

## THE MISSION OF THE KANSAS REGENTS SYSTEM

The Regents system of six public universities exists to help individuals increase their intellectual, social, personal and moral potentials. These institutions impart society's cultural heritage, prepare students for productive activity, open their minds to alternative ways of thinking and living and acquaint them with ways of learning which may be utilized throughout life. The work of the Regents institutions is to make a positive difference in peoples' lives and to improve society through the works of those it educates. Within that orientation there is considerable room for institutional diversity because the educational needs of both individuals and society are multifaceted.

As higher education in the United States enters a period of major change in the size and composition of the student body, the kinds of courses and programs wanted, the technology needed on campus and the growing attention to university activities by external constituencies, institutions need more than ever before to plan their futures and shape the new environment. Unlike the previous two decades, Kansas must now recognize the need to manage change rather than the unbridled growth characterizing former times.

Teaching, research and service occur at each Regents institution, but the extent of these activities is guided by the following assumptions: (1) Institutions deliver instruction and degrees in liberal and professional education from the associate through the doctoral level, but activity below the baccalaureate level is limited; regardless of the degree offered, all programs will be of demonstrable quality. (2) Each regents institution will provide an array of liberal arts courses emphasizing application of critical thinking and the evolution of western thought as fundamental components of the undergraduate degree. (3) Research that enhances the instructional role of faculty is expected at every Regents institution; other research activity occurs primarily at the University of Kansas, Kansas State University and Wichita State University. (4) Service to government, industry and society is an integral part of each institution's role; service and research which enhance the State's economic development are particularly emphasized. The overarching goal of the Board of Regents is to provide a diversity of institutions of higher education, each seeking excellence in its own sphere.

The Board recognizes that program access requires attention to geographic location, convenient scheduling and affordable tuition, supplemented by financial aid. As both an advocate for higher education and a responsible steward for the taxpayer, the Board believes that program access alone is not the goal. Students must have access to quality programs. Therefore, the State must make a firm and continuing commitment to the financing of the Regents system. The foundation of institutional strength rests on improved financial support, particularly as it relates to faculty salaries and operating expenditures. (12-19-86; 6-23-88; 5-16-91)

## FORT HAYS STATE UNIVERSITY MISSION AND ROLE STATEMENT

### **I. Mission Statement**

Fort Hays State University, a regional university principally serving western Kansas, is dedicated to providing instruction within a computerized environment in the arts and sciences, business, education, the health and life sciences, and agriculture. The university's primary emphasis is undergraduate liberal education, which includes the humanities, the fine arts, the social/behavioral sciences, and the natural/physical sciences. These disciplines serve as the foundation of all programs. Graduates are provided a foundation for entry into graduate school, for employment requiring well-developed analytical and communication skills, and for lives of ethical and civic responsibility to better understand global complexities and an American society of increasing diversity.

Natural outgrowths of the university's primary emphasis include pre-professional, professional, master's, and education specialist programs. A statewide strategic focus of the university is the integration of computer and telecommunications technology with the educational environment and the work place.

Scholarship at FHSU is supported because it stimulates faculty and students, provides new knowledge, connects the disciplines, and builds bridges between teaching and learning while linking theory with practice to address the needs of a diverse society.

The university is responsible for providing public service to the community, the region, and the state of Kansas. Programs consistent with the university's academic and research activities emphasize the importance of FHSU as the cultural center of western Kansas.

FHSU BRAND STATEMENT: The Promise of Access, Affordability and Excellence

Fort Hays State University (FHSU) is a member of the Association of American State Colleges and Universities (AASCU), a unique group of over 400 comprehensive, undergraduate and master-level public postsecondary institutions *with the assigned state mission of increasing access for talented students and citizens who desire an affordable high quality liberal and applied arts education*. AASCU institutions have been called "the people's colleges" because of their efforts, in the memorable words of John F. Kennedy, to create "an aristocracy of achievement arising out of a democracy of opportunity." **FHSU takes pride in providing an exceptional university education and experience comparable to that found at outstanding private-sector institutions but at an affordable public-sector price.**

## II. ROLE

### INSTRUCTION

As a primary liberal arts university in the Regents System, Fort Hays State University takes great pride in serving as the door of opportunity for generations of students from urban and rural areas. Encouraged by the accessibility and affordability of Fort Hays State University, students discover intellectual challenges and career opportunities offered in a special both wired and wireless electronic-learning environments that merge current technology with small classes and a personal touch. Fort Hays State University focuses on educating students, not only for employment, but also for life, empowering individuals to assume many roles in a diverse and changing 21<sup>st</sup> century world.

Central to the task of lifelong learning is the undergraduate general education curriculum. This program of study provides the breadth and diversity of basic skills, critical thinking, and knowledge students need to study a discipline in depth and prepare them to take their place in society.

Additionally, Fort Hays State University provides advice and pre-professional study for entry into programs in dentistry, forensics, medicine, osteopathy, optometry, podiatry, law, public administration, theology, veterinary medicine, engineering, forestry, pharmacy and physical therapy.

Experiences outside the classroom contribute to students' ability to make informed personal choices and their sense of community. Students can participate in a wide array of student activities, intramural programs, and NCAA Division II athletic programs designed to reinforce concepts learned in the classroom such as critical thinking, self-esteem, and teamwork.

Fort Hays State University provides a variety of degree programs to challenge the most able and highly motivated students with an array of intellectually exciting options:

- Professional programs at Fort Hays State University build upon the general education curriculum. Students are prepared for graduate school or are provided a competitive edge for entry into the job market, not only in western Kansas, but also throughout the state, nation, and world.
- The College of Arts and Sciences offers the bachelor's degree in 24-degree programs in 16 departments. The 16 departments include art, chemistry, communication, English, geosciences, history, information networking and telecommunications, justice studies, mathematics and computer science, modern languages, music, philosophy, physics, political science, psychology, and sociology and social work. The College of Arts and Sciences also provides an Associate of Science degree in General Studies.
- The College of Business and Leadership offers a Bachelor of Business Administration degree with majors in finance, management, marketing, accounting, and computer information systems, and a Bachelor of Science degree in business, with majors in office administration, business education and business communication. A popular Bachelor of Science degree in Organizational Leadership was approved in 2000.

- The College of Education and Technology provides programs leading to a Bachelor of Science degree with majors in elementary and industrial education. Kansas alternative teacher certification and endorsement programs are offered in secondary education areas.
- The College of Health and Life Sciences offers Bachelor of Science degree programs in agricultural business and management, agricultural sciences, biology, communication disorders, general science, medical diagnostic imaging, nursing, and physical education. An Associate of Science degree is offered in radiologic technology.
- The Virtual College provides off-campus and electronically mediated courses to students who are at a distance from the campus. The College coordinates with other academic units to offer complete off-campus degrees: Bachelor in Science in Organizational Leadership; Bachelor of General Studies; Bachelor of Science in Justice Studies; Bachelor of Science in Sociology; Bachelor of Science in Nursing; Bachelor of Science in Education (Elementary Education); Bachelor of Business Administration; Bachelor of Science in Technology Leadership; Master of Liberal Studies; Master of Nursing; Master of Business Administration; and selective courses in all other degree programs. Courses in the Virtual College are offered through synchronous and asynchronous means, as well as face-to-face settings in off-campus locations. FHSU is also a participant in the Kansas Board of Regents new off campus initiative called ACCESS US. Finally, the Virtual College serves as the delivery vehicle for Bachelor of General Science programming through the colleges of Arts and Sciences and Business and Leadership to approximately 2250 students in five different locations in China.

Graduate education at Fort Hays State University is designed for individuals seeking master's degrees or advanced skills and knowledge for new employment or career advancement. These programs address regional needs in liberal arts, business, education, and health and life sciences.

- The College of Arts and Sciences provides master's degree programs in communication, English, mathematics, geology, psychology, history, and the fine arts. A college-wide Master of Liberal Studies is also available through the Virtual College. An education specialist degree is also offered in school psychology.
- The College of Business and Leadership offers the college-wide Master of Business Administration degree on-campus and on-line.
- The College of Education and Technology offers the master's degree in educational administration, special education, student counseling and personnel services, and education. An education specialist degree is available in educational administration.
- The College of Health and Life Sciences offers the master's degree in biology; speech-language pathology; health, physical education, and recreation; and nursing.

## **RESEARCH**

Research is one of the functions of the university, and special emphasis is placed on the scholarship of teaching and application. Applied research links theory with practice and addresses the needs of western Kansas and all of society. Faculty and students in departments, centers, and institutes conduct research to identify new insights, interpretations, interrelationships, and explore ways to apply this knowledge.

- The Docking Institute of Public Affairs conducts applied public research to meet the needs of governmental and non-profit entities throughout Kansas. The Institute's primary focus is on the economic development needs of western Kansas, especially in the area of telecommunications.
- Faculty in the College of Arts and Sciences are engaged in research in the arts, humanities, natural, social, and behavioral sciences. The Information Enterprise Institute coordinates campus-wide technology certification programs.
- Faculty in the Small Business Development Center conduct research on the level of growth as it relates to income, employment, and business in western Kansas. The Management Development Center offers programming for business practitioners and scholars.
- The College of Education and Technology supports Kansas's educators through research on the needs of schools in a diverse multicultural environment. A School-to-Careers partnership with local educational institutions, businesses and government agencies was initiated in September, 2000.
- Faculty in the College of Health and Life Sciences study new technology in rural health care, adaptive physical activities for the handicapped, dryland and precision farming practices, and the ecology and evolution of plants and animals both present and prehistoric.
- The Virtual College provides opportunities for faculty to research state-of-the-art technology delivery modes and their impact on teaching and learning.
- The Sternberg Museum of Natural History provides facilities and an organizational structure needed to support research in various departments, especially the Departments of Biological Sciences and Geosciences.

## **PUBLIC SERVICE**

Public service is an essential function of Fort Hays State University. Service is regionally oriented, but many faculty also lend their skills and knowledge to state and national concerns and issues.

- The Kelly Center provides comprehensive educational support services and programs to the campus community. These include disability services, personal and career counseling, academic support programs and supplemental instruction, testing services, substance abuse

prevention and outreach programs, and programs and services which address multicultural issues. The Kelly Center is also a training site for graduate students in the Department of Psychology, counselor education, and other units.

- The State Office of the Kansas Small Business Development Center is part of Fort Hays State University's effort to increase small business development in the state of Kansas. The State Office assists centers across the state to implement state objectives in developing and supporting small businesses in Kansas.
- The University is one of four major partners in a countywide Geographic Information Systems consortium known as ERGO.
- The College of Education and Technology provides professional development activities for educational personnel in western Kansas through its various departments and in partnership with the Smoky Hills Educational Service Center in Salina. The College and the Center provide pre-service and in-service development activities for all levels of school personnel.
- The College of Health and Life Sciences integrates technology in the areas of telemedicine, hospital administration, nursing, and allied health fields and consults with state and federal agencies regarding environmental conservation. It is the home of the Senior Companion Program and the Foster Grandparent Program.
- The Herndon Speech-Language-Hearing Clinic maintains the only comprehensive center for the diagnosis and treatment of communicative disorders in western Kansas. The nurse-managed Faculty Health Care Clinic is a cooperative effort of Fort Hays State University and Hays Medical Center.
- The Virtual College serves 66 western and central Kansas counties. It provides mediated courses across the state of Kansas and is involved in strategic partnerships with other educational providers and public/private sector organizations.
- Forsyth Library is an automated research and information center for faculty, students, and citizens of western Kansas. It also serves as the depository for federal government documents used throughout the region.
- The Beach/Schmidt Performing Arts Center hosts national and international creative arts events. Additionally, the Moss-Thorns Gallery of Art, Sternberg Museum, and Gross Memorial Coliseum provide educational, cultural, recreational, and entertainment opportunities, making Fort Hays State University the cultural center for western Kansas.
- As part of its statewide mission of integrating computer and information technology into the educational environment and workplace, Fort Hays State University has developed a packaged curriculum for high schools to use in providing students computer coursework which meets the Board of Regents Qualified Admissions requirements.

- The Leadership Studies Program and the Center for Civic Leadership place students in a variety of organizations where students can contribute as volunteers and provide service to Kansas. The Center is the home of the campus American Democracy Program, Tigers in Service, Kansas Youth Leadership Academy camps and many other programs focusing on the development of civic engagement and educating citizens for democracy.
  
- The Sternberg Museum of Natural History serves an important educational role for school teachers and students across the state of Kansas. Not only are the museum's facilities important for the state's citizens, its traveling exhibits provide unique educational opportunities for visitors from across the nation.

## ELEMENTS OF DISTINCTIVENESS

Fort Hays State University (FHSU) has the advantage of being the only state supported institution of higher education located in the western half of the state of Kansas. This location provides access to a diverse student population for a variety of undergraduate, graduate, and professional programs. Numerous activities in the private and public sectors of western Kansas create opportunities for interactive and cooperative programs with the University. Because of its historical development and location, FHSU has the following distinctive elements:

- The university is the only state supported baccalaureate and graduate institution of higher education in the western half of Kansas.
- The university is the only institution of higher learning to have as part of its state assigned mission the application of computer and telecommunications technology with the educational environment and work place. The latest version of the technology mission is the development of a mobile learning environment based on wireless delivery and table computers.
- FHSU is a pioneer in the implementation of an alternative model of regional accreditation sponsored by the Higher Learning Commission of the North Central Association of Schools and Colleges (NCA) called the Academic Quality Improvement Project(AQIP). This model commits the university to a select “vital few goals” every three years with the goal of enhancing continuous quality improvement throughout the institution.
- Western Kansas offers FHSU a rich resource base for rural-oriented research and service.
- The university offers programs that are essential to economic development, business, industry, professional, educational, financial, governmental, cultural, and service organizations in the western half of the state of Kansas.
- The university's instruction, research and service programs in the health profession are a central part of the health care industry in western Kansas.
- The university's programs in visual and performing arts are interwoven with western Kansas' strong commitment to the development of the arts.
- The university has excellent undergraduate programs that are recognized state-wide and regionally.
- The university enjoys a high degree of credibility and support from the communities of western Kansas.
- The university's athletic program provides visibility and encourages support in western Kansas and throughout the state and nation.

- Compared to other Regent schools, the university has traditionally had the highest percentage of students receiving “need based” financial aid.
- The university has outstanding laboratory facilities.
- The university is able to enhance the quality of its programs and services by capitalizing on the expertise and human resources available throughout western Kansas.
- The leadership studies department offers a unique program, which is open to all students regardless of major.
- The university will continue to seek strategic partners in order to expand its capabilities to deliver educational services throughout Kansas and beyond.
- The influence of globalization will require partnerships with educational institutions abroad. Current partnerships with SIAS International University, the University of International Business & Economics, Shenyang Normal University, Hangzhou Teachers College, Tak Ming College and Hong Kong Institute of Continuing Education in China are examples of this effort. In Fall, 2006, a similar academic partnership between FHSU and Bahcesehir University in Istanbul, Turkey was initiated with 36 students participating in a campus-based ESL program.
- The university will continue to support students in national competitions designed to test their knowledge and skills against teams from other institutions. An example of this support is the success of the students from the Finance program, Debate, Art, and Technology Studies.

In modifying and encouraging the quality and effectiveness of its programs in the years ahead, FHSU will build imaginatively on these distinctive elements.

## INDIVIDUALS, GROUPS AND ORGANIZATIONS SERVED BY THE UNIVERSITY

Fort Hays State University, through its programs of instruction, research and service, responds to the educational needs of the citizens of western Kansas and the state of Kansas. It serves the following individuals, groups and organizations:

- Fort Hays State University's primary responsibility is to students from the western half of the state, but it also serves students from all over the state, other states, and other countries. This diversity provides an opportunity for the university to contribute to greater understanding and to promote a richer learning environment for Kansas residents.
- The university serves Kansas citizens, businesses, government agencies, service agencies and cultural organizations. It does so by engaging in research, scholarly and creative activities that improve the quality of life and contribute significantly to economic development in the state of Kansas.
- The university serves employers. As the university graduates educated, computer literate citizens, it provides a capable workforce to meet the needs of business.
- Fort Hays State University serves its alumni, a group with which it has a special relationship and for whom it has a significant responsibility, by meeting their educational needs and encouraging continued involvement.
- The university serves individuals, foundations, corporations and businesses that contribute to private financial support and it acts as a responsible steward of donated funds.
- The university serves the professions by providing intellectual leadership, research, instructional and clinical activities, continuing education and public services.
- Fort Hays State University serves the Kansas elementary and secondary education system through its teacher, counseling, and administrative training programs, in-service training, research, assessment, and faculty participation in accrediting association activities and Kansas Board of Education activities.
- The university serves the military through its affiliated programs.
- The university serves distance learners through programming coordinated by the Virtual College and the Center for Teaching Excellence and Learning Technology.

## STRATEGIC PLANNING ASSUMPTIONS

In planning for the future, Fort Hays State University must build on its current programs and recognize the trends affecting the western Kansas area and the evolution of higher education.

The implementation of this plan will require careful and thoughtful participation at the unit level. The unit plans of the university's various departments and offices will contain the specific, detailed methods for accomplishing the university wide themes and goals. The themes and goals are presented in the next section for ease of reference. The order of their appearance neither implies nor indicates a priority listing. They are based on the following assumptions:

- High academic standards are integral to an excellent university.
- Universities that emphasize excellence will obtain increased levels of public and private financial support.
- Universities that adapt creatively to rapid change will thrive when the adaptations are responsible and appropriate.
- The university will continue to support the traditional values of academic freedom.
- The university will continue its commitment to a concept of governance in which faculty, staff and student participation is essential.
- Maintaining institutional quality will necessitate priority decisions; improving quality and adapting to change will require, at the university-wide level, the reallocation of existing resources and the selective allocation of new resources.
- The university will emphasize programs that are targets for fulfilling its mission.
- Increased cooperation among units and disciplines will enrich university programs.
- The merging of a high-touch environment with a high-tech environment enhances the university's ability to meet the needs of the individuals, groups, and organizations it serves.
- A basic principle of planning and accreditation efforts is continuous quality improvement.
- The university will continue to enhance accessibility of academic programming and services.
- The university will continue to pursue institutional accountability and manage continuous quality improvement by using an academic performance scorecard which will identify and measure key indicators of quality service and academic excellence.
- A basic principle of strategic management is feedback from key stakeholders. Communication of concerns and interests are requested by using the university's website at [www.fhsu.edu](http://www.fhsu.edu).

## Strategic Planning Themes

### University Goals and Objectives for 2007

- A. To become a unique and eminent university by electrifying our campus environment**
1. Update Computing Technology
  2. AQIP/PA Goal: Mobile Learning Environment
- B. To select instructional or professional programs for distinction**
1. Meet Other Accreditation Standards
  2. Participate Meaningfully in the American Democracy Project
  3. Create New Faculty Positions
  4. Upgrade Salaries for Faculty Positions
  5. Upgrade Student Labor for Departments
- C. To improve the environment that fosters research, scholarship and creative activity**
- D. To develop and maintain environments that promote student learning and success**
1. AQIP/PA Goal: Writing Across the Curriculum
  2. AQIP/PA Goal: To Upgrade Academic Software that Supports Student Learning
  3. To Upgrade Academic Equipment that Supports Student Learning
  4. AQIP/PA Goal: Learner Outcomes in Computing
- E. To develop and maintain environments that enhance professional development of faculty and staff**
1. To Develop and Maintain Environments that Enhance Professional Development of Faculty
  2. To Develop and Maintain Environments that Enhance Professional Development of Staff
- F. To develop and implement a comprehensive, coordinated and university wide strategic effort that will enhance the university's image, marketing effectiveness and delivery of services to students and prioritized target audiences**
1. AQIP/PA Goal: Increase Hispanic Participation in southwest Kansas
  2. AQIP/PA Goal: Strategic Enrollment Goal around Kansas Turnpike Corridor
- G. To continue the process of effective and efficient planning, resource allocation and evaluation in academic and service units**
1. To Upgrade Support Salaries
  2. To Upgrade Support Services Equipment
- H. To provide public service to the community, the region, and the state of Kansas**
- I. To develop facilities for a quality institution**

**J. To develop and implement a comprehensive set of projects, programs, and activities which will internationalize the campus and the curriculum**

1. AQIP/PA Goal: Internationalize the campus and curriculum
2. AQIP/PA Goal: To increase faculty scholarly activity abroad
3. AQIP/PA Goal: To increase student study abroad

Note

*AQIP/PA denotes a goal or objective declared through our participation in the Academic Quality Improvement Program and the Kansas Board of Regents Performance Agreements process.*

Premises, Assumptions and Explanations

Strategic Planning Themes A-J are not listed with regard to priority. This approach allows for the inclusion of strategic management programming and alignment with the Regents, AQIP, etc. by allowing for the inclusion of goals, objectives and action plans requested by these other parties under each of the university's strategic planning themes.

The *themes* may be changed as the university's vision, brand or external directives from accreditation agencies, the Regents, the legislature and others become more or less relevant and important.

Footnote Definitions:

1. "electrifying"—to merge the very best of high-tech with the best of high-touch and put into practice that outcome.
  2. "campus environment"—curricular and co-curricular services in support of graduate and undergraduate study offered at any campus or center.
  3. "effective"—the idea that effectiveness (the maximum utilization of resources) is achieved by doing the right things (high priority activities).
  4. "efficient"—the idea that efficiency (the utilization of minimum resources to achieve a particular objective) is accomplished by doing things right.
- "internationalize"—internationalization is defined as the process of integrating an international perspective into the Fort Hays State University learning environment. The components of internationalization include, but are not limited to, the following elements: (1) the perspective of the university's leadership; (2) faculty and staff international involvement in activities with colleagues, research sites, and institutions