

First Term Students Admitted Under Proposed Affiliation: Fall 2018

General Introduction

The introduction provides a narrative description of the change, including the nature of the transaction, and addresses all relevant parties, the name of the institution, parent corporation or subsidiary that have a controlling relationship with the institution, any other institutions that are a part of the transaction and relationship to recognized accrediting agencies any required internal or external approvals and anticipated dates of those approvals, and the projected closing date of the transaction. The documents should provide readers with a broad overview of what change is proposed and how the controlling party intends to transform the institution subsequent to the transaction. This section should be no more than ten pages in length.

Area Technical College (WATC) and Wichita State University (WSU) both accredited by the Learning Communities Higher Education Commission

certificate options in five distinct areas; aviation, manufacturing, healthcare, business and police science and specialized trades and transportation.

The foundation for the affiliation is an already powerful partnership between both institutions—forged by a joint commitment to creating opportunities for Kansans through education, innovation and economic growth. In 2010, WSU and WATC created the National Center for Aviation Training, in partnership with Sedgwick County. The center meets training needs for a wide range of aviation-related careers, from flight attendants to pilots and aircraft mechanics.

B. Transactional Documents

An institution should include the documents

for consideration by the Kansas Legislature on January 18, 2017 (Attachment II), unanimously approved by the Kansas Senate [March 16, 2017] and House [March 30, 2017], and signed into law by the Kansas Governor on April 12, 2017). The WSU Faculty Senate endorsed the affiliation on April 10, 2017.

Senate Bill 174 (Session of 2017) outlines the terms of the affiliation including, but not limited to, governance, funding, facilities, admission of students, accreditation, curriculum, and employment.

7. Financial information to include the most recent external audit, current budget, Form 990, and six months of cash statements for the buyer, for the institution, and for any parent corporation or for a subsidiary holding a controlling or other relationship with the accredited institution. Buyers and institutions that are for-profit entities should submit two years of federal income tax forms for their corporation and related corporations under the same parent entity. Investors or other third parties must also provide their most recent external audit and tax return. If they do not have an audit, they must provide third-party verification from a bank or other source documenting the funds to support the transaction and other funds to support any investment to be made in the institution within the first year subsequent to the closing of the transaction.

Attachment III FY16 Financial Statements (WSU)

Attachment IV FY17 budget (WSU)

Attachment V FY17 budget (WATC)

Attachment VI cash statement (WSU)

Attachment VII cash statement (WATC)

Attachment VIII State of Kansas financial report audit (WSU)

Attachment IX WATC audit

8. Organization chart showing the institution, any parent or holding companies governing boards, and key administrators at all levels, currently in place and as anticipated by the transaction. Such chart should outline the relationship between the accredited institution and the corporate structure after the close of the transaction.

Key Administrators Currently in Place

Wichita State University

Director of Athletics	Darron Boatright
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Wichita Area Technical College

Position:	Personnel:
President	Shereé Utash
VP Student Affairs	Justin Pfeifer
VP Finance Administration and Financial Services	Greg Unruh
Chief Instructional Officer Career and Technical Education	Scott Lucas
Chief Academic Officer General Education and Health Sciences	Pam Doyle
Director Marketing and Communication	Andy McFayden
Executive Director Human Resources	Judy Mount
Executive Director Technology and Institutional Effectiveness	Randy Roebuck
Senior Director Strategic Innovations	Monica Stewart
Director of Advancement	Danielle Lamb

Attachment X current organization chart (WSU)

Attachment XI current organization chart (WATC)

Attachment XII proposed organization chart affiliating WSU and WATC

Attachment XIII proposed organization chart WSU rCAST

9. List of key administrators and governing board members, including qualifications and disclosure statements, at the institution and at each corporate level senior to the institution subsequent to the transaction. Identify any hiring or recruiting that must be done at these levels as a result of the transaction.

Wichita State University Campus of Applied Sciences and Technology will be governed by the Kansas Board of Regents through Wichita State University. The Board consists of 9 members and are appointed in staggered terms by the Kansas Governor. All members of the Board serve four year terms. The terms begin on July 1 and end on June 30.

Information regarding the Board of Regents

The current Kansas Board of Regents members are:

Name	Term Expiration
Joe Bain	2018
Shane Bangerter	2017
Ann Brandaur Murguia	2017
Bill Feuerborn	2018
Dennis Mullin	2019
Dave Murfin	2019 (Vice Chair)
Zoe Newton	2019 (Chair)
Daniel Thomas	2019
Helen Van Etten	2017

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C. Institutional Statement

The institution should provide a narrative response to each of these questions. Include any additional exhibits not provided as Transaction Documents that substantiate and help explain the response. The institution should respond to each response. Each

2. Outline the education program that the institution offers and explain how those programs will be continued and supported subsequent to the transaction. Identify any new programs the parties intend to initiate in the next five years and how these programs will be developed and by whom. Explain the learning and support resources for current and future programs. how

3. Explain the current delivery mode(s) (on ground, on line, etc.) of the institution's programs. Outline plans to change or expand any of the delivery modes and timeframe for such changes or expansion.

Both WSU and WATC currently offer traditional on campus, online, and hybrid delivery modes for institutional programs. There is no plan to change or expand any of the delivery modes in response to the affiliation. Both institutions are approved by HLC for distance education courses and programs.

4. Provide the current student enrollment by department and modality (on ground, on line, iTV, etc.) at the institution. Outline plans in progress to support students through the transition and to assist students who may need or want to be transferred and taught out if existing programs will be terminated or modified in the next twelve (12) months. Describe the anticipated student body subsequent to the transaction, the plans and targets for recruitment, and the basis on which these plans are deemed attainable.

Neither WATC nor WSU have intentions to terminate any existing programs as a result of the affiliation. If the need to suspend a program arises for unforeseen reasons, no new students would be admitted and current students would be given the opportunity to complete the program in the original time frame.

WATC had experienced declining adult enrollment numbers since hitting its peak in 2013, but efforts and initiatives for fall 2016 enrollment have helped WATC reverse that trend for the semester hitting a record high for adult enrollment for any one semester. This focused enrollment growth gives WATC reason to be cautiously optimistic for future enrollments despite the nationwide trend for declining enrollment at 2 year colleges. No changes to the composition of the student body are expected as a direct result of the affiliation; however, expanded opportunities for transfer students are expected. (for 73 0 TD 0 Tc <0(a<0003>Tj /TT4 1 Tf 10.98 0 0563- .224 0 TD .

through WSUCAST, there will be expanded opportunities available to those who wish to attend WSU but who fail to meet the Kansas Board of Regents' qualified admissions requirements through an exception process approved by the Kansas Board of Regents. The affiliation will both strengthen and streamline the already strong partnership between the institutions to meet the needs of these students.

WSUCAST will have a greater ability to serve the residents of Kansas who are outside of the commuter zone and who can benefit from the housing available through WSU Office of Housing and Residence Life. Through the affiliation, students who relocate to Wichita for training will have access to a safe and secure living environment that promotes academic success and community development.

International students who attend WSUCAST will have the support of the Office of International Education at WSU. WSUCAST does not currently have the international student enrollment to support a dedicated office to the processing and support of these students. Post-affiliation, international students of the

Primary Marketing Goals and Objectives

Upon the affiliation of Wichita State University and Wichita Area Technical College, the two will attain their overarching strategy by focusing on three key marketing goals and strategic objectives outlined below.

Goal 1: Create Awareness of WSUCAST

Awareness Goals and Objectives

- Create awareness within the Wichita community, regionally, nationally and globally

- Build pride by educating the public of its benefits for the student and for the community

- Communicate technical education opportunities and coursework to prospective audiences

- Create internal awareness to create brand advocates

- Minimize the risk of brand equity loss

Goal 2: Support Recruitment, Retention and Student Success

Recruitment, Retention and Student Success Goals and Objectives

- Develop and execute integrated marketing and communications campaigns that promote, enhance and broaden awareness for the new campus.

- Drive enrollment in support of the overarching strategic plan.

- Engage key constituents within the university to create an environment that

Goal1: Expand brand awareness and recognition

- Workforcedevelopment
- Economicgrowth for KS
- Businessdesigneddegrees
- Boardof businessleaders
- Singlepathwayfrom GEDto degreecompletion
- Promotionof regionspecificprograms
- Keepsstudentsin their hoo Single9 0 t1OpensTJ /TT1 1 Tf 3.0328 0 TD 0 Tc <0003>TJ

Sedgwick County provides for the college to lease the facility at an annual fee of \$1. In exchange, WATC serves as the operator of the facility and is responsible for the costs associated with the operation and maintenance of the facility. This agreement will remain in effect with the existing terms after the affiliation. WSU also receives local funding in the form of a 1.5 mill annual property tax levy. The revenue allocation is used to retire debt, provide funding for the Innovation Campus and NCAT fund local scholarships and assistantships and local economic research.

The current WATC bookstores will be merged with the WSU bookstore, which operates as a separate corporation. Wichita State Campus of Applied Sciences and Technology will receive a commission from WSU for sales made at the various campus locations or to WSUCAST students.

Wichita State Campus of Applied Sciences and Technology will continue to invest resources in workforce development and expand its partnerships with key industries and employers in the region after the affiliation. Workforce <0003>Tj /TT2 1 Tf -38.0492 -1.3169 TD .0009 Tc (region)Tj /TT1 1

In addition, annual tuition and fee proposals will be submitted to KBO for approval as part of the annual budget process and will incorporate the relative information for WSUCAST related operations. Wichita State embraces an inclusive and collaborative budget development process that draws on both employee and student involvement through the University Budget Advisory Committee, discussions with campus interest groups, WSUCAST's industry advisory board (discussed in C13), and the President's Budget Advisory Team.

Debt Obligations

WATC does not have any debt obligations except for a 3 year capital lease for an IT operating system. The final annual payment for this debt obligation is \$50,670 and will be made on October 1, 2017. Wichita State has debt obligations that are funded by a mix of tuition revenue, student fees, state grants, local contributions, and housing fees. The attachment below outlines WSU's current schedule of debt service, with outstanding principal of \$137.9 million as of June 30th, 2016. The proposed affiliation will not impact the revenue streams already dedicated to satisfying existing debt obligations.

Attachment XX WATC debt obligations

Attachment XXI WSU debt obligations

Equipment and Technology

Both institutions possess adequate technology and infrastructure to sustain financial operations and support current and planned enrollment increases. Savings generated through operational

WATC's goal shows an emphasis on being responsive and flexible to industry needs and successfully and seamlessly affiliating with WSU. This goal demonstrates WATC's ability to guarantee an applied learning experience for every student of WATC.

WSU Goal 2: Pioneer an educational experience for all that integrates interdisciplinary curricula across the university.

After the affiliation, WATC will be in a position to explore interdisciplinary collaboration with other colleges across the university.

WSU Goal 3: Capitalize systemically on relevant existing and emerging societal and economic trends that increase quality educational opportunities.

WATC Goal 2: Create focused enrollment growth and foster student success.

WATC Goal 5: Develop sustainability.

WATC's enrollment and sustainability goals demonstrate a need to capitalize on trends that increase quality educational opportunities in order to reach performance measures associated with, for example, student headcount, credit hours, and placement rates.

WSU Goal 4: Accelerate the discovery, creation and transfer of new knowledge.

WATC Goal 5: Develop sustainability.

WATC's goal focuses on data informed decision making and creating development and advancement capability. These activities may lead to discovery, creation, or transfer of new knowledge as WSU and WATC begin working together more closely.

WSU Goal 5: Empower students to create a campus culture and experience that meets their changing needs.

WATC Goal 4: Improve student experience.

WATC's student experience goal maps directly to WSU's campus culture and experience goal.

WSU Goal 6: Be a campus that reflects—in staff, faculty and students—the evolving diversity of society.

While WATC does not have a specific diversity goal currently, after the affiliation the new campus will explore how better to align with this WSU goal.

WSU Goal 7: Create a new model of assessment, incentive and reward processes to accomplish our vision and goals.

WATC Goal 1: Create competitive talent advantage.

WATC's goal relates to organizational culture, hiring and retaining people and developing employees' skills and knowledge—all related to assessment, incentive and reward processes.

It is envisioned that there will be little if any change to WSUCAST's vision and mission in this review and alignment process. The process will focus on aligning WSUCAST's goals with WSU's goals. Within five years, WSUCAST will be assimilated into the strategic planning process at WSU as an affiliated campus of the institution.

Attachment XXII WSUCAST strategic plan

Attachment XXI WSU strategic plan

9. Explain the governance and management structure at the institution and at the parent or corporate level as contemplated by the transaction and how it will affect the institution.

In order to build on current initiatives and increase educational opportunities for Kansans, WATC and WSU are requesting to affiliate the two entities where WATC would become the WSUCAST which will continue functioning as an independent technical

ational structure,

Specific employment policies that may be held in common under the affiliation are under review and may be updated as needed during the implementation phase of the affiliation.
Other

Full time non provisional	20
Full time provisional	43
Adjunct	161

Qualifications by Department

Aviation (CTE)

Doctorate	1
Master's	1
Bachelor's	5
Associate's	3
Industry Experience	4
TOTAL	14

Manufacturing (CTE)

Master's	1
Bachelor's	1
Associate's	2
Industry Experience	7
TOTAL	11

Transportation & Skilled Trades (CTE)

Bachelor's	2
Associate's	3
Industry Experience	3
TOTAL	8

Health Care (CTE)

Master's	3
Bachelor's	9
Associate's	4
Industry Experience	1
TOTAL	17

Business/Interior Design/Police Science (CTE)

Master's	3
Bachelor's	1
TOTAL	4

General Education

Doctor of Chiropractic	1
Master's	8
TOTAL	9

Adjunct (CTE)

Doctorate	1
Master's	17
Bachelor's	21
Associate's	11
IndustryExperience	11

ConcurrentCredit	
Master's	19
Bachelor's	11

to form the acronym EduCATE. The plan to Edu

faculty time and talent. Each degree offering program is reviewed annually to ensure minimum requirements and is on a three year cycle for a more in depth review. Yearly data and three year summary reports are then compiled into an eight year report, which is submitted to KBOR. Hence, there is continuous review and evaluation of each academic department/program

staff, curriculum oversight, as well as maintaining budgetary and hiring authority. Policies that cover student and academic conduct will remain in place and further encompass any already established policies appropriate for all WSU students. Many of the employee policies are similar in nature and will be reviewed and merged together. Any WSU policies not covered through the affiliation may be adopted by WSUCAST. WSU may also adopt WATC policies not currently being covered. Any future changes will follow the WSU and WSUCAST policy process.

Criterion Three. Teaching and Learning Quality, Resources, and Support

The mission of WSUCAST will continue as a provider of quality higher education and leadership in workforce training. Traditional offerings will continue in certificates and associate of applied science degrees as well as workforce training opportunities to local business and industry. The affiliation will offer more opportunities for students in further associate degree options in addition to bachelor degrees and beyond. No significant changes in programs are anticipated. Wichita State University Campus of Applied Sciences and Technology will continue to provide a low cost opportunity for students in the local area as well as delivering educational opportunities for students who cannot come to campus regularly. Concurrent enrollment in both general and technical education will continue after the affiliation with a Technology for Tomorrow will be

Criterion Four. Teaching and Learning: evaluation and Improvement

Inclusion into WSU as the newly formed WSUCAST will require programs to be included in the WSU and KBOR program review and assessment process. Program Review includes a tri-annual review and substantiation of items related to program resources and an annual review of program enrollment and financial figures. Both institutions participate in Kansas Transfer and Articulation and Core Outcomes meetings. Numerous individuals in the Registrar office and in Academic Affairs participate in the review of prior learning and transfer credit and this practice will continue after the affiliation. Faculty will continue to direct pre-requisites for courses and will be processed through the WIDS course review process. Concurrent and high school only courses will continue to be vetted to ensure that equivalent competencies, outcomes, and instructional materials are being utilized. Wichita State University Campus of Applied Sciences also has several programs that maintain specialized external accreditations and affiliations that will be continued to be maintained. Many of these accreditors along with KBOR currently require WATC to evaluate the success, transfer, and placement of WATC's graduates.

Assessment activities at WATC have significantly changed over the past two years with more faculty involvement in the assessment process, integration of general education outcomes in technical programs, and the use of WIDS as the central repository of assessment data. These activities will continue after the affiliation as WSUCAS Faculty examine student learning activities to better improve instruction. Many of WATC's students also have opportunities to earn external, third party credentials. Results of these credentials provides faculty in direct and direct measures of learning specifically related to industry requirements. Institutional Research provides information on student retention, completion, and placement that is integrated into the annual program

Educational Programs currently taught and any new programs developed at WSUCAST
Faculty and Staff Appointments
Student Services at WSUCAST

reported that a formal Assessment Committee has not been established. The team recommends that the institution consider formalizing an institutional assessment group, possibly within some existing structure, as well as giving consideration to a position, possibly an Assessment Director, that would facilitate the conduct of assessment activities and provide oversight for the assessment process. Such a position could also provide leadership in how to move multiple processes into a cohesive system to serve the institution.”

assessment processes and materials focused on the EduCATE core outcome of communication were piloted in a department. By the end of AY2016, all programs had created new assessment plans and had started monitoring the success of students on program level outcomes.

In summer 2016 with the assessment plans firmly in place, the Director of Assessment transitioned to a new position within the college and assessment oversight was given to a newly formed faculty committee. The committee is coordinated by the dean of Instructional Technology and Academic Support and consists of faculty from each academic department. After establishing their roles, the first step was to have faculty complete the AY2016 assessment reports. Their next step was to work with faculty in their departments to implement assessment of the core outcome in communication in every program. Furthermore, a select few programs also began piloting the core outcome in information literacy.

The new process has helped faculty examine issues in their programs. An example is the Automotive Service Technology program that had 100% student success on their Skills Based Assessment Diagnostic Assessment. After analyzing these results, faculty realized that their process for assessment needed to be adjusted with a new standardized assessment tool. Other programs have used the assessment process to adjust instruction for the next upcoming courses. The college has made significant investments in the past two years to support the new structure from hiring a director to providing financial incentives for faculty to participate on the assessment committee.