong positive comments from the judging panel (consisting of high level leadership from PwC).

The Department of Accounting is separately accredited by the AACSB, the premier international accrediting body for colleges and schools of business. As of September 2015, 182 institutions hold an additional specialized AACSB Accreditation for their accounting programs.

External Demand. With average salaries of \$49,861, 97% placement rates, and 59% of graduates returning to Kansas (with another 16% placing in Missouri), our graduates are in significant demand and contribute positively to the Kansas economy.

Employers of accounting graduates historically fall into two major groups: public accounting firms and major corporations. Public accounting employers include all the “Big 4” (Deloitte, EY, KPMG and PwC), along with a variety of middle market and smaller regional firms. Major corporate employers include Koch Industries, ConocoPhillips, Phillips66 and Cargill. Each of the Big 4 firms and major employers have provided graduate and/or undergraduate accounting scholarships, demonstrating their long-run commitment to the program.

Future demand for accounting graduates is forecast to be exceptionally strong. A recent report from the AICPA indicates “hiring at public accounting firms jumped 7% to reach record levels in 2013-14. Ninety-one percent of all firms said they expect to hire accounting graduates at the same or higher levels in 2015” (C. Vien, Journal of Accountancy, October 2015).

Service Provided to the Discipline, the University and Beyond. Faculty play a very active role in the accounting discipline. All Ph.D. qualified faculty are members of the American Accounting Association (AAA), the premier association for accounting academics. These faculty regularly participate in AAA annual conferences, AAA section conferences and AAA regional conferences. Collectively, the Department’s faculty served on a total of 23 national or international committees and were members of ten editorial boards of nationally recognized journals.

An integral role of any accounting program is to support the accounting profession. The accounting faculty maintain strong relationships with the accounting profession, serving on committees at both the state (Kansas Society of CPAs) and National (American Institute of CPAs and AAA) levels.

As one indicator of the success of the Department’s faculty, the American Institute of Certified Public Accountants (AICPA) awarded a senior faculty member a Special Recognition Award. According to the AICPA’s website, the “Special Recognition Award is given to an individual who has contributed to the success of a particular professional initiative - contributions of an outstanding nature.” Only 23 of these awards have been granted over the past 16 years.

Cost Effectiveness. The department’s main focus is on undergraduate programs (93% of the department’s student credit hours are generated by undergraduates). The Department’s general use expenditures as a percent of the total institution’s general use expenditures is consistently lower than the its credit hour (SCH) production as a percent of institutional undergraduate SCH production and similar to graduate SCH hour production as a percent of university graduate SCH production. Compared to other institutions of similar strategy and focus, student to faculty ratios are much higher at K-State, with ratios of 41.6 students/faculty compared with 27.1 students/faculty for a competitive group consisting of the Kansas, Colorado State, Texas A&M, Purdue, Missouri, North Carolina State, Wisconsin, and Michigan State in 2014. Similarly, spending per student is \$4,339 for K-State’s CBA compared with the average for these same peers, which was \$11,969 in 2014. In terms of being cost effective, we do more with less.

Accounting: Masters – CIP Code – 52.0301

Mission, Centrality, and Uniqueness. The mission of the Department of Accounting at Kansas State University is to ensure a quality liberal, general business, and accounting education at the undergraduate and master's levels that prepare students to become both productive citizens and successful professional accountants. Consistent with emphasis throughout the profession on master's education, the KSU Master of Accountancy program, in particular, provides a 5th year of education consistent with the professional needs of both the public accounting profession and corporate practice of accounting. The master program focuses on advanced knowledge, critical thinking, and professional skills. A successful master of accountancy program is critical to the success of any top business program in the country, with all of the top 50 research universities having successful masters programs in accounting as well. The K-State master program has established itself through strong ties with the professional community through alumni, and through emphasis on both technical knowledge and skills necessary for preparation both for public and corporate accounting practice.

Quality of Faculty. Sixty-four percent of accounting faculty FTE have terminal degrees in their field of specialty. Another 27 percent hold a master degree and significant professional experience in the area of teaching. The 17 full-time accounting faculty collectively hold 15 nationally-recognized certifications, and published 48 peer reviewed journal articles over the last five years, with a total of 228 intellectual contributions (journal articles and research presentations). Faculty served on a total of 23 national or international committees and were members of ten editorial boards of nationally recognized journals.

With the exception of professional tax courses, where professional tax experience is critical, all masters classes are taught by individuals with terminal degrees. Class sizes for graduate accounting courses in the program averaged 17 students in the most recent academic year.

Quality of Degree Programs. Approximately one-third of undergraduate accounting majors go on to earn their Master of Accountancy degree. These students are consistently performing at the highest level. For example, in 2014-15, one Master of Accountancy student was awarded a Timothy R. Donoghue Kansas State University Graduate School Award (a university-wide award) and another was awarded the Kansas Society of CPAs Byron Bird Graduate Scholarship (a state-wide award).

The college received accreditation from AACSB in 1973. By 1980 the college had received accreditation from the AACSB to offer graduate programs: the Master of Business Administration and the Master of Accountancy. In 1988 the accounting department received separate accreditation, a high honor. Today, there are 739 business schools in 48 countries and territories that maintain AACSB Accreditation. Similarly, 182 institutions maintain an additional specialized AACSB Accreditation for their accounting programs. This represents fewer than 10% of accounting programs nationwide who are separately accredited by the AACSB.

External Demand. There is no doubt at all that the demand for accounting graduates from Kansas State University is exceptional. The most recent data, from 2013-14 are indicative of the success with which the program places its graduates. That data shows a 100% placement rate and starting salaries for graduates of \$51,316, which is 96% of the national average of \$53,300 consistent with the relative cost of living of markets where students are generally employed (97% for Kansas City, 95% for Manhattan and 91% for Wichita).

The majority of graduates are employed at the top four public accounting firms (KPMG, Deloitte, Ernst & Young, PricewaterhouseCoopers) or other major national or regional firms (BKD, Kennedy and Co). Others are employed at large public or private companies (ConocoPhillips, Koch Industries). In 2013-14, consistent with prior years, the majority (28 of 32) are employed in Kansas

and Missouri. Typically, students begin as financial analysts, audit or tax associates. According to reports by both *Forbes* and *Robert Half*, the demand for high quality entry level accountants will continue to grow in 2015.

Service provided to the Discipline, the University and Beyond. Faculty play a very active role in the accounting discipline. All Ph.D. qualified faculty are members of the American Accounting Association (AAA), the premier association for accounting academics. These faculty regularly participate in AAA annual conferences, AAA section conferences and AAA regional conferences. Collectively, the Department's faculty served on a total of 23 national or international committees and were members of ten editorial boards of nationally recognized journals.

An integral role of any accounting program is to support the accounting profession. The accounting faculty maintain strong relationships with the accounting profession, serving on committees at both at the state (Kansas Society of CPAs) and National (American Institute of CPAs and American Accounting Association) levels. Relationships with major employers described above through an Accounting Advisory Board assure that the program is current, and that student skills meet the needs of the profession, which in turn benefits the Kansas and surrounding state's economy.

As one indicator of the success of the Department's faculty, the American Institute of Certified Public Accountants (AICPA) awarded Dr. Dan Deines, a senior faculty member, a Special Recognition Award. According to the AICPA's website, the "Special Recognition Award is given to an individual who has contributed to the success of a particular professional initiative - contributions of an outstanding nature." Only 23 of these awards have been granted over the past 16 years. (<http://www.aicpa.org/press/pressreleases/2014/pages/dan-deines-honored-with-special-recognition-award-from-the-aicpa.aspx>)

Cost Effectiveness.

The infrastructure required for support of the Master of Accounting program is centered on faculty and administrative time. The program is supported by the Head of the Department of Accounting, an Associate Professor who also serves as the Director of the Master of Accountancy in a part-time administrative capacity, and eight graduate faculty who teach one or two courses per year in the program, in addition to other courses in the undergraduate accounting program. In 2014-2015, a total of 12 classes equating to 575 credit hours were taught as part of the program, at average class sizes of 17, these statistics were fairly consistent during the last five years with classes taught ranging from 11-15 and average class sizes from 16-24. Given the high salaries and placement rates, this represents an efficient uses of resources to serve the Kansas economy.

Finance: Bachelor's – CIP Code – 52.0801

Mission, Centrality, and Uniqueness. The mission of the Department of Finance at Kansas State University is to provide a high-quality, experiential learning experience for our students that allows them to be successful in their chosen careers in a global, ever changing, and diverse business world. These experiences result from the intellectual scholarship of the faculty both in and out of the instructional environment; a rigorous, relevant, and experiential curriculum; and the support of the Department's programs by external stakeholders. Our mission dovetails with the College's mission of "advancing knowledge" for all constituencies and the University's land grant mission of "developing a highly skilled and educated citizenry." Our vision is that the Department of Finance will be a national leader in providing experiential learning opportunities to all of its constituencies.

Finance majors graduate with specialized skills in financial analysis, valuation, capital allocation, financial markets, and the management of risk. These skills are in high demand and without our finance majors, businesses within Kansas and the region will not have sufficient numbers graduates with these skills. Further, the department offers one undergraduate course (FINAN-450, Principles of Finance) that is part of the core curriculum in our BSBA program and is required of students completing the business minor.

Our finance major offers students the opportunity to specialize in one of three tracks: Financial Management, Financial Services, or Financial Controllorship. These elective tracks are unique among finance programs in the state and region. Also we are one of the few programs in the country to offer a cross-disciplinary certificate program in investment management that is available to all students.

Quality of Faculty. Of the eight full-time finance faculty members, 87.5% (7/8) hold terminal degrees in their field of specialty. The other has a master degree, additional education beyond that degree and significant professional experience in their area of teaching. With only two courses taught regularly with enrollments greater than 50 and all other classes having an average class size of 36, students taking finance courses enjoy a favorable learning environment. We also offer outstanding experiential learning opportunities for students by having access to a financial research lab, funded by private sources, that contains 12 Bloomberg terminals and by having at \$1,000,000+ student-run investment fund.

Finance faculty have been nominated for and won College level teaching awards on multiple occasions and one faculty member received the university's Commerce Bank Undergraduate teaching award. Scott Hendrix, instructor of finance, was named one of the first two Edgerley Outstanding Instructors and won the Office of Student Activities and Services Advising Award for his work with the Student Finance Association club.

Quality of Degree Programs. While the College accepts new freshmen consistent with the university's admission requirements, College of Business Administration (CBA) students must achieve a 2.5 GPA for admission to all majors. The Finance department attracts students with strong qualifications as indicated by our five year average ACT score of 24.84 which is higher than the five year average university average ACT score of 24.56.

Overall, student enrollment and graduates have increased over the last five years. We are seeing a slight dip in majors as the large number of international students from China that came to the university in 2008, 2009, and 2010 are graduating.

The Department of Finance has produced many outstanding students over the last eight years. Multiple Finance students have been selected as the College's outstanding graduating senior and the

College's commencement speaker. Additionally, Finance students have won several external awards. In 2012, a group of Finance students won the Kansas City Region Charter Financial Analysts Challenge and were invited to compete in the North American competition with other regional winners. In addition, a 2012 Finance and Accounting graduate received the Arthur Ashe Jr. Sports Scholar Award given by *Diverse Issues in Higher Education* and a 2008 Finance graduate, was named one of 2013's Outstanding Young Alumni by the Kansas State University Alumni Association.

The department, as part of the College of Business, holds accreditation from the premier international accrediting body for colleges and schools of business, the AACSB. As of September 2015, 739 business schools in 48 countries and territories have earned AACSB Accreditation.

External Demand. Finance students continue to excel in the job market. We have averaged 96.2% placement of our graduates over the last five years and our starting salaries have increased roughly \$5,000 over the same time period. The three main industry placements for finance students are corporate finance, financial services, and banks and financial institutions. Top employers over the last eight years have been Cerner (corporate finance), State Street (financial services), Koch Industries (corporate finance), ConocoPhillips/Phillips 66 (corporate finance), Waddell and Reed (financial services), and Keybank (banks and financial institutions). Finance students have also had several high profile placements at investment firms, including J.P. Morgan and Kohlberg Kravis Robert (KKR) in New York and Kansas City investment firms such as George K. Baum and Tortoise Capital.

Based on 2013-14 placement data, approximately 84% of our students reported taking a job either in Kansas or the Kansas City area. The remaining 16% were spread across the country with Oklahoma and Texas being the dominant two states for placement outside of Kansas.

Service Provided to the Discipline, the University and Beyond. The Department provides contributions to general education through K-State 8. All but one of our courses is tagged and can be taken to satisfy one of the K-State 8 requirements.

The Department has a financial research lab that has 12 Bloomberg stations and has simulated stock trading software. The lab is used in classes and is available to students outside of class. Principles of Finance (FINAN-450) generates 41% of its student credit hours from non-business-majors who either take the course as part of the business minor or as a required course in their degree track. The Certificate in Integrated Investment Management is designed to serve majors both outside and within the College.

All faculty and staff in the department actively participate in professional development activities such as attending academic conferences, professional conferences, and development workshops. The Center for Economic Education at Kansas State is housed within the Finance Department. The Center focuses on providing education in the areas of personal finance and economics to high-school teachers.

Cost Effectiveness. The department's total (undergraduate and graduate) credit hour production as a percentage of the total university is 1.5% while our general use expenditures as a percentage of the total university is 1.4%, demonstrating our cost effectiveness.

Marketing: Bachelor's – CIP Code – 52.1401

Mission, Centrality, and Uniqueness. The department of marketing furthers this mission within the context of its own guiding mission, “The mission of the Department of Marketing is to generate, disseminate, and apply marketing knowledge by engaging in high quality teaching, research, professional service, and professional development activities. The department strives to be recognized as the leader in undergraduate marketing education in Kansas.” Within this context, the department launched the National Strategic Selling Institute in 2011 and has focused on outstanding education and research in both marketing broadly, and sales, specifically over the past 8 years. The result is excellent national recognition for its programs and faculty.

Quality of Faculty. Of the 11 faculty members, 81% (9/11) hold terminal degrees in their field of specialty. The other two faculty members have a master's degree and significant professional experience in their area of teaching.

The faculty collectively generated 82 intellectual contributions (publications, presentations) between September 1, 2009 and August 31, 2014, or roughly 1.8 publications per year, per research-trained faculty member.

Marketing faculty served in 12 different positions as editorial board members, editors or associate editors for academic journals during the last five years, and performed well in excess of 38 reviews for journals and conferences. The marketing department faculty also have garnered over \$2.4 million in contracts, grants and sponsored research, plus diversity grants totaling over \$2.3 million in the past eight years. The faculty has given over 22 conference presentations and published 43 refereed journal articles, two book chapters, one instruction manual, one book and 12 conference proceedings.

The marketing department faculty developed and led over 12 study abroad trips to Europe, Asia and South America, with an average of 12 students per trip. Also, awards for the faculty include internal and external teaching and scholarly awards.

The marketing department faculty has served the university in several capacities including faculty senate, search committees and directorships in various university divisions. Faculty made service contributions to the university, as well as professional and academic associations by serving on editorial review boards, reviewing publications and chairing associations.

Quality of Degree Programs. Enrollments and numbers of graduates have remained strong over the last five years. The number of marketing students showed a dip in Fall 11 (238) from the previous Fall 10 (263), but hit the highest number in Fall 14 (341). The number of marketing degrees awarded fell from a high Fall 10 (155) to a low in Fall 12 (115), and has rebounded in Fall 14 (147). The Marketing department attracts students with strong qualifications, with an average ACT of 23.5.

In 2013-2014 Senior exit surveys, CBA students held extremely favorable views of their experience in the major. Over 79% of marketing students found their major to be academically stimulating. Most felt the faculty were approachable and helpful, and could interact with faculty. Most agreed that their major was characterized by mutual respect between undergraduate students and faculty. Over 80% of marketing students would recommend K-State to others. Most of the students choose marketing because they enjoyed the courses (63%), and interested in the subject (59%).

The department, as part of the College of Business, holds accreditation from the premier international accrediting body for colleges and schools of business, the AACSB. As of September 2015, 739 business schools in 48 countries and territories have earned AACSB Accreditation. In addition, the College is consistently ranked in the top business schools by Business Week. In 2014, the overall

ranking was 123/132 top schools. In addition the rank based on recruiter perceptions of our graduates was 51st.

Marketing students consistently excel for their involvement through clubs and organizations. The NSSI (National Strategic Selling Institute) Sales Cat Team won two national sales competitions in 2014-2015, and students from the teams placed first in two different competitions. Pi Sigma Epsilon (sales and marketing fraternity) students serve as consultants to small businesses in the poorest counties of Southeast Kansas, with the goal of improving economic development in the area. By the end of 2015, 20 companies will have received assistance.

External Demand. With average salaries of \$40,843, 95% placement rates, and 59% of graduates returning to Kansas (with another 16% placing in Missouri), our graduates are in significant demand and contribute positively to the Kansas economy.

Marketing majors are employed in a variety of job categories include District Sales Leader, Account Executive, Assistant Manager, and Executive Team Leader. The two major employers are PepsiCo/Frito Lay and Cerner Corporation, but a wide variety of companies hire students from this popular major.

Service Provided to the Discipline, the University and Beyond. The College of Business Administration provides significant service to the university through general education and especially through courses required by other degree programs on campus. Over 30% of the student credit hours generated by the college are for non-business majors. The Introduction to Marketing course generates 57% of its student credit hours from non-majors. The Certificate in Professional Strategic Selling is designed to serve majors outside of the College, as well as majors within the College.

The National Strategic Selling Institute (NSSI) offers development opportunities for alumni and professionals in the Kansas City and surrounding areas through the Olathe Campus. The College has also offered a number of seminars in finance and entrepreneurship at the Olathe campus, with the goal of engaging alumni from across the College who are located in the Kansas City area.

Cost Effectiveness. With its main focus on undergraduate programs (95.5% of total CBA student enrollment are undergraduates) the Department's general use expenditures as a percent of the total institution's general use expenditures (1.3%) is consistently lower than the its credit hour (SCH) production as a percent of institutional undergraduate SCH production (2.0%).