

THE MISSION OF THE KANSAS REGENTS SYSTEM

Since its creation in 1925, the Kansas Board of Regents has worked for a constructive relationship between the universities and the state. The Regents 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. Learning is of central importance. Each institution provides an array of general education courses as a fundamental component of the undergraduate degree. Liberal arts and sciences, professional, and graduate degree programs are offered as appropriate and as approved by the Board. In turn, the state and its citizens provide resources to support university activities.

To address the challenges of the next century, Regents universities must be more rigorous, more productive, more efficient in the use of human resources and facilities. They must become examples of institutions willing to change to meet the needs of America and Kansas in an ever more competitive and complex world. The state must revitalize its efforts to provide sufficient funding for this competitive edge, because our future competitiveness is a well educated populace. The accomplishments of the university are found in the graduation of productive students who contribute to the state's economy and culture. They are found in students who attend Regents universities because of teachers and programs which foster curiosity, questioning and intellectual pursuit. They are found in research and cultural undertakings that improve the quality of life in the state.

Higher education in Kansas is shaped by the belief that the individual and society benefit from the educational enterprise. The responsibility of the Board of Regents is to provide a system of public education which influences and fulfills articulated public values. Through the organization and oversight of human and fiscal resources the Board works to turn public aspirations into meaningful achievements. While campus ambition and energy are essential, they must be focused to effectively meet the challenges at hand. The critical job of the Regents system and the Board is to balance autonomy and accountability, to identify priorities for the universities and nurture the ability of the presidents and the chancellor to direct campus ambition and energy, to develop the proper balance between the scholar and the practitioner. The goal is to recognize institutional differences, encourage pursuit of distinctive pathways and foster a cohesive response to the state's expectations.

A public value expresses a shared belief about the importance, worth and purpose of an object or set of behaviors. There are five essential values guiding the Board of Regents and its institutions as the twenty-first century approaches: diversity of institutions, quality of programs, availability of programs, effectiveness of instruction and administration, and overall institutional performance and accountability. The role of the Kansas Board of Regents, in concert with campus constituencies, is to assure continued and measured movement toward fulfilling these values.

FORT HAYS STATE UNIVERSITY MISSION AND ROLE STATEMENT

I. MISSION

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 understanding an American society of increasing diversity and global complexities of the 21st century.

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 Fort Hays State University 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 Fort Hays State University as the cultural center of western Kansas.

BRAND ESSENCE STATEMENT

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 electronic-learning environment that merges 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 the diverse and changing world of the 21st century.

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, physical therapy, and occupational therapy.

Experiences outside the classroom contribute to students' ability to make informed personal choices, as well as their sense of community. Within the emphasis on personal touch, students are encouraged to become involved in a variety of organizations and social activities. 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 leadership program 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 15 departments. The 15 departments include art, chemistry, communication, English, geosciences, history, information networking and telecommunications, mathematics and computer science, modern languages, music, philosophy, physics, political science and justice studies, 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 Bachelor of Science degree in Organizational Leadership was approved in 2000 has become very popular.
- 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, 16 of which are combination elementary and secondary.
- 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 remote or 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 Justice Studies; Bachelor of Science in Nursing; Bachelor of Science in Education (Elementary Education); Master of Liberal Studies; 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 face-to-face off campus initiative called ACCESS US.

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. 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.
- The College of Education and Technology offers the master's degree in educational administration, special education, student counseling and personnel services, elementary education, and secondary 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.
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- The Virtual College offers the Masters of Liberal Studies

RESEARCH

Research is one of the functions of the university, and special emphasis is placed on the scholarship of teaching and application. Fort Hays State University recognizes the direct relationship between research and excellence in teaching; scholarship allows faculty to stay on the "cutting edge" of knowledge. 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 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 others.
- The State Office of the Kansas Small Business Development Center is part of the Fort Hays State University 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 provides professional development activities for educational personnel in western Kansas through its various departments and in partnership with the Fort Hays Educational Development Center. 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 primarily serves 44 western 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 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.
- 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 cares 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. Over half of the student population are recipients of student assistance.
- 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 program offers a very substantial and 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. The current partnership with SIAS University and University of International Business & Economics in mainland China is an example of this effort.
- 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 THE UNIVERSITY SERVES

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 employers.
- 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 PRINCIPLES AND 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 needs 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 goals. The goals are presented in the following form 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.

UNIVERSITY GOALS & OBJECTIVES FOR 2004

A. TO BECOME A UNIQUE AND EMINENT UNIVERSITY BY ELECTRIFYING OUR CAMPUS ENVIRONMENT

1. Develop Unique Service and Administrative Systems
2. Acquire Mainstream Software and Integrate Into Curricular Offerings
3. Introduce Students to Fort Hays State University Computing Environment
4. Develop Computer Competency in All Students

B. TO SELECT INSTRUCTIONAL, OR PROFESSIONAL PROGRAMS FOR DISTINCTION

1. Provide Increasing Support for Instructional Activity
2. Upgrade Salaries of Faculty Positions
3. Upgrade Tenure Track Status of Faculty Positions
4. Provide an Opportunity for Each Academic Unit to Improve
5. Develop New or Expand Academic Programs
6. Upgrade Equipment of Academic Departments
7. Upgrade Student Labor

C. TO IMPROVE THE ENVIRONMENT THAT FOSTERS RESEARCH, SCHOLARSHIP AND CREATIVE ACTIVITY

1. Facilitate Grant Writing and Contract Acquisition (e.g., training for grant writing)
2. Reward and Recognize Accomplishment
3. Provide University Outlets for Publication (e.g., Fort Hays Studies)

D. TO MAP AND IMPROVE SYSTEM PROCESSES IN THE VIRTUAL COLLEGE

1. Use Retreats, Workshops and Software Tools to Map Processes
2. Align Processes with Strategic Planning, Budget and Assessment Activities
3. Implement New or Revised Processes and Procedures

E. TO ASSUME AN ACTIVE ROLE IN THE ECONOMIC DEVELOPMENT OF KANSAS

1. Improve and Upgrade Facilities that Attract Western Kansans to Our Campus
2. Crumbling Classrooms – Rehabilitations, Repair & Construction Projects

F. TO DEVELOP AND MAINTAIN ENVIRONMENTS THAT PROMOTE STUDENT SUCCESS AND ENHANCE THE PERSONAL AND PROFESSIONAL DEVELOPMENT OF FACULTY AND STAFF

1. Develop Activities That Foster a Sense of Community

2. Support and Increase Faculty and Staff Development Initiatives and Programs
 3. Develop New Initiatives for Improving Retention Rates
 4. Integrate Service Learning and Student Leadership Education Into the Campus Environment
 5. Develop Student-Centered Learning Experiences and Advising Activities
- G. TO DEVELOP AND IMPLEMENT A COMPREHENSIVE, COORDINATED AND INSTITUTION-WIDE STRATEGIC EFFORT THAT WILL ENHANCE THE UNIVERSITY'S IMAGE, MARKETING EFFECTIVENESS AND DELIVERY OF SERVICES TO STUDENTS AND PRIORITIZED TARGET AUDIENCES
1. Develop Campaigns and Materials to Create "Awareness" and an "Image" of the University and Its Programs
 2. Plan and Develop Direct Marketing Tactics, Materials and Promotions (Print Advertising, TV, Radio, E-Mail, CD-ROM, Telephone, Brochures, Etc.)
 3. Build the Brand from the Inside Out through Improved Delivery of Services and the Management of Quality
 4. Conduct research on a regular basis to build databases and evaluate branding, marketing and service strategies, techniques and materials (e.g., students who did not matriculate, donors, employers, etc.)
- H. TO CONTINUE THE PROCESS OF EFFECTIVE AND EFFICIENT PLANNING, RESOURCE ALLOCATION AND EVALUATION IN ACADEMIC AND SERVICE UNITS
1. Provide Departmental Management Efficiencies
 2. Improve Systems of Reporting and Maintaining
 3. Improve Systems of Public Relations
 4. To Re-engineer the University Information System
 5. Upgrade Equipment of Administrative Units
- I. TO ESTABLISH AGGRESSIVE INSTITUTIONAL ADVANCEMENT AND DEVELOPMENT PROGRAMS
1. Continue Fund Campaign and Develop a System to Provide Donor Feedback on Impact of Their Gifts
 2. Expand Alumni Association
- J. TO DEVELOP AND IMPLEMENT A COMPREHENSIVE SET OF PROJECTS, PROGRAMS AND ACTIVITIES WHICH WILL INTERNATIONALIZE THE CAMPUS AND CURRICULA
1. Establish Services for International Students
 2. Internationalize the Curriculum
 3. Develop Study Abroad Programming
 4. Enhance Faculty and Student Exchange Initiatives

5. Develop Quality Improvement Initiatives

K. TO DEVELOP AND IMPLEMENT A COMPREHENSIVE SET OF PROJECTS, PROGRAMS AND ACTIVITIES WHICH WILL INTERNATIONALIZE THE CAMPUS AND CURRICULA

1. Establish Services for International Studies
2. Internationalize the Curriculum
3. Develop a Cross Cultural and Diverse Perspective

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.
5. “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 worldwide; (3) the on- and off- campus curriculum; (4) the availability and affordability of study-abroad programming for students; (5) the presence and integration of international students, scholars, and faculty into the university’s distributed learning environment; (6) international co-curricular units and initiatives (student organizations, residence halls, language centers, programming activities); (7) outreach activities (e.g., public forums, business seminars, cultural festivals, workshops for public school teachers); and (8) professional development and incentives for faculty to participate in internationalization activities and programs.

FORT HAYS STATE UNIVERSITY 2004 UNIVERSITY GOALS, OBJECTIVES AND ACTION PLANS

A. TO BECOME A UNIQUE AND EMINENT UNIVERSITY BY ELECTRIFYING OUR CAMPUS ENVIRONMENT

1. Develop Unique Service and Administrative Systems

- 24/7 Campus Support Services*
- New Lotus Notes Server*
- Database Administrator/Systems Administrator*

2. Acquire Mainstream Software and Integrate Into Curricular Offerings

- ESRI Site License*
- Web Course Management Upgrade*
- Software for College of Business*
- Sedona Software*
- Autocad Software and Desktop PC Replacement*
- Videoconferencing Bridge *
- *Microfit* Health & Fitness System*
- New Computer Software for Malloy 108 Lab*
- Upgrading Molecular Modeling Software*
- Student and Faculty Access to Chemical/Safety Databases*
- Software for Economics and Finance*
- Web Site Software for Instruction and Research*
- OOE Increase for INT Recurring Software Needs*

3. Introduce Students to Fort Hays State University Computing Environment

- Faculty Computer Replacement*
- Mediated Classroom Support*
- Agribusiness Center Computer Upgrade*
- Instructional Resource Center Mediated Classroom*
- Rarick Computing Systems LAN Upgrade*
- Microsoft Enterprise License*
- Lab Upgrade to Instruct Networking *
- Mac Lab Upgrade*
- Servers/Computer Hardware*

- Graphic Design Lab Upgrade*
- Disabled Patron Computer Lab/Special Ed Training Lab*
- 3-D Design/Sculpture Lab*
- Notebook Computers for Use by Chemistry Faculty*

4. Develop Computer Competency in All Students

- Continuation of AS/400 Lease*

B. TO SELECT INSTRUCTIONAL, OR PROFESSIONAL PROGRAMS FOR DISTINCTION

1. Provide Increasing Support for Instructional Activity

- Purchase Books and Videos*
- Upgrade OOE Resources*
- Enlarge Circulation and Reserve Area*
- Resources for E-Leadership*
- DSL Communication Lines --University Farm*
- Open South Entrance*

2. Upgrade Salaries of Faculty Positions

- Agriculture Faculty Position Upgrade*

3. Upgrade Tenure Track Status of Faculty Positions

- Upgrade Voss Endowed Professorship*
- Upgrade position: tenure-track*
- Upgrade position: tenure-track in Communication Studies
- Upgrade position: tenure-track in Mathematics and Computer Science
- Upgrade position: tenure-track in Mathematics and Computer Science
- Upgrade position: tenure-track in Mathematics and Computer Science

4. Provide an Opportunity for Each Academic Unit to Improve

- Sociology Tenure Track Assistant Professor* 1.00
- Philosophy Tenure-Track Assistant Professor* 3.00
- Retention of Temporary Faculty Position in Chemistry*
- Senior Administrative Assistant Upgrade to Full Time in Physics* 0.50

- Department Secretary for Geosciences*	0.50
- Modern Language Temporary Faculty Position*	1.00
- Justice Studies Tenure Track Assistant Professor*	1.00
- Leadership Studies Tenure Track – Asst/Assoc Professor*	1.00
- Tenure-Track Assistant/Associate Professor in Management / Marketing*	1.00
- Assistive Technology Tenure-Track Asst Professor*	1.00
- Academic Advising & Career Exploration – Upgrade Senior Adm Asst to .625*	0.125
- History Tenure Track Assistant Professor*	1.00
- Academic Scholarship Support Specialist*	1.00
- INT Assistant Professor*	1.00
- Upgrade Psychology Half Position to Full Time*	0.50
- Mentoring MLS Culminating Experiences*	
- Increased Salaries for Adjuncts*	
- Adjunct Faculty Salary*	
- Health and Human Performance Seasonal Instructional Monies*	
- Adjunct Faculty Salaries for Economic / Finance*	
- Adjunct Instructor in Music*	
- Classified Position for Center for Interdisciplinary Studies*	1.00
- Expand Philosophy Administrative Assistant from .5 to 1.0*	0.50
- Allied Health Faculty and Additional OOE*	1.00
- Half-time Senior Administrative Assistant Position in Management/Marketing*	0.50
- Advertising Position Tenure Track*	1.00
- Sociology Faculty Position .5 FTE*	0.50
- Instructor/Assistant Professor of Sound Recording Technology*	1.00

5. Develop New or Expand Academic Programs

- Political Management Track*
- Recording Studio Equipment*
- Online Classroom Management Modules*
- Association of Gerontology in Higher Educ. Membership*
- Java Certification Training*
- Support Strategy for MLS Program
- Coordinate Administrative Support for MLS Program
- Continue to Improve Quality of Virtual College Courses in Philosophy
- Monitor Implementation of New Departmental Programs in Philosophy
- Review of Introductory Physics Course Sequence

6. Upgrade Equipment of Academic Departments

- PC Based Ultrasound Imaging System – Philips Envisor*
- Intelligence Tests, School and Clinical Psychology*
- Lab Equipment for Increased Class Size*
- Western Kansas Center for Biotech and Bioinfo*
- Improved FTIR Instrumentation*
- Assistive Technology for Students (Learning and Use)*
- Achievement Tests: School and Clinical Psychology*
- Color Printers*
- Graduate School Printer Replacement*
- Repair/Replace Music Instruments*
- Neuropsychological Tests for Research and Instruction*
- Assessment Instrument Acquisition*
- Portable Ultrasound Unit for Livestock*
- Replacing Flame Photometer*
- Assistive Technology for Students (Learning and Use) *
- Motion Analysis Upgrade and Force Platform *
- Replace Mini-Lab and GTA Computers*
- CNC Milling Machine*
- Cardiovascular Equipment*
- Davis Hall 109 Laboratory Update*
- Agribusiness Center Printer Upgrade*
- Agribusiness Center Document Camera Upgrade*
- Lab Equipment for the Advanced Physics Labs (Part 1)*
- Acoustical Analysis System*
- Computer Numerical Control Router*
- Upgrade Network on FHSU Parallel Multi-Computer*
- Lab Equipment for the Advanced Physics Labs (Part 2)*
- Research in Computational Modeling*
- PresSsion Sequential Compression Unit*

7. Upgrade Student Labor

- Academic Advising & Career Exploration Center Student Labor*
- Increase GTA Stipends*
- Teaching Graduate Assistant for Leadership Studies*
- Student Assistants for Additional Lab Sections*
- Student Labor Money*
- Upgrade Teaching Assistants' Awards*
- Graduate Teaching Assistantships INT*
- Student Labor for INT Labs*

**C. TO IMPROVE THE ENVIRONMENT THAT FOSTERS RESEARCH,
SCHOLARSHIP AND CREATIVE ACTIVITY**

**1. Facilitate Grant Writing and Contract Acquisition (e.g., training
for grant writings)**

- Construct Faculty, Staff, Student Publications Recognition Area*
- Grant Information Acquisition*

2. Reward and Recognize Accomplishment

- Office of Research for Institutional Effectiveness*

1.00

D. TO MAP AND IMPROVE SYSTEM PROCESSES IN THE VIRTUAL COLLEGE

1. Implement New or Revised Processes and Procedures

- Orientation for Online Learners Project*
- Virtual College Website*

E. TO ASSUME AN ACTIVE ROLE IN THE ECONOMIC DEVELOPMENT OF KANSAS

1. Improve and Upgrade Facilities that Attract Western Kansans to Our Campus

- Wireless Timing System*
- Continue Renovations in Residential Life***
- Plan Renovation of Memorial Union***
- Kelly Center – Walls & Doors for Therapy Training Rooms*
- Renovate Piano Lab*
- Racquetball Court Conversion to a Climbing Wall*
- Mediate Malloy #211*
- Pavilion Ventilation Fans*
- Replace Instrumental Rehearsal Room Floor*
- Intramurals/Recreation Outdoor Facilities*
- Accessibility Completion*
- Pavilion Ceiling Insulation*
- Pavilion Exterior Improvement*

- Dairy Laboratory Renovation*

F. TO DEVELOP AND MAINTAIN ENVIRONMENTS THAT PROMOTE STUDENT SUCCESS AND ENHANCE THE PERSONAL AND PROFESSIONAL DEVELOPMENT OF FACULTY AND STAFF

1. Develop Activities That Foster a Sense of Community

- Environmental Assessment*

2. Support and Increase Faculty and Staff Development Initiatives and Programs

- Host Mountain-Plains Regional Philosophy Conference*
- Instructional Resources Center Workstations Upgrade*

3. Develop New Initiatives for Improving Retention Rates

- Freshmen Orientation Pilot Program*
- Mediated Classroom within a Living/Learning Community*

4. Integrate Service Learning and Student Leadership Education Into the Campus Environment

- OOE Resources for the Center for Civic Leadership*
- The Kansas Youth Leadership Academy*
- Mini-Grants for Service Learning*
- Student Labor for the Center for Civic Leadership*
- OOE Resources for Tigers in Service*

5. Develop Student-Centered Learning Experiences and Advising Activities

- AGS/BGS Advisor 1 FTE*
- Academic Advising & Career Exploration Center – Career Library*
- GA for Services for Students with Disabilities *

1.00

G. TO DEVELOP AND IMPLEMENT A COMPREHENSIVE, COORDINATED AND

**INSTITUTION-WIDE STRATEGIC EFFORT THAT WILL ENHANCE THE
UNIVERSITY'S IMAGE, MARKETING EFFECTIVENESS AND DELIVERY OF
SERVICES TO STUDENTS AND PRIORITIZED TARGET AUDIENCES**

**1. Develop Campaigns and Materials to Create "Awareness" and an
"Image" of the University and its Programs**

- Admissions – Tele-recruitment Assistance*
- Recruitment Software*
- Outreach Service: Fall English Workshop*
- Develop Partnership with Area Gifted Programs*

**H. TO CONTINUE THE PROCESS OF EFFECTIVE AND EFFICIENT PLANNING,
RESOURCE ALLOCATION AND EVALUATION IN ACADEMIC AND SERVICE UNITS**

1. Provide Departmental Management Efficiencies

- Optical Imaging System* 0.25
- AACSB Accreditation Activities*
- Education Unit accreditation*
- Registrar's Office - Upgrade Administrative Assistant position* 1.00
- Financial Aid – Classified Position* 1.00
- Kelly Center – Graduate Assistants for Personal Counseling*
- Personal Counselor/Learning Disability Testing*
- Administrative Assistant for Academic Program* 1.00
- Salary Enhancement for Coordinator of Academic Success Programs*

2. Improve Systems of Public Relations

- Graphic Designer * 1.00

3. Upgrade Equipment of Administrative Units

- Disposal of Hazardous Wastes*
- Two 8" Steam Valves*
- Admissions – Computer Upgrades*
- Kelly Center Lab Computers*
- Picken Hall 307 Media Technology Update*
- Purchase Dump Truck*

- Financial Aid – Computer Upgrades*
- Replace Patrol Vehicle*

**I. TO DEVELOP AND IMPLEMENT A COMPREHENSIVE SET OF PROJECTS,
PROGRAMS AND ACTIVITIES WHICH WILL INTERNATIONALIZE THE
CAMPUS AND CURRICULA**

1. Establish Services for International Students

- International Student Recruitment* 1.00
- Outreach Director in Turkey for the Virtual College* 1.00
- Outreach Director in China for the Virtual College*

NOTE: The order of appearance of goals, objectives or action plans neither implies nor indicates a priority listing. Funding of individual action plans is dependent on available funds.

* new fund resources (subject to availability)

** carryover from 2003 strategic plan

*** funded from other sources