

FHSU Strategic Plan 2024-2027 Horizon Priorities Survey



Conducted for
Office of the President

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Mission:

To facilitate effective public policy decision-making among governmental and nonprofit entities



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FHSU Strategic Plan 2024-2027 Horizon Priorities Survey

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Executive Summary

Multiple stakeholder groups were surveyed online in November and December 2023. The survey's objective is to assist in identifying priorities for FHSU's 2024-2027 Strategic Plan.

On the importance ratings for the 26 initiatives listed (shown in Figures 1 to 6):

- On the 0 (not important) to 10 (extremely important) rating metric, mean scores for all 26 initiatives are high to very high (all means are 6.1 and higher – well above the mid-point of 5.0)
- 3-year importance ratings do not differ much from 10-year importance ratings, but there is a slight tendency for the 10-year mean importance score to be higher than the 3-year
- 3-year mean scores across 26 initiatives range from a low of 6.01 to a high of 9.16
- 10-year mean scores across 26 initiatives range from a low of 6.26 to a high of 9.16
- The six initiatives with highest 3-year mean importance scores (8.0 and above) are in order:
 - Attract and retain quality faculty and staff (9.16)
 - Maintain affordability/accessibility (8.55)
 - Increase student persistence and graduation rates for all student populations (8.35)
 - Provide student support for on-campus students (8.17)
 - Identify and pursue high growth enrollment opportunities (8.14)
 - Provide student support for online students (8.0)

In the analysis of themes from seven open-field questions (shown in Figures 7 to 15):

- The two most often occurring themes for realizing the *Academic Excellence* goal over the next three years are to provide professional development opportunities and use evidence-based teaching best practices, followed by retain quality faculty and staff and support 21st Century student learning needs
- The three most often occurring themes for realizing the *Student Success* goal over the next three years are stressing engaged global citizen, providing on-campus student support and engagement, and study abroad/travel and project-based learning
- The four most often occurring topical themes for realizing the *Strategic Growth* goal over the next three years are offer and invest in high demand degree programs, collaborate with external entities, support students from first interest through graduation, and make 21st Century investments

- By far the most occurring topical theme for *Resources and Infrastructure* over the next three years is maintain/improve existing infrastructure
- The two most often occurring themes for realizing the *Community and Global Engagement* goal over the next three years are strong university relations with external organizations in the Hays area and increasing and enhancing international partnerships and relations
- When asked to think of potential “big picture” trajectories and then *suggest other goals FHSU should consider*, respondents most often identify actions to retain quality faculty and staff, followed by offer and invest in high demand degree programs, and pursue partnerships
- When asked to identify anything that *may be holding FHSU back* from realizing its maximum potential, respondents most often mention lack of innovation and faculty/staff retention.

Methods

As FHSU completes its current Strategic Plan in the 2023-2024 academic cycle and looks ahead to its next planning horizon, 2024-2027, feedback on priorities from multiple stakeholder groups was solicited using an online survey in November and December 2023. Findings from this survey may assist with ideation on objectives, outcomes, and strategies for the 2024-2027 Strategic Plan. The questionnaire opened with asking respondents to rate the importance of 26 initiatives over both 3-year and a 10-year terms. These rating questions were followed by seven open-field questions that concluded the survey. Responses to open field questions were analyzed for themes. To be considered a theme, a minimum of four mentions among all responses was required. See Appendix 1 for the email invitation and questionnaire.

The Docking Institute conducted this multi-wave online survey from November 8 through December 13, 2023. All invitations were by email. Targeted respondent groups included: all FHSU faculty, all FHSU staff, select groups of students who are tasked with governance/ambassador activities (Student Government Association senators, FHSU Online student senators, Resident Hall Association students, Community Assistants in residence halls, VIP Student Ambassadors, Global Ambassadors), FHSU Alumni Association Ambassadors, FHSU Foundation Trustees, the presidents and steering team members from new affiliate partners -- Northwest Kansas Technical College and North Central Kansas Technical College, Hays Chamber president and board members, Grow Hays president and board members, Downtown Hays Development Corporation president and board members, local area State legislators, City of Hays manager and commissioners, and Ellis County administrator and commissioners. Alumni Ambassadors, Foundation Trustees, and Chamber board members were reached by passing invitation emails through the respective main offices of each organization. Targeted respondents in all other groupings received direct invitation emails from the Docking Institute.

Of the 1,513 presumed eligible respondents, a total of 298 provided usable completions, resulting in an overall response rate of 20%. The following Respondent Profile Table shows that among the final sample, the rates of target category response closely approximate the proportion of each category's presence in the full population invited to participate in the survey.

Respondent Profile Table

	Final sample N	Final sample %	Population invited %
Faculty	118	45.9	45.5
Staff	102	39.7	38.1
Current Student	25	9.7	7.5
Alumni Board Ambassador	1	0.4	1.5
Foundation Trustee	1	0.4	3.3
Elected Official (at the municipal, county, or state level)	5	1.9	0.9
State or Local Agency Employee/Board Member	3	1.2	2.8
Educational Affiliation Partner	2	0.8	0.4
TOTAL	257	100.0	100.0

Mean Importance Ratings Next 3 Years and Next 10 Years

Using a response metric of 0 (not important) to 10 (extremely important), 26 initiatives were presented to respondents who were asked to rate the importance of the initiative over the next 3 years (the upcoming 2024-2027 Strategic Plan horizon) and over the next 10 years. Respondents were presented with the following statement and request as a lead-in to these rating items, “All initiatives an organization undertakes are perceived as important, but some may be more important than others and/or may vary in importance over a given time horizon. Assigning a score to an activity's importance from 0-Not Important to 10-Extremely Important in the list that follows, please first score the activity's importance to FHSU over its next 3-year planning horizon (2024-27) and then score the activity's importance over the next 10 years.”

Graphs in Figures 1 through 6 below display results organized by primary goal areas of FHSU’s current Strategic Plan. Items in these graphs are ordered from left to right in descending order of mean importance rating over the next 3 represented by the bars in blue.

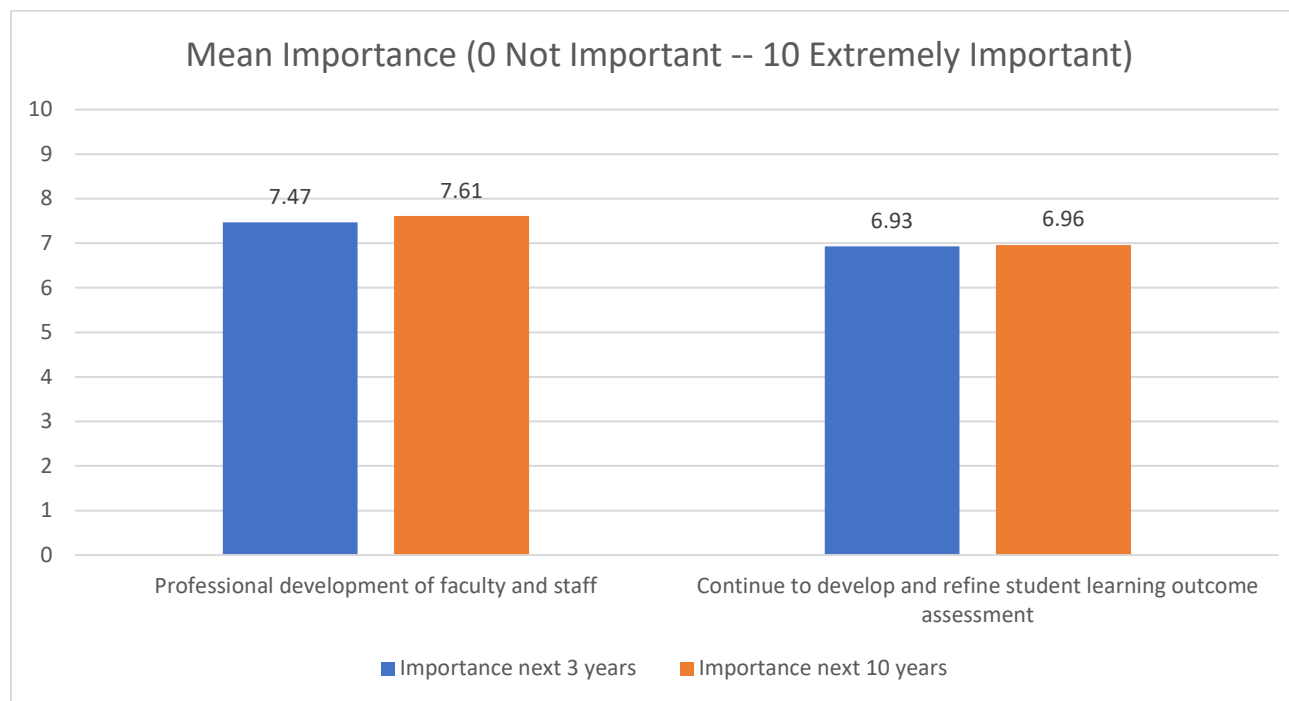


FIGURE 1. MEAN IMPORTANCE ACADEMIC EXCELLENCE INITIATIVES NEXT 3 AND 10 YEARS

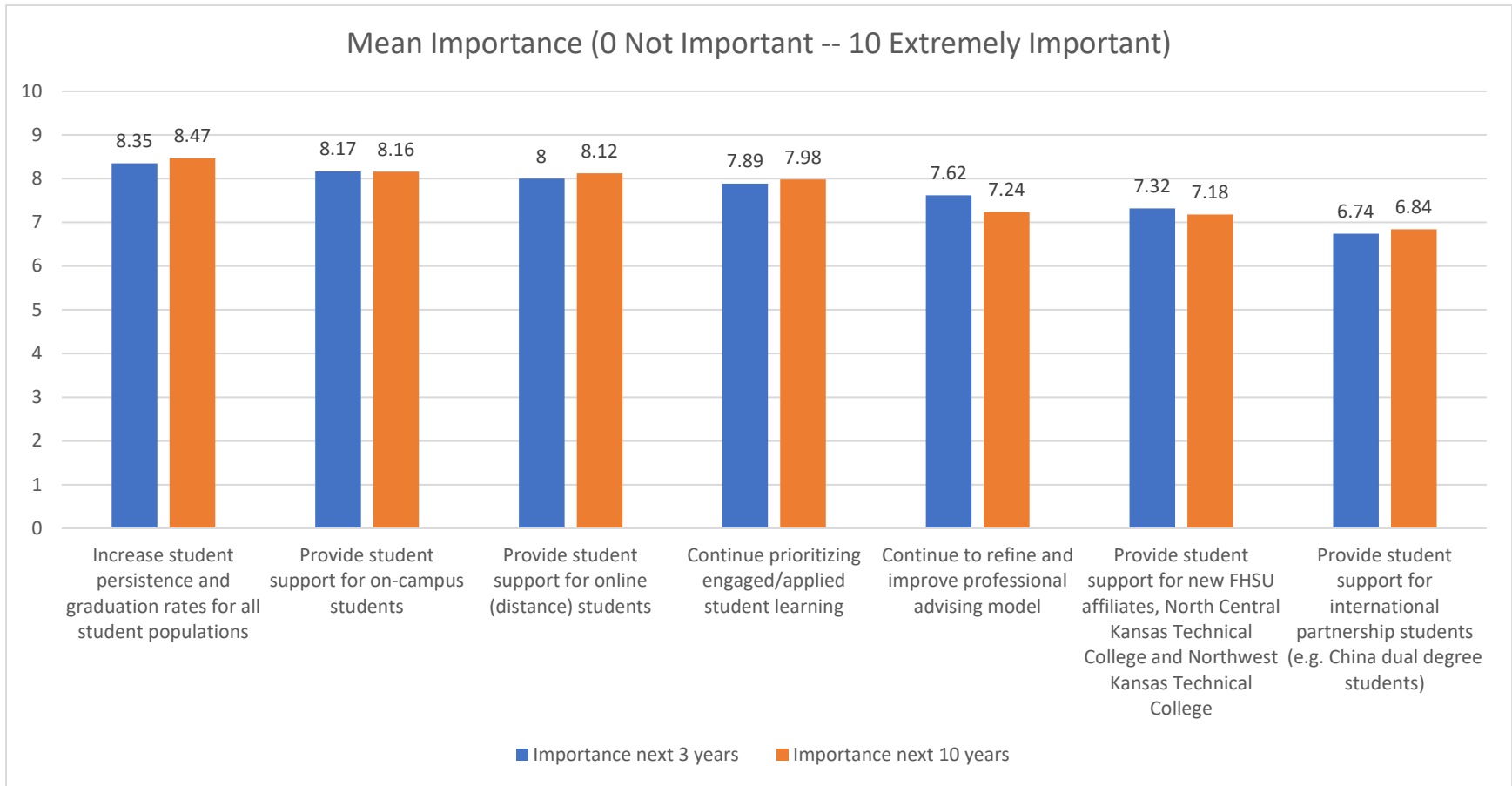


FIGURE 2. MEAN IMPORTANCE STUDENT SUCCESS INITIATIVES NEXT 3 AND 10 YEARS

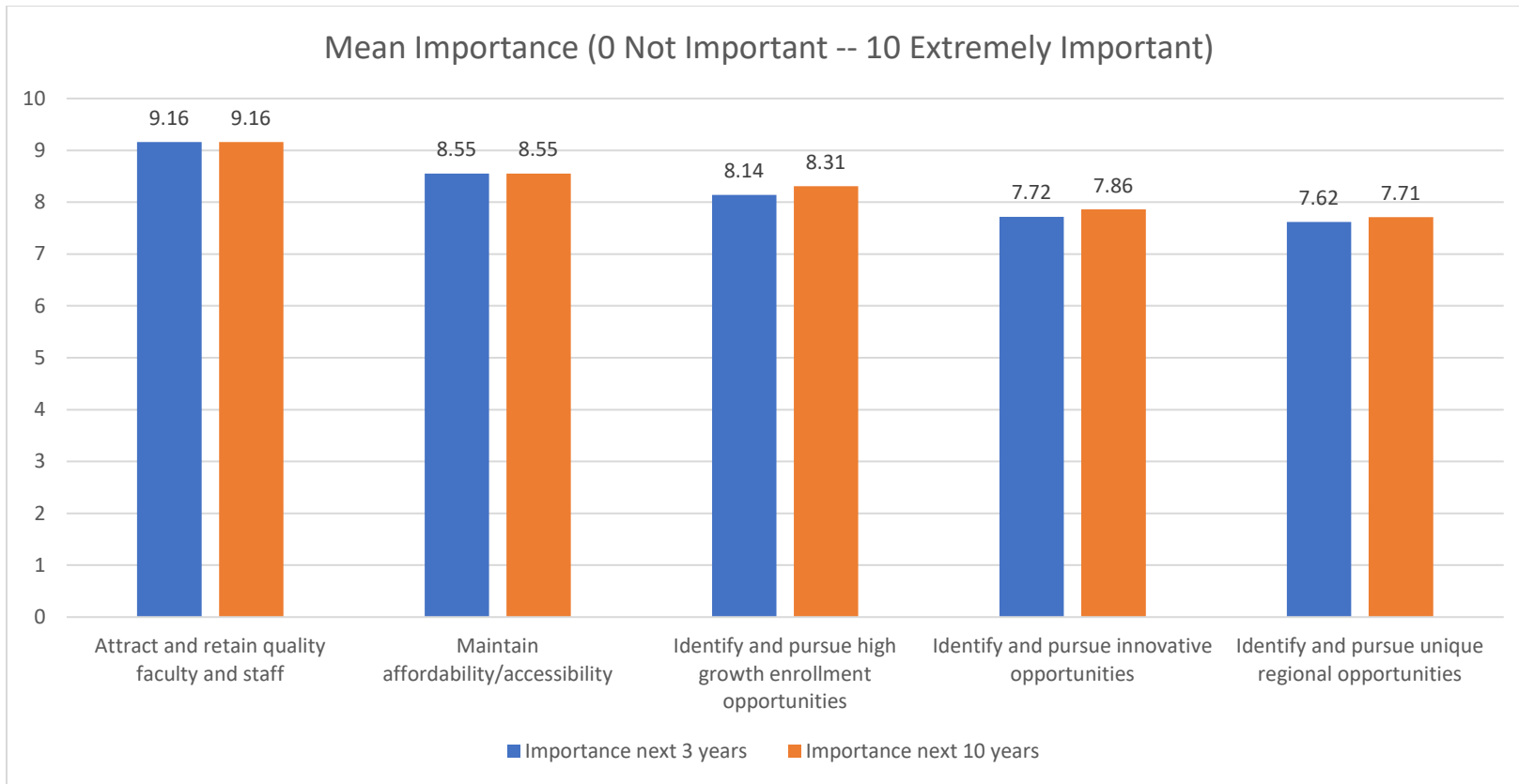


FIGURE 3. MEAN IMPORTANCE STRATEGIC GROWTH INITIATIVES (BROADLY) NEXT 3 AND 10 YEARS

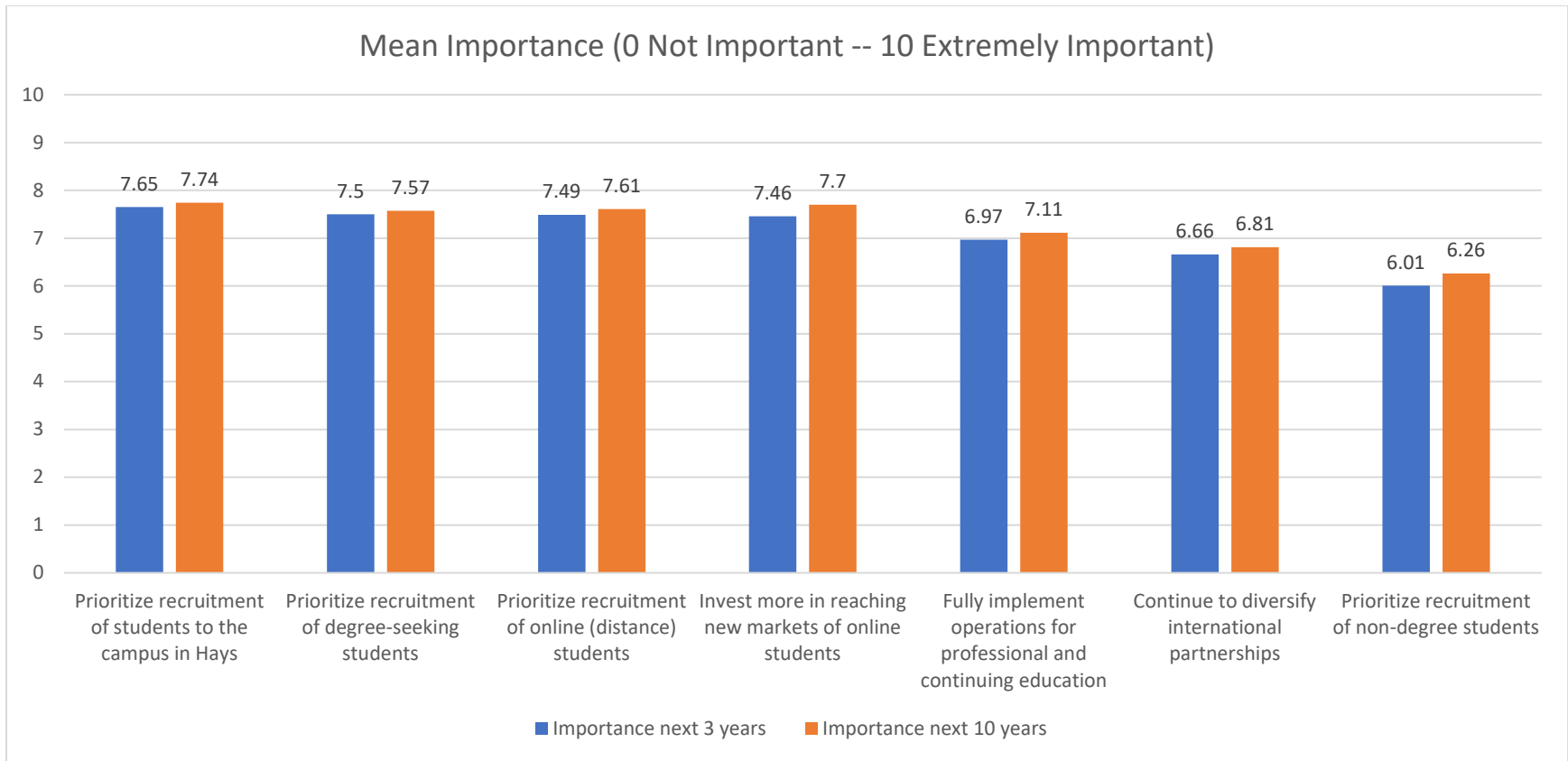


FIGURE 4. MEAN IMPORTANCE STRATEGIC GROWTH INITIATIVES (MORE SPECIFIC TYPES) NEXT 3 AND 10 YEARS

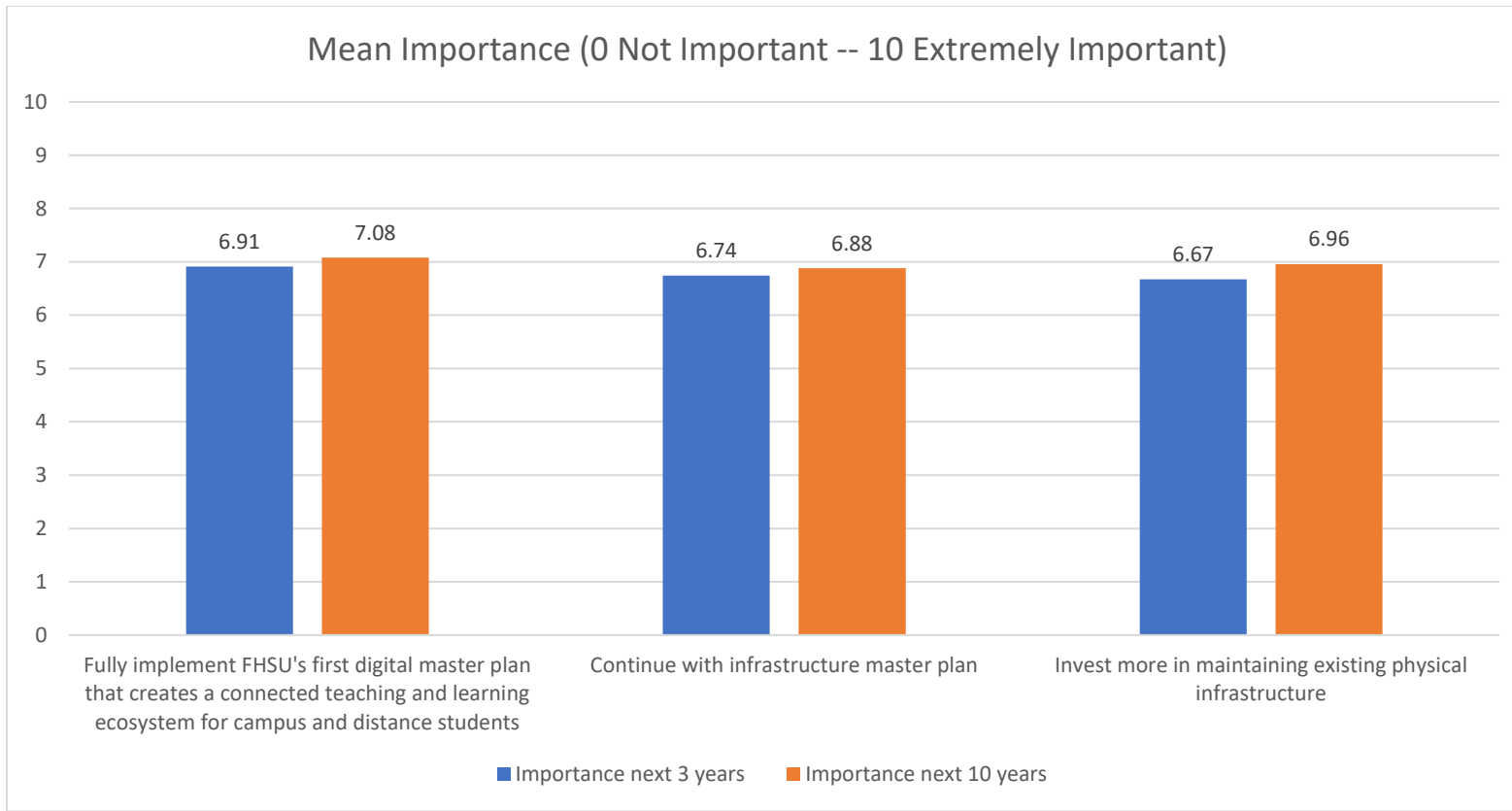


FIGURE 5. MEAN IMPORTANCE RESOURCES AND INFRASTRUCTURE INITIATIVES NEXT 3 AND 10 YEARS

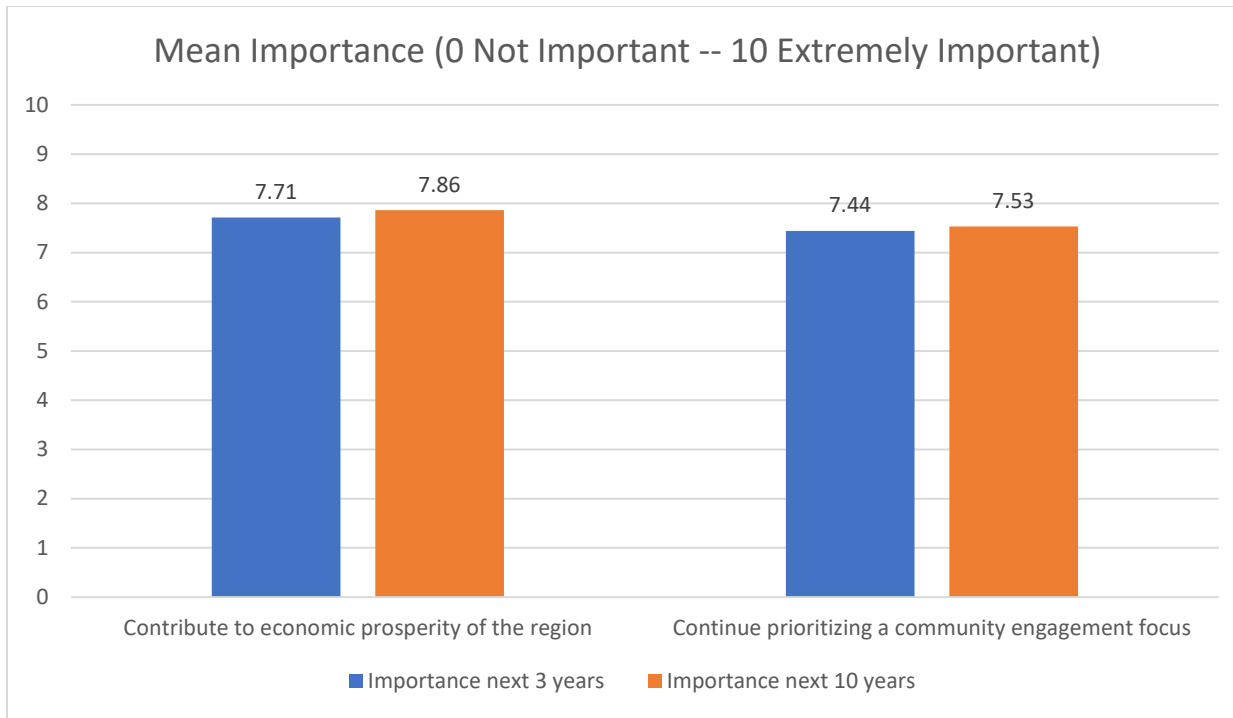


FIGURE 6. MEAN IMPORTANCE COMMUNITY AND GLOBAL ENGAGEMENT INITIATIVES NEXT 3 AND 10 YEARS

Boxplots of both faculty and by staff response show similar response distributions on these importance ratings (see Appendix 2). Following the importance rating questions graphed above were seven open-field questions to conclude the survey. Results on response themes to the seven open-field questions follow.

Goal 1: Academic Excellence – open response themes

Question: *Goal 1 of FHSU's current strategic plan is **Academic Excellence -- foster evidence-based practices in teaching and learning supported by scholarly activities and professional development.** Over the next three years, what would be the most effective thing FHSU could do toward realizing this goal?*

Most respondents who offered ideas in response to the open-ended questions mentioned one thing. Some mentioned more than one thing. Up to three mentions by a respondent were coded¹. The graph below reports the percentage of all mentions (first, second, and third combined) coded by theme, with parenthetical examples provided in some theme titles.

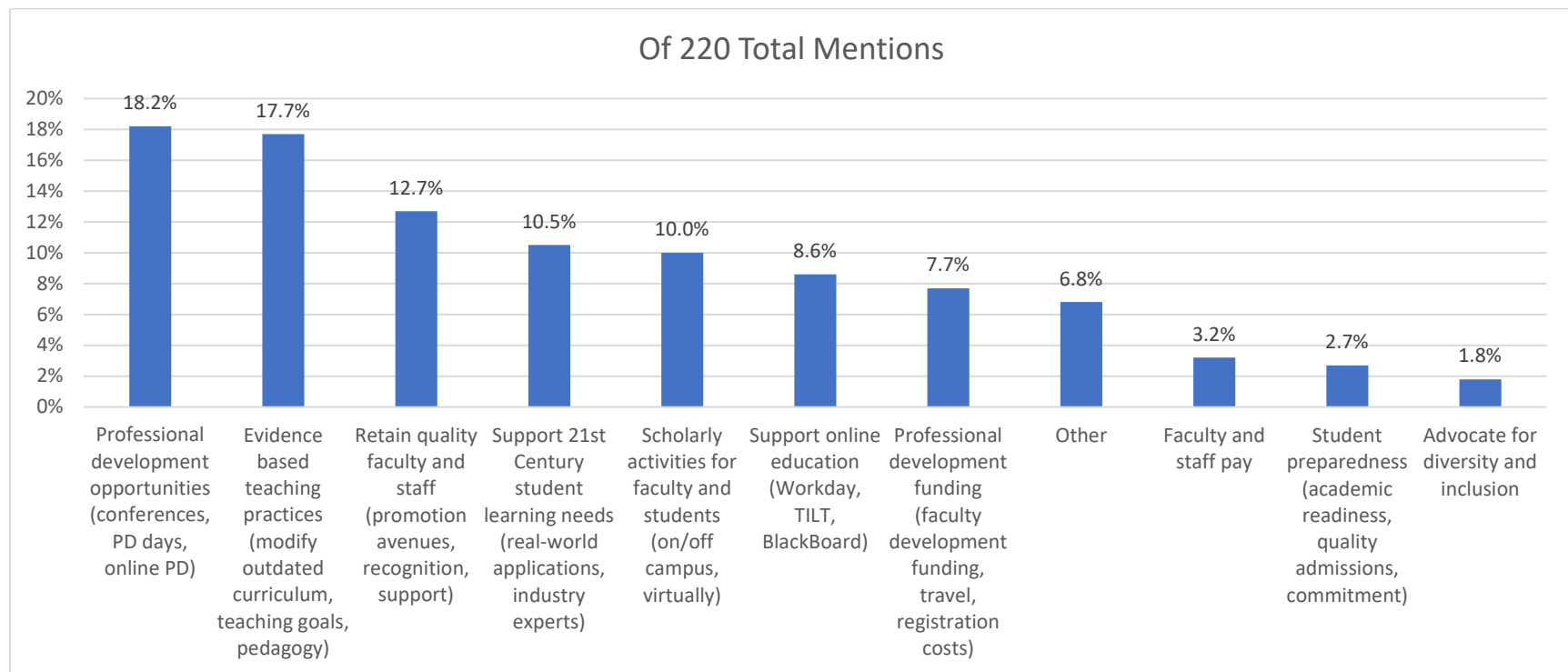


FIGURE 7. THEMES IN MOST EFFECTIVE THING NEXT 3 YEARS FOR THE ACADEMIC EXCELLENCE GOAL

¹ Of all seven open-ended questions in the survey, only one (the Goal area of Community and Global Engagement) had more than 20 “third” mentions at 34.

The two most often occurring themes for realizing the Academic Excellence goal over the next three years are to provide professional development opportunities and use evidence-based teaching best practices, followed by retain quality faculty and staff and support 21st Century student learning needs (Figure 7).

Word Cloud of Terms Appearing in Responses -- Academic Excellence



Goal 2: Student Success – open response themes

Question: *Goal 2 of FHSU's current strategic plan is **Student Success -- create opportunities for all students and empower them to identify, evaluate, and achieve their goals while becoming engaged global citizens.** Over the next three years, what would be the most effective thing FHSU could do toward realizing this goal?*

Most respondents who offered ideas in response to the open-ended questions mentioned one thing. Some mentioned more than one thing. Up to three mentions by a respondent were coded. The graph below reports the percentage of all mentions (first, second, and third combined) coded by theme, with parenthetical examples provided in some theme titles.

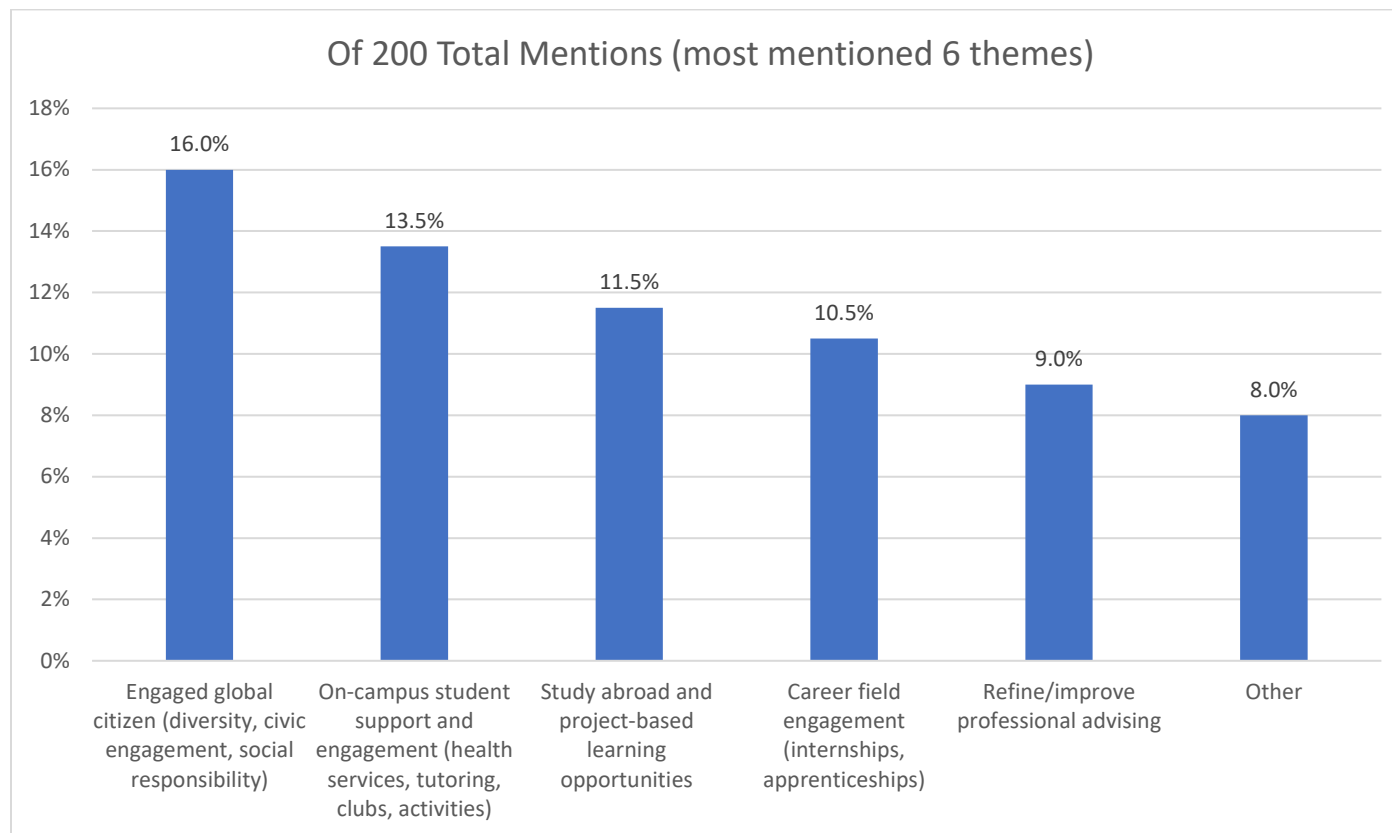


FIGURE 8. THEMES IN MOST EFFECTIVE THING NEXT 3 YEARS FOR THE STUDENT SUCCESS GOAL -- MOST MENTIONED 6 THEMES

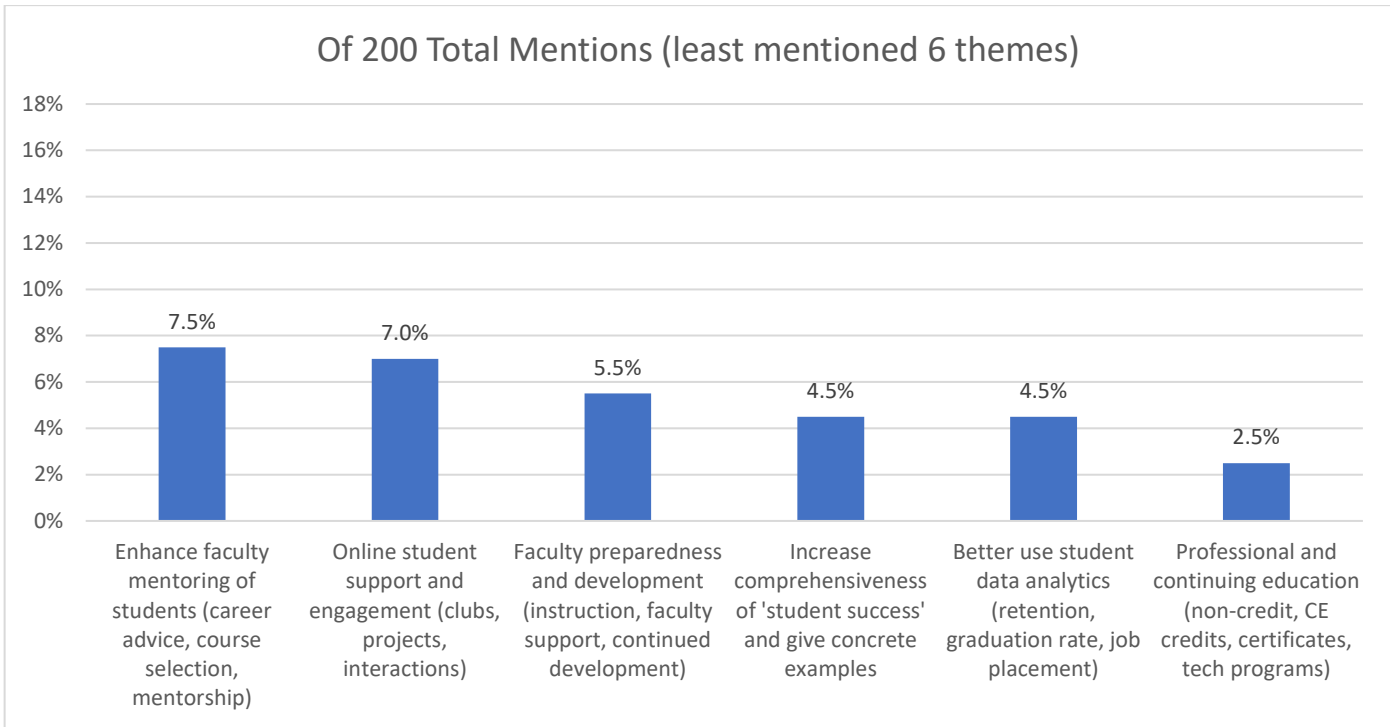


FIGURE 9. THEMES IN MOST EFFECTIVE THING NEXT 3 YEARS FOR THE STUDENT SUCCESS GOAL (CONTINUED) -- LEAST MENTIONED 6 THEMES

The three most often occurring themes for realizing the Student Success goal over the next three years are stressing engaged global citizen, providing on-campus student support and engagement, and study abroad/travel and project-based learning (Figure 8).

Goal 3 Strategic Growth – open response themes

Question: *Goal 3 of FHSU's current strategic plan is **Strategic Growth -- design and implement a plan for sustainable university growth. Over the next three years, what would be the most effective thing FHSU could do toward realizing this goal?***

Most respondents who offered ideas in response to the open-ended questions mentioned one thing. Some mentioned more than one thing. Up to three mentions by a respondent were coded. The graph below reports the percentage of all mentions (first, second, and third combined) coded by theme, with parenthetical examples provided in some theme titles.

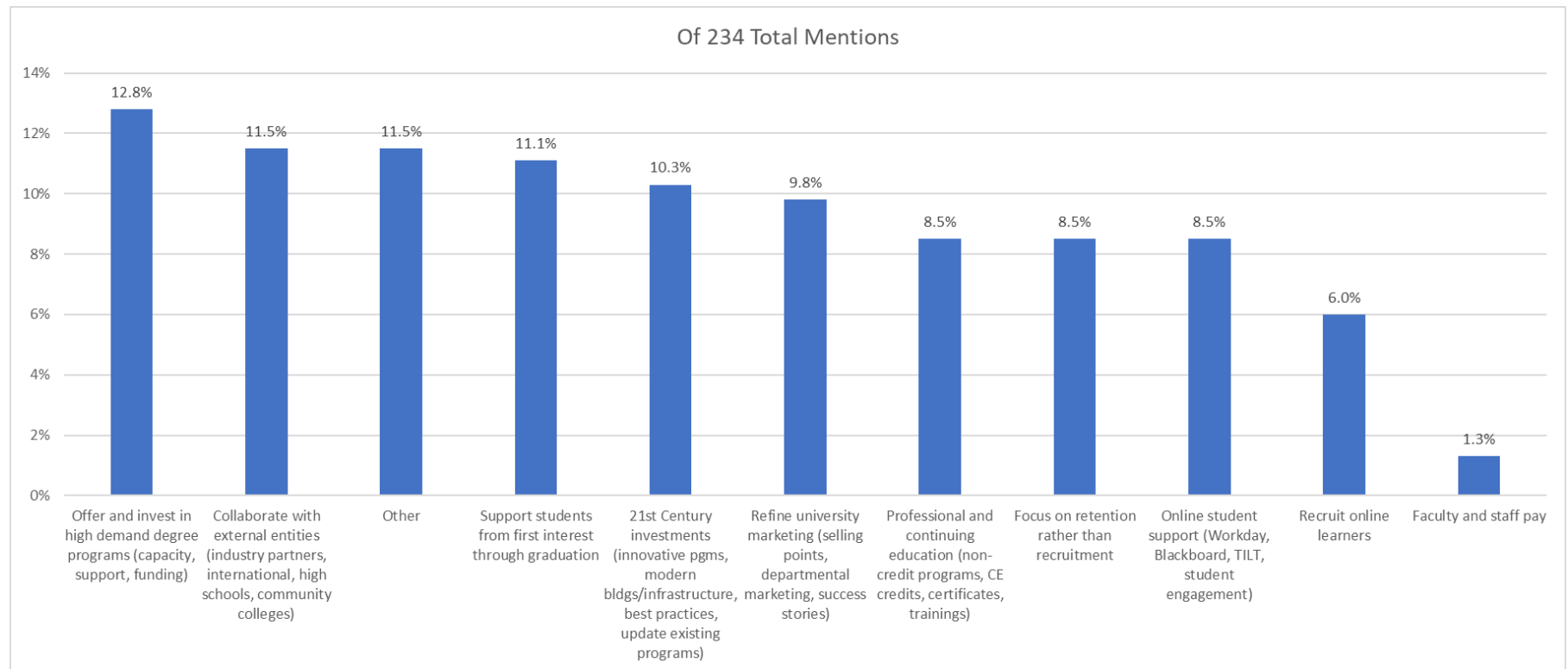
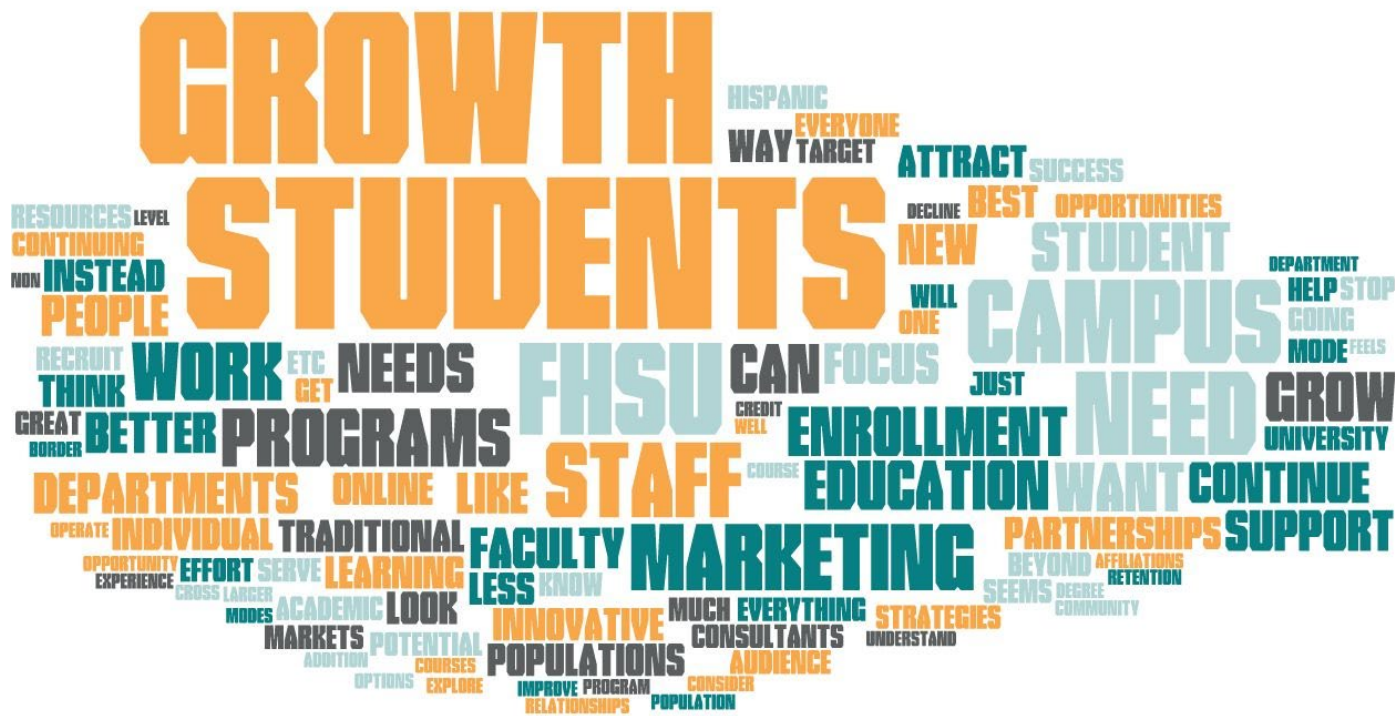


FIGURE 10. THEMES IN MOST EFFECTIVE THING NEXT 3 YEARS FOR THE STRATEGIC GROWTH GOAL

The four most often occurring topical themes for realizing the Strategic Growth goal over the next three years are offer and invest in high demand degree programs, collaborate with external entities, support students from first interest through graduation, and make 21st Century investments (Figure 10).

Word Cloud of Terms Appearing in Responses – Strategic Growth



Goal 4 Resources and Infrastructure – open response

Question: *Goal 4 of FHSU's current strategic plan is **Resources and Infrastructure -- maintain and improve infrastructure and resources to keep pace with growth**. Over the next three years, what would be the most effective thing FHSU could do toward realizing this goal?*

Most respondents who offered ideas in response to the open-ended questions mentioned one thing. Some mentioned more than one thing. Up to three mentions by a respondent were coded. The graph below reports the percentage of all mentions (first, second, and third combined) coded by theme, with parenthetical examples provided in some theme titles.

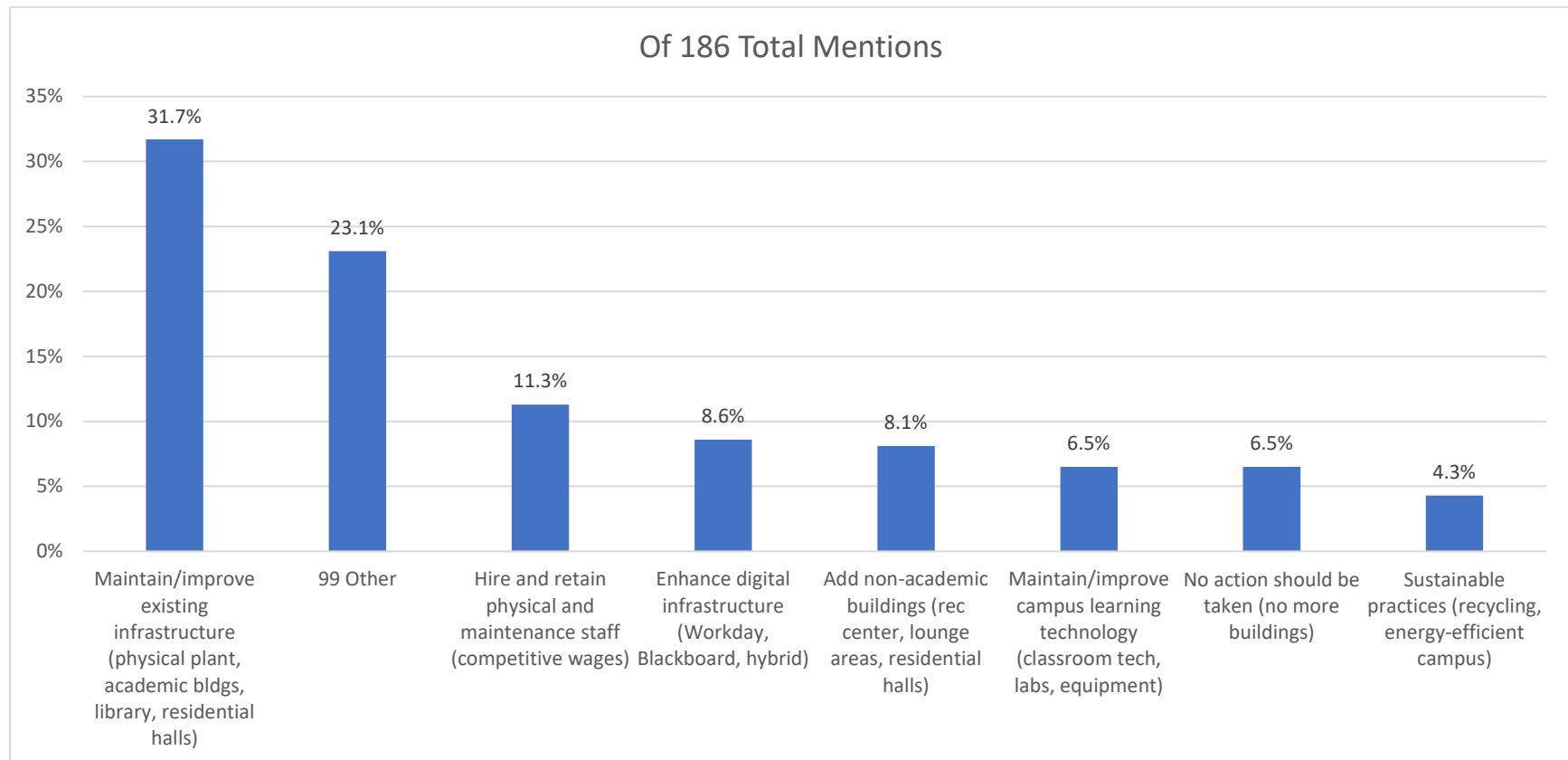


FIGURE 11. THEMES IN MOST EFFECTIVE THING NEXT 3 YEARS FOR THE RESOURCES AND INFRASTRUCTURE GOAL

By far the most occurring topical theme for Resources and Infrastructure over the next three years is maintain/improve existing infrastructure (Figure 11).

Word Cloud of Terms Appearing in Responses – Resources and Infrastructure



Goal 5 Community and Global Engagement – open response

Question: *Goal 5 of FHSU's current strategic plan is **Community and Global Engagement** -- cultivate impactful partnerships internally, locally, nationally, and globally. Over the next three years, what would be the most effective thing FHSU could do toward realizing this goal?*

Most respondents who offered ideas in response to the open-ended questions mentioned one thing. Some mentioned more than one thing. Up to three mentions by a respondent were coded. The graph below reports the percentage of all mentions (first, second, and third combined) coded by theme, with parenthetical examples provided in some theme titles.

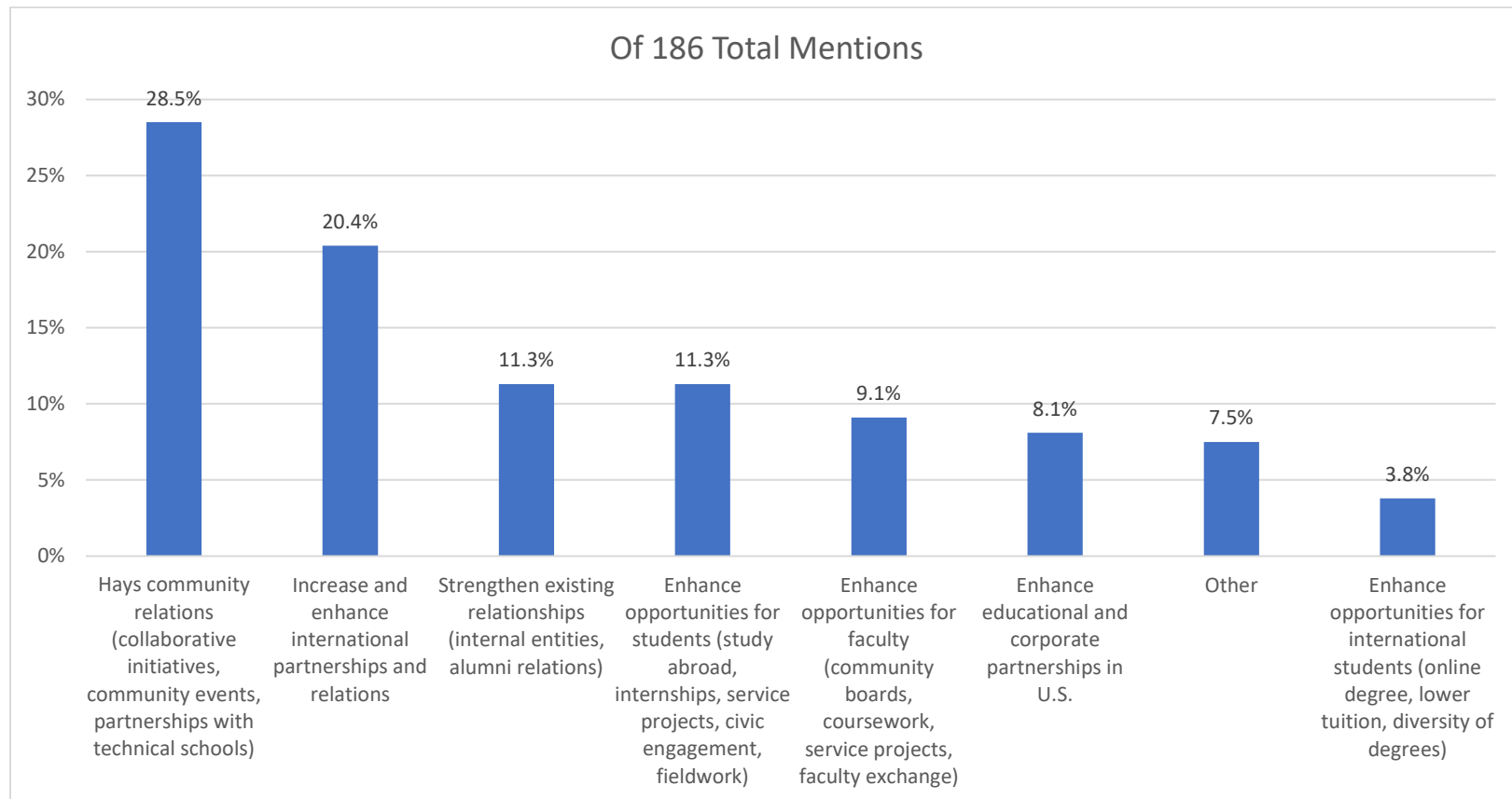


FIGURE 12. THEMES IN MOST EFFECTIVE THING NEXT 3 YEARS FOR THE COMMUNITY AND GLOBAL ENGAGEMENT GOAL

Other Goals to be Considered – open response themes

Question: *Those broad goals have guided FHSU's strategic action priorities since 2019 and remain important. Now, thinking of "big picture" potential trajectories for FHSU, what other goals should be considered?*

Most respondents who offered ideas in response to the open-ended questions mentioned one thing. Some mentioned more than one thing. Up to three mentions by a respondent were coded. The graph below reports the percentage of all mentions (first, second, and third combined) coded by theme, with parenthetical examples provided in some theme titles.

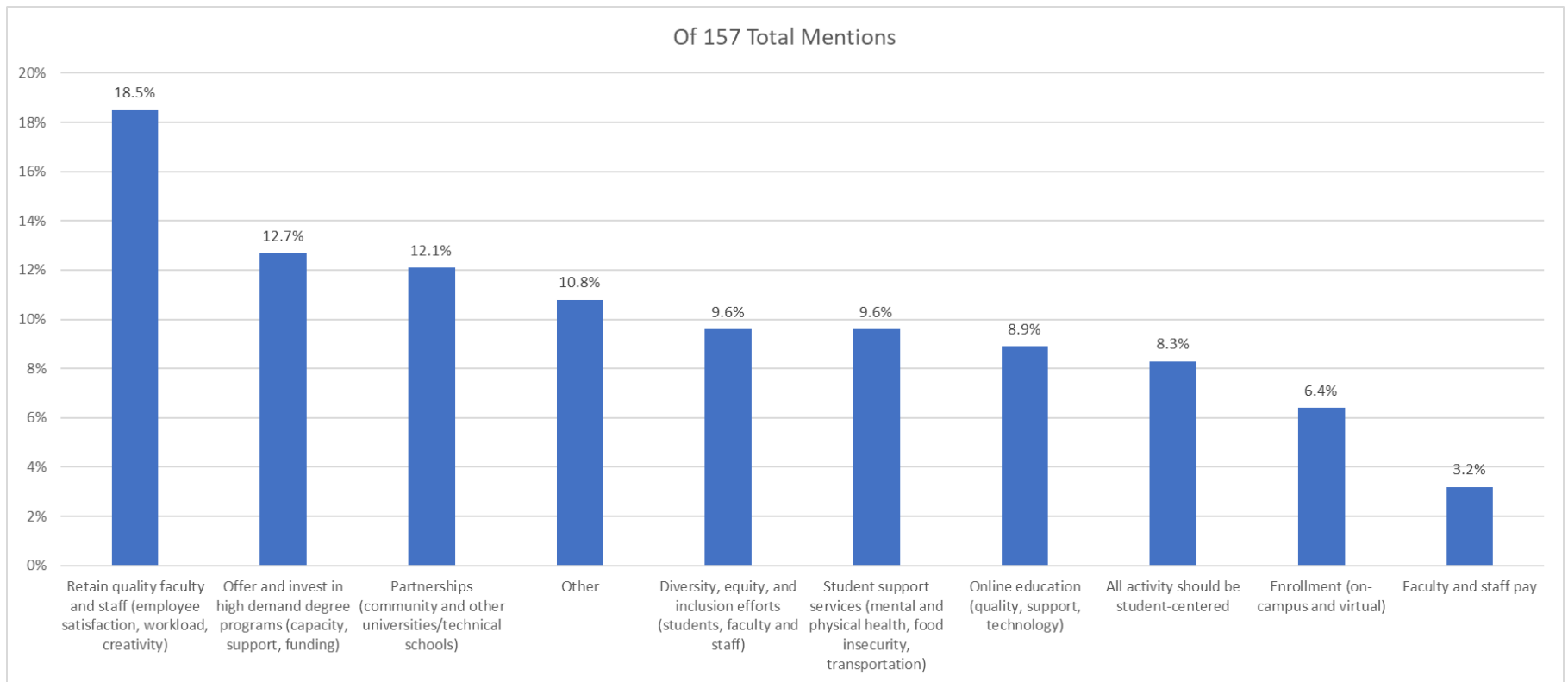


FIGURE 13. OTHER SUGGESTED BIG PICTURE GOALS TO CONSIDER

Holds FHSU Back from Maximum Potential – open response themes

Question: *What, if anything, may be holding FHSU back from its maximum potential?*

Most respondents who offered ideas in response to the open-ended questions mentioned one thing. Some mentioned more than one thing. Up to three mentions by a respondent were coded. The graph below reports the percentage of all mentions (first, second, and third combined) coded by theme, with parenthetical examples provided in some theme titles.

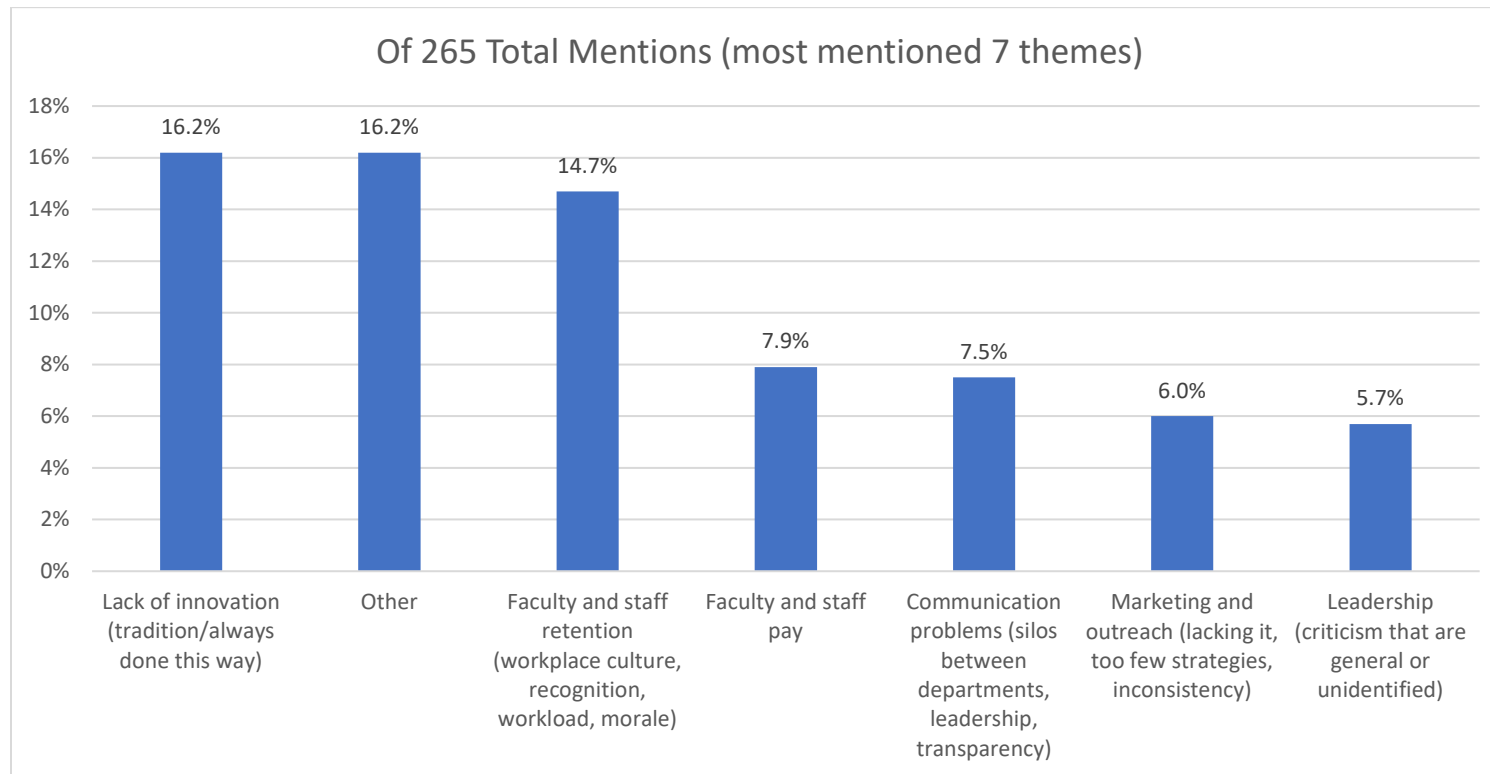


FIGURE 14. HOLDS FHSU BACK FROM MAXIMUM POTENTIAL -- MOST MENTIONED 7 THEMES

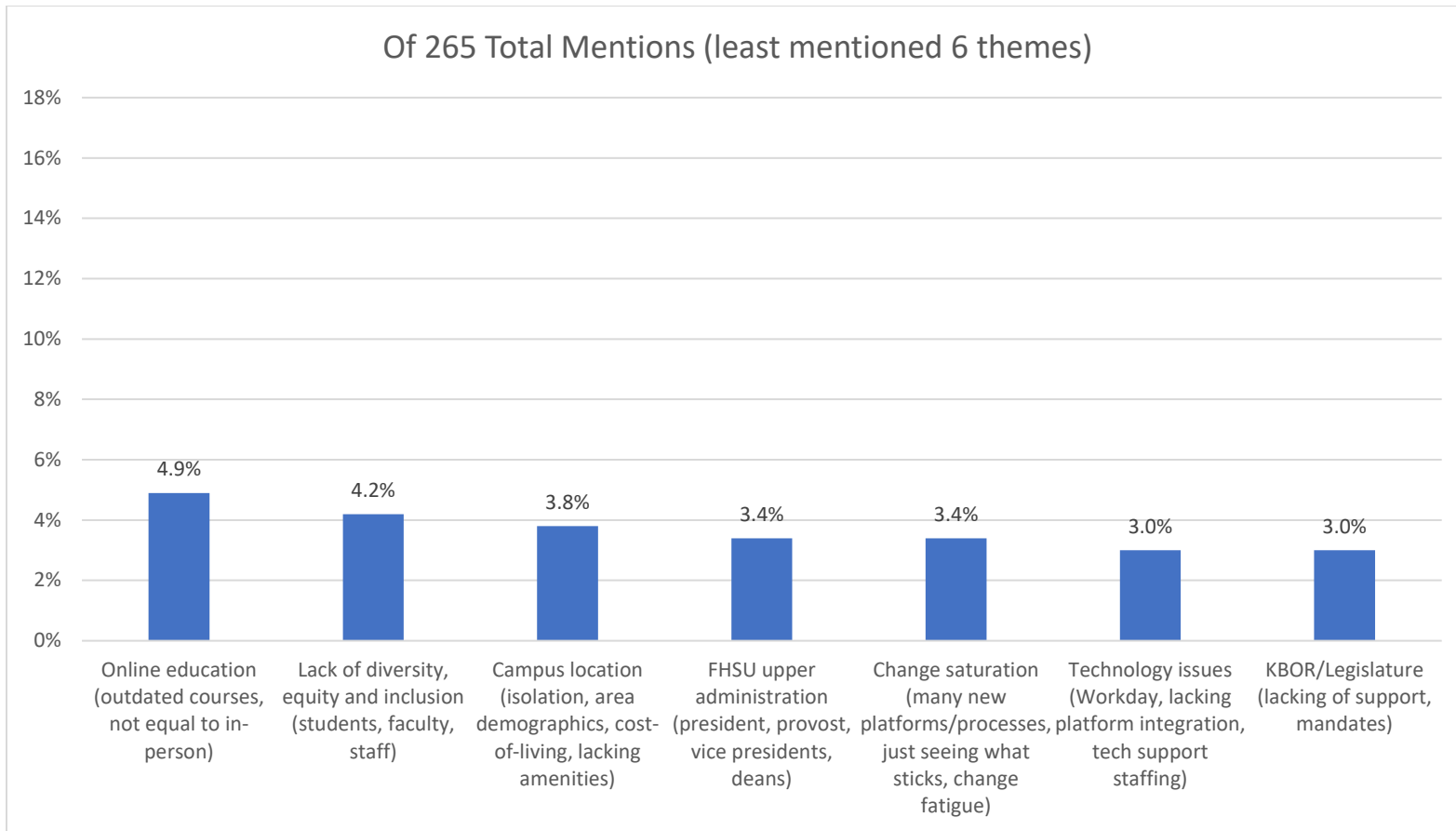


FIGURE 15. HOLDS FHSU BACK FROM MAXIMUM POTENTIAL (CONTINUED) -- LEAST MENTIONED 6 THEMES

Lack of innovation and faculty/staff retention are the two most occurring themes when respondents are asked to identify anything that may be holding FHSU back from realizing its maximum potential (Figure 14).

Word Cloud of Terms Appearing in Responses – Holds FHSU Back from Maximum Potential



Appendix 1: Email Invitation Cover Letter and Questionnaire

INITIAL INVITATION email

Dear [FIRST NAME],

As Fort Hays State University considers the next iteration of the University strategic plan, the FHSU mission and strategies connected to people, purpose, and place will always remain important. This survey invites your input on strategic directions of the next planning horizon from 2024 through 2027. Only findings from grouped data will be provided in reporting survey results to FHSU's Executive Leadership Team and strategic planning goal team co-chairs. Your responses will remain confidential.

This survey is also completely voluntary. The survey is intended for respondents 18 years of age or older. Please do not start the survey if you are under the age of 18. A link to the questionnaire is provided below. We ask that you complete this survey within a week.

If you have any technical problems/questions in filling out the questionnaire, please contact Docking Institute Research Coordinator Leslie Watson-Divittore at 785-628-5571 or lawatson2@fhsu.edu. If you have any questions about this survey initiative, please contact Brett Zollinger (bazollinger@fhsu.edu) or Jill Arensdorf (jarendorf@fhsu.edu).

Thank you very much!

Jill Arensdorf

Brett Zollinger

FHSU Strategic Plan Facilitation Co-Chairs

FHSU Strategic Plan: new horizon priorities

Start of Block: Default Question Block

QIntro

FHSU's Strategic Plan fosters alignment and prioritization of resource use across the university. The current Strategic Plan takes the university through the 2023-24 academic year. This survey invites input on the strategic directions of the next planning horizon from 2024 through 2027.

Should you wish to review goal themes, initiatives, progress, and accomplishments of FHSU's current strategic plan, please visit this website and use the tiles to see any and all years of interest: <https://www.fhsu.edu/president/strategic-plan/untapped-potential/>.

Page Break

QConsent

VOLUNTARY and CONFIDENTIAL: This strategic planning survey is voluntary -- you are not required to participate. If you begin the survey, you may stop at any time (by simply closing your browser). The Docking Institute of Public Affairs is conducting the survey and will maintain strict confidentiality of responses, never connecting an individual's identity to their survey responses. When the survey window closes, any personal identifying information (email address and I.P. address metadata) will be deleted from the data set. Docking Institute adheres to American Association of Public Opinion Research ethical and data protection standards. Data will be analyzed at the group level only, and results will be reported at group levels only.

Please select "Continue" to proceed. Select "Exit" to exit now. Then click "Next."

Continue (1)

Exit (2)

Skip To: End of Survey If VOLUNTARY and CONFIDENTIAL: This strategic planning survey is voluntary -- you are not required t... = Exit

Page Break



Q1 All initiatives an organization undertakes are perceived as important, but some may be more important than others and/or may vary in importance over a given time horizon. Assigning a score to an activity's importance from 0-Not Important to 10-Extremely Important in the list that follows, please first score the activity's importance to FHSU over its next 3-year planning horizon (2024-27) and then score the activity's importance over the next 10 years.

	Importance of activity over the <u>next 3 years</u> 2024 -- 2027	Importance of activity over the <u>next 10 years</u>
	Enter rating from 0 (Not Important) to 10 (Extremely Important); Leave blank if don't know (1)	Enter rating from 0 (Not Important) to 10 (Extremely Important); Leave blank if don't know (1)

Continue to develop and refine student learning outcome assessment (Q1_1)		
Professional development of faculty and staff (Q1_2)		
Increase student persistence and graduation rates for all student populations (Q1_3)		
Provide student support for <u>online</u> (distance) students (Q1_4)		
Provide student support for <u>international partnership</u> students (e.g. China dual degree students) (Q1_5)		

Provide student support for new FHSU affiliates, North Central Kansas Technical College and Northwest Kansas Technical College (Q1_6)

Provide student support for on-campus students (Q1_7)

Continue to refine and improve professional advising model (Q1_8)

Page Break



Q2

	Importance of activity over the <u>next 3 years</u> 2024 -- 2027	Importance of activity over the <u>next 10 years</u>
	Enter rating from 0 (Not Important) to 10 (Extremely Important); Leave blank if don't know (1)	Enter rating from 0 (Not Important) to 10 (Extremely Important); Leave blank if don't know (1)

Identify and pursue high growth enrollment opportunities (Q2_1)		
Identify and pursue innovative opportunities (Q2_2)		
Identify and pursue unique regional opportunities (Q2_3)		
Maintain affordability/accessibility (Q2_4)		
Attract and retain quality faculty and staff (Q2_5)		
Continue with infrastructure master plan (Q2_6)		

<p>Fully implement FHSU's first digital master plan that creates a connected teaching and learning ecosystem for campus and distance students (Q2_7)</p>		
<p>Invest more in maintaining existing physical infrastructure (Q2_8)</p>		
<p>Fully implement operations for professional and continuing education (Q2_9)</p>		

Page Break

Q3

	Importance of activity over the <u>next 3 years</u> 2024 -- 2027	Importance of activity over the <u>next 10 years</u>
	Enter rating from 0 (Not Important) to 10 (Extremely Important); Leave blank if don't know (1)	Enter rating from 0 (Not Important) to 10 (Extremely Important); Leave blank if don't know (1)

Invest more in reaching new markets of online students (Q3_1)		
Prioritize recruitment of students <u>to the campus</u> in Hays (Q3_2)		
Prioritize recruitment of <u>online</u> (distance) students (Q3_3)		
Continue to diversify international partnerships (Q3_4)		
Prioritize recruitment of <u>degree-seeking</u> students (Q3_5)		

<p>Prioritize recruitment of <u>non-degree</u> students (Q3_6)</p>		
<p>Contribute to economic prosperity of the region (Q3_7)</p>		
<p>Continue prioritizing a community engagement focus (Q3_8)</p>		
<p>Continue prioritizing engaged/applied student learning (Q3_9)</p>		

Page Break

Q4 Goal 1 of FHSU's current strategic plan is **Academic Excellence -- foster evidence-based practices in teaching and learning supported by scholarly activities and professional development**. Over the next three years, what would be the most effective thing FHSU could do toward realizing this goal?

Q5 Goal 2 of FHSU's current strategic plan is **Student Success -- create opportunities for all students and empower them to identify, evaluate, and achieve their goals while becoming engaged global citizens**. Over the next three years, what would be the most effective thing FHSU could do toward realizing this goal?

Q6 Goal 3 of FHSU's current strategic plan is **Strategic Growth -- design and implement a plan for sustainable university growth**. Over the next three years, what would be the most effective thing FHSU could do toward realizing this goal?

Q7 Goal 4 of FHSU's current strategic plan is **Resources and Infrastructure -- maintain and improve infrastructure and resources to keep pace with growth**. Over the next three years, what would be the most effective thing FHSU could do toward realizing this goal?

Page Break

Q8 Goal 5 of FHSU's current strategic plan is **Community and Global Engagement -- cultivate impactful partnerships internally, locally, nationally, and globally**. Over the next three years, what would be the most effective thing FHSU could do toward realizing this goal?

Q9 Those broad goals have guided FHSU's strategic action priorities since 2019 and remain important. Now, thinking of "big picture" potential trajectories for FHSU, what other goals should be considered?

Page Break

Q10 What, if anything, may be holding FHSU back from its maximum potential?

Page Break

Q11 Which best matches your most current affiliation with FHSU?

- Faculty (1)
- Staff (2)
- Current Student (3)
- Alumni Board Ambassador (4)
- Foundation Trustee (5)
- Elected Official (at the municipal, county, or state level) (6)
- State or Local Agency Employee/Board Member (7)
- Educational Affiliation Partner (8)

Page Break

Display This Question:

If Which best matches your most current affiliation with FHSU? = Faculty

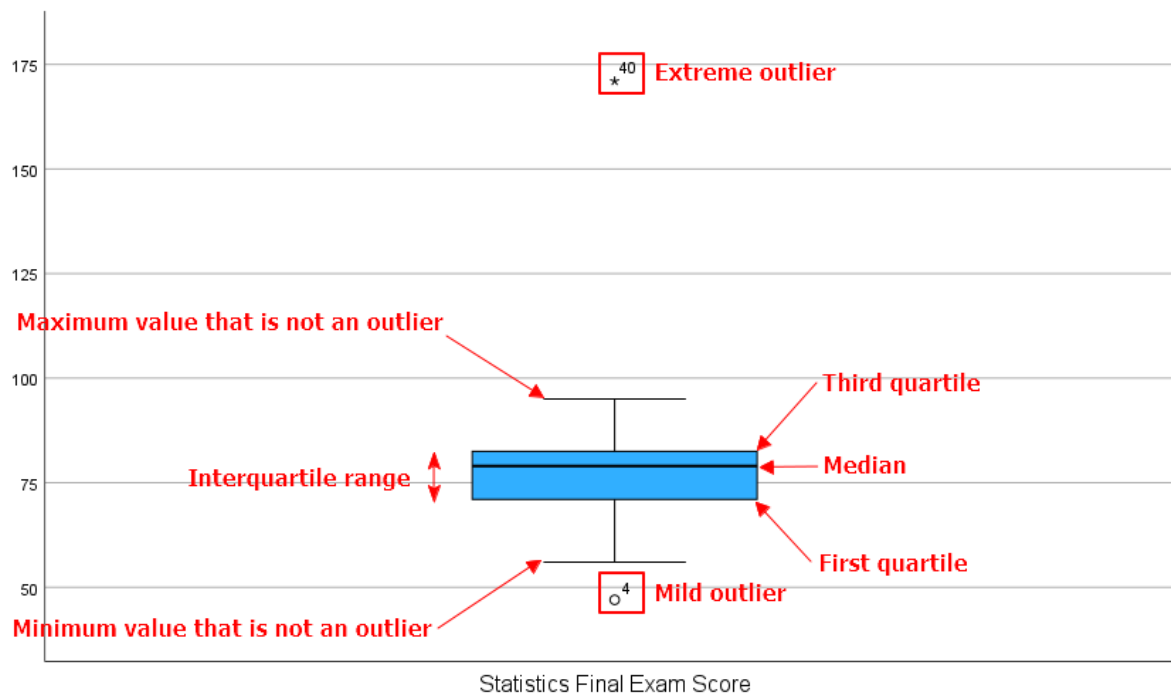
Q12 Are you a part-time/adjunct or a full-time faculty member?

- Part-Time/Adjunct Faculty (1)
- Full-Time Faculty (2)

End of Block: Default Question Block

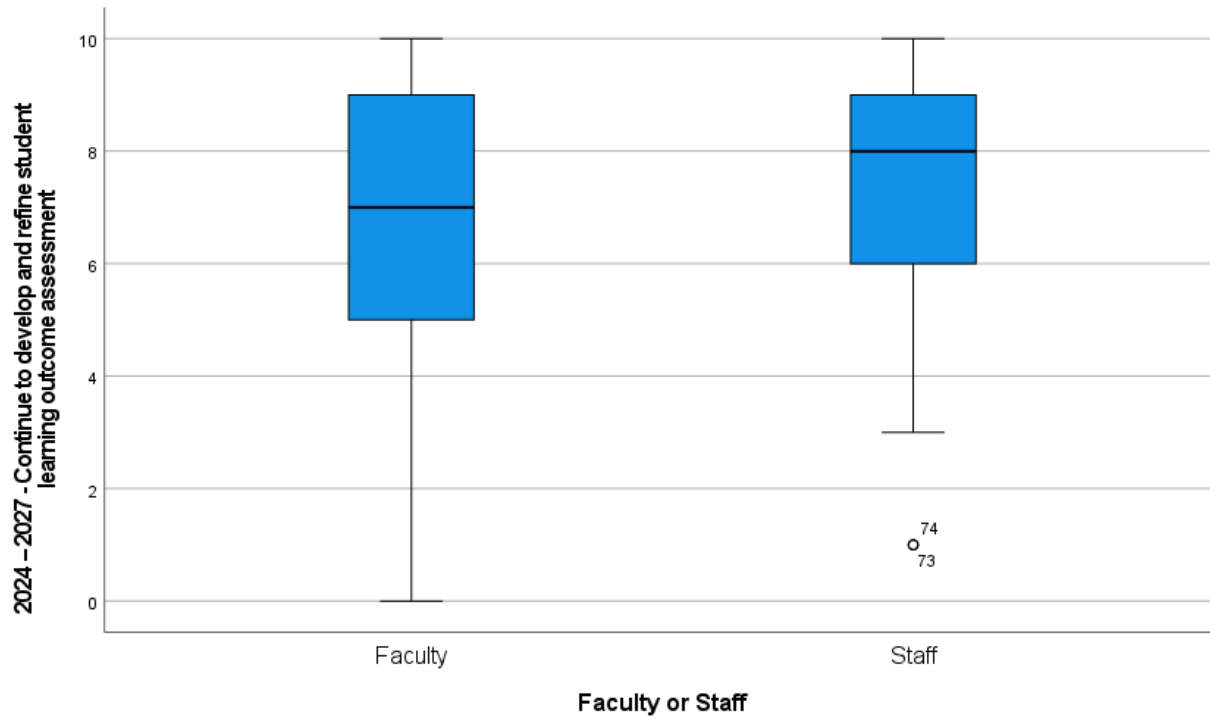
Appendix 2: Comparison of Faculty and Staff Importance Ratings

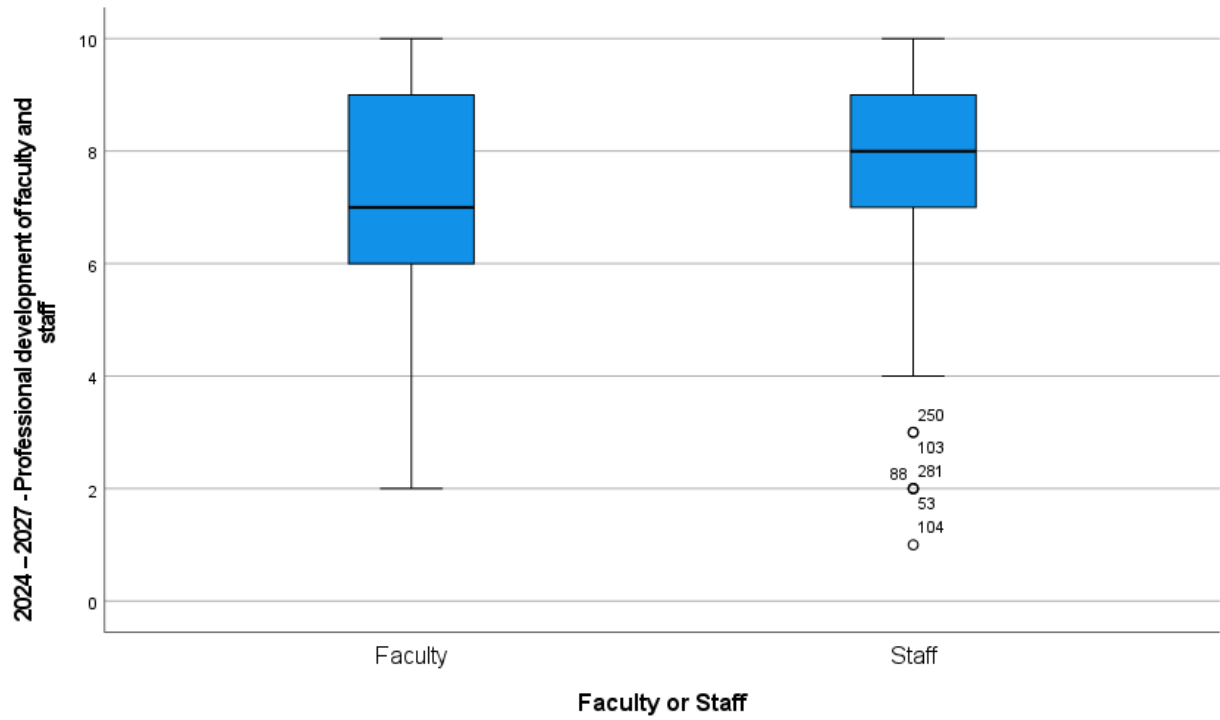
Boxplots below visualize response distribution for faculty and staff, separately, on all of the importance rating items. There are too few responses from the other respondent categories for separate break-out analysis. The dark line in the box plot is the median. The lower boundary of the box is the 1st quartile. The upper boundary of the box 3rd quartile. The middle 50% of the response distribution (the interquartile range) then lies within the box. The lower horizontal line outside of but attached to the box lies at a distance 1.5 times the interquartile range below the 1st quartile, and the upper horizontal line marks the distance that is 1.5 times the interquartile range above the 3rd quartile (see illustration below).



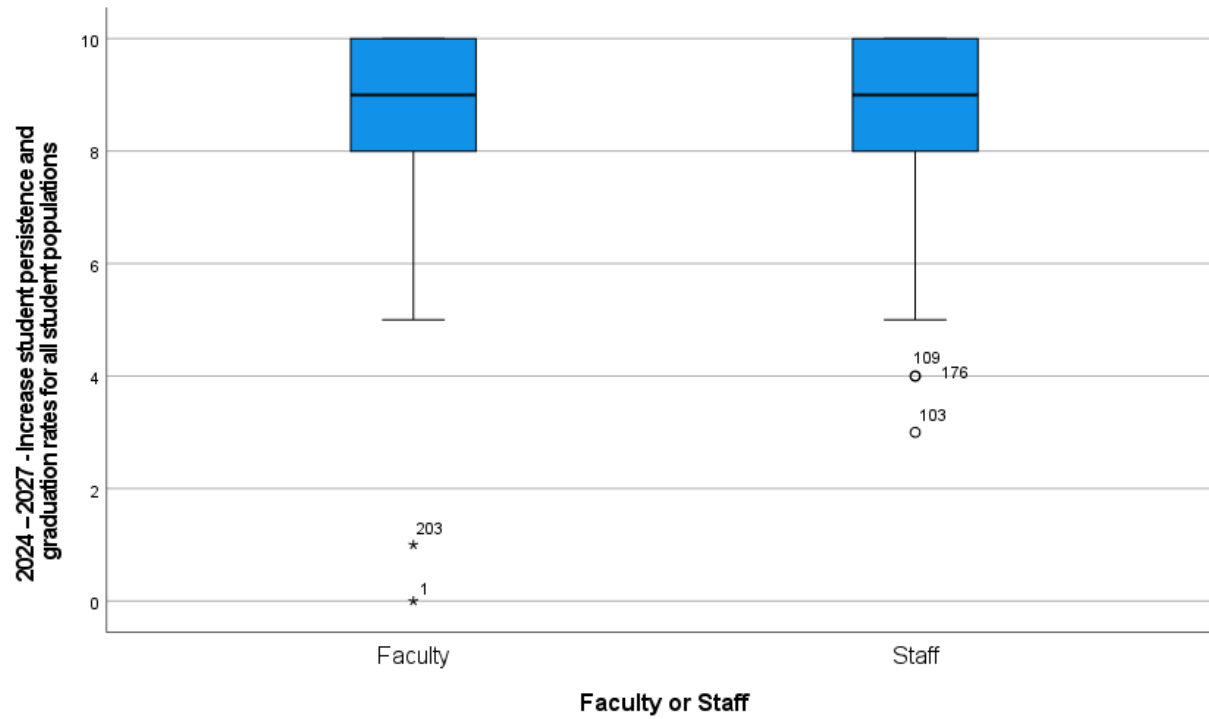
Source: <https://ezspss.com/how-to-create-and-interpret-a-boxplot-in-spss/>

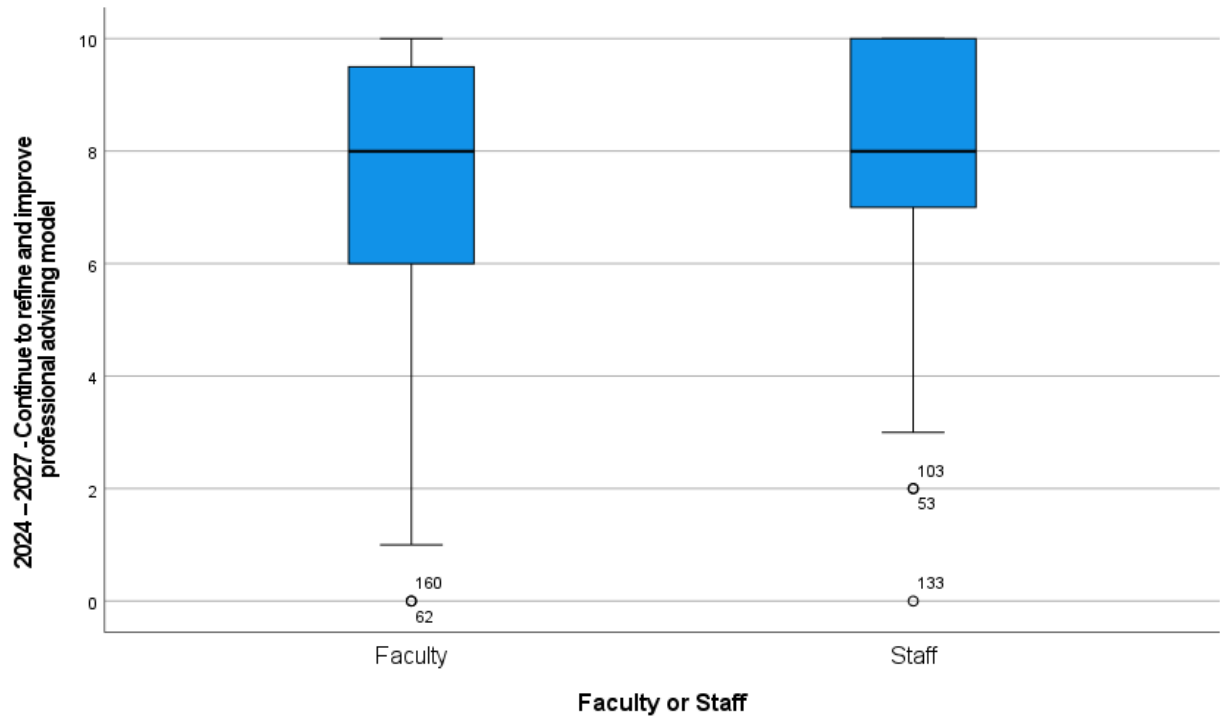
Academic Excellence

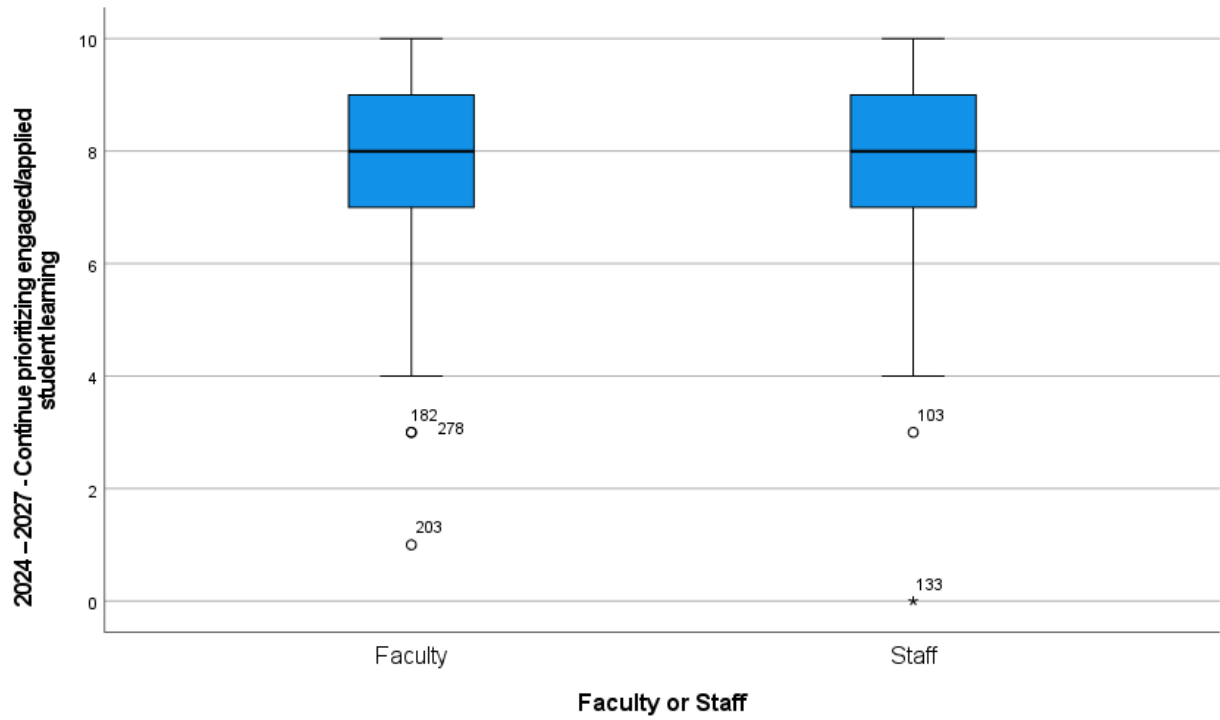


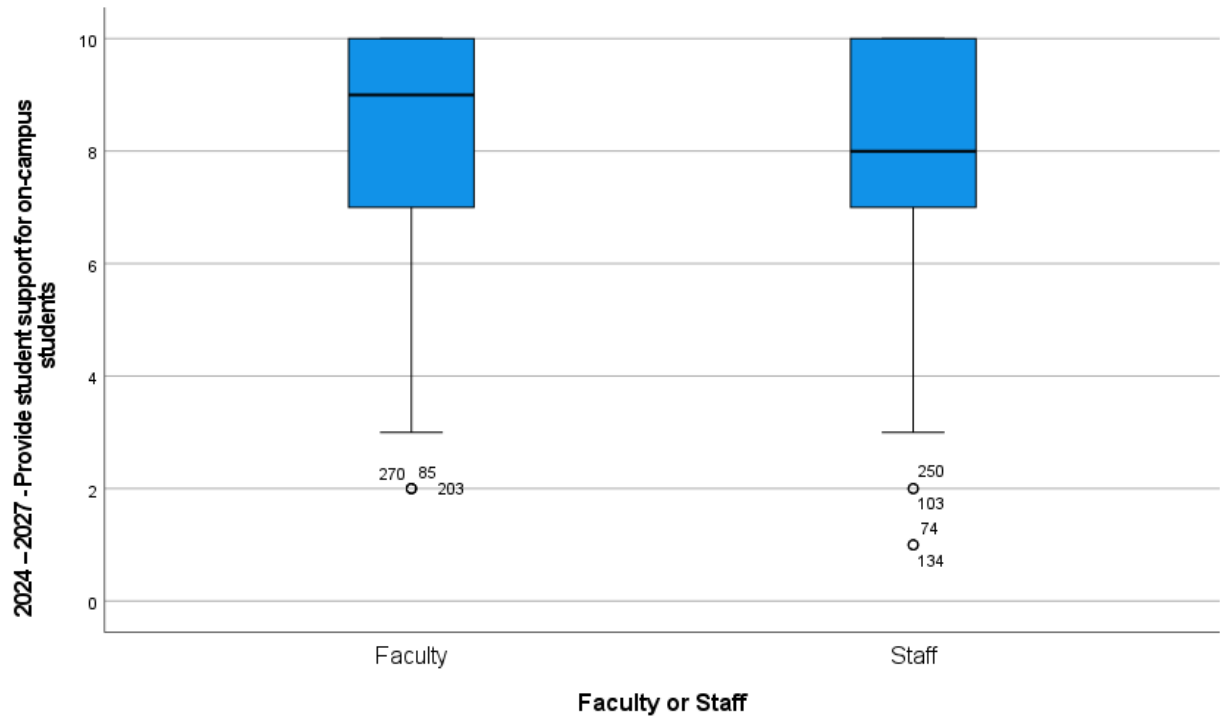


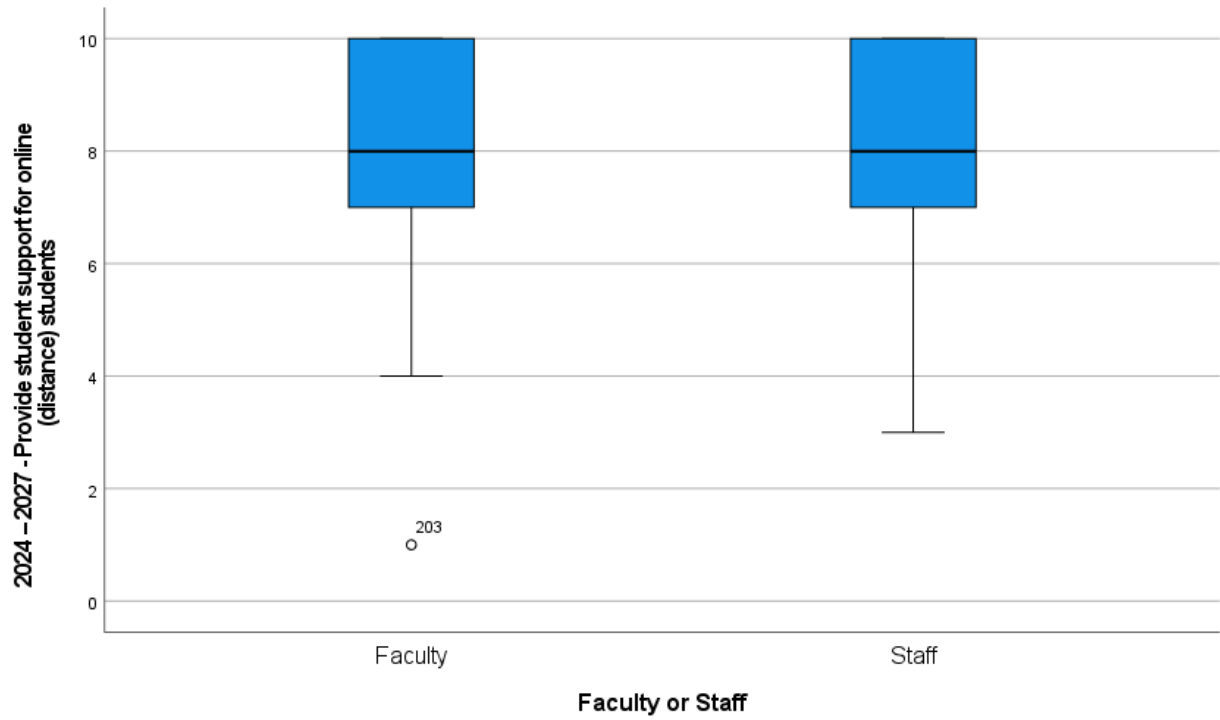
Student Success



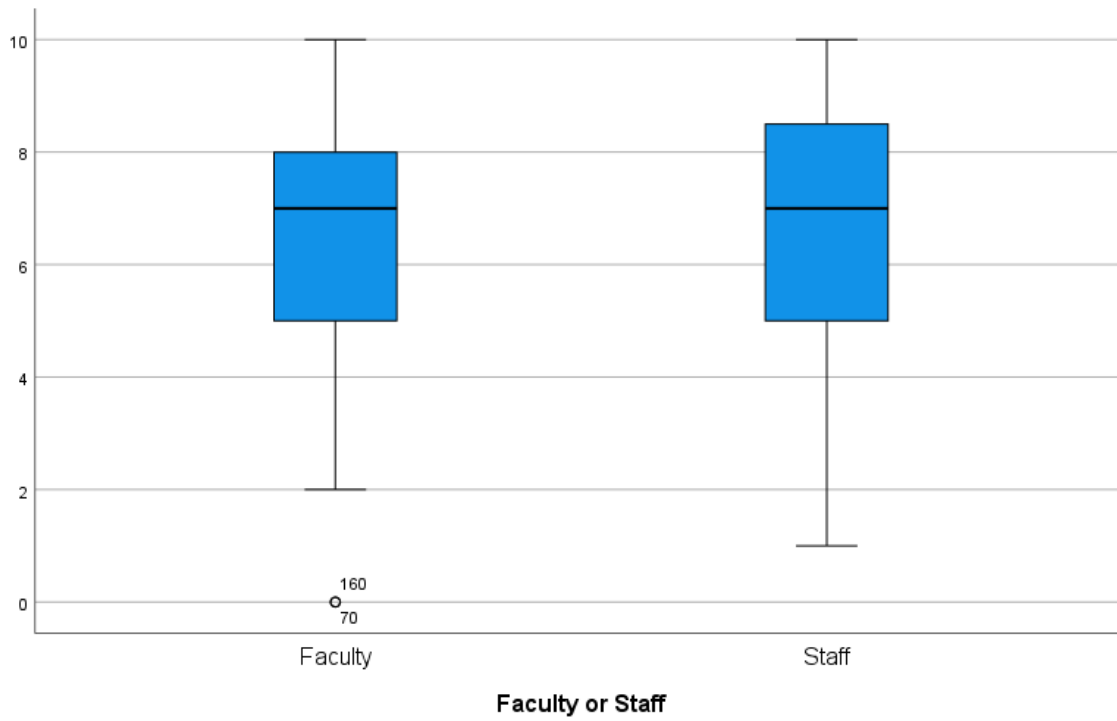




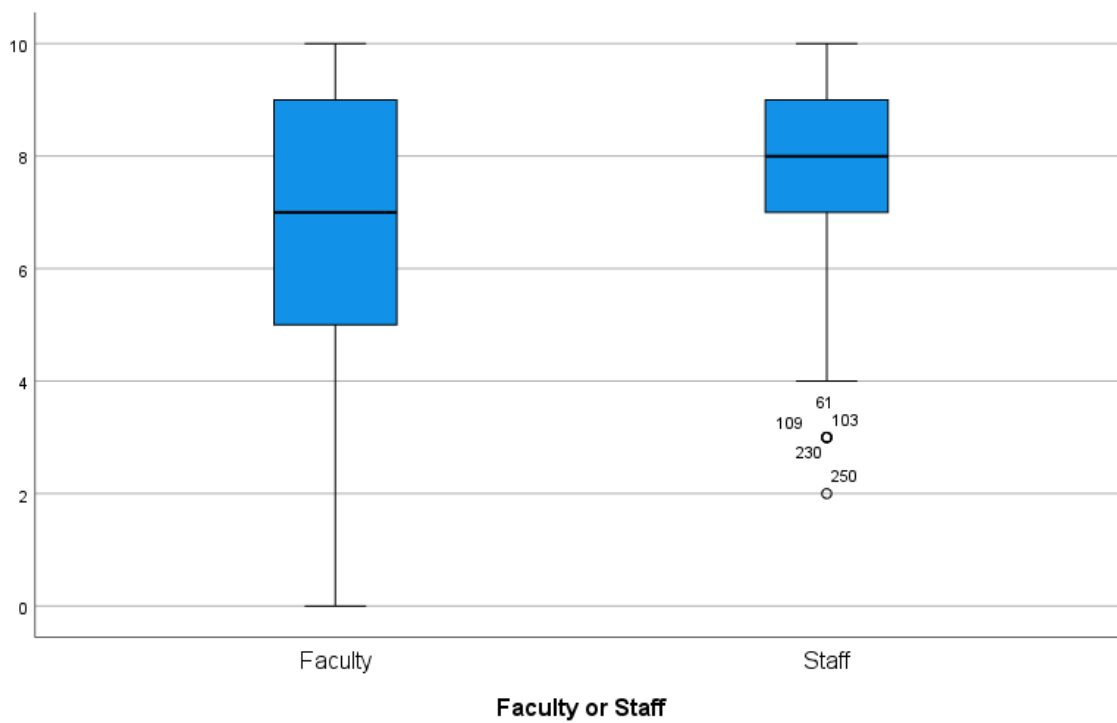




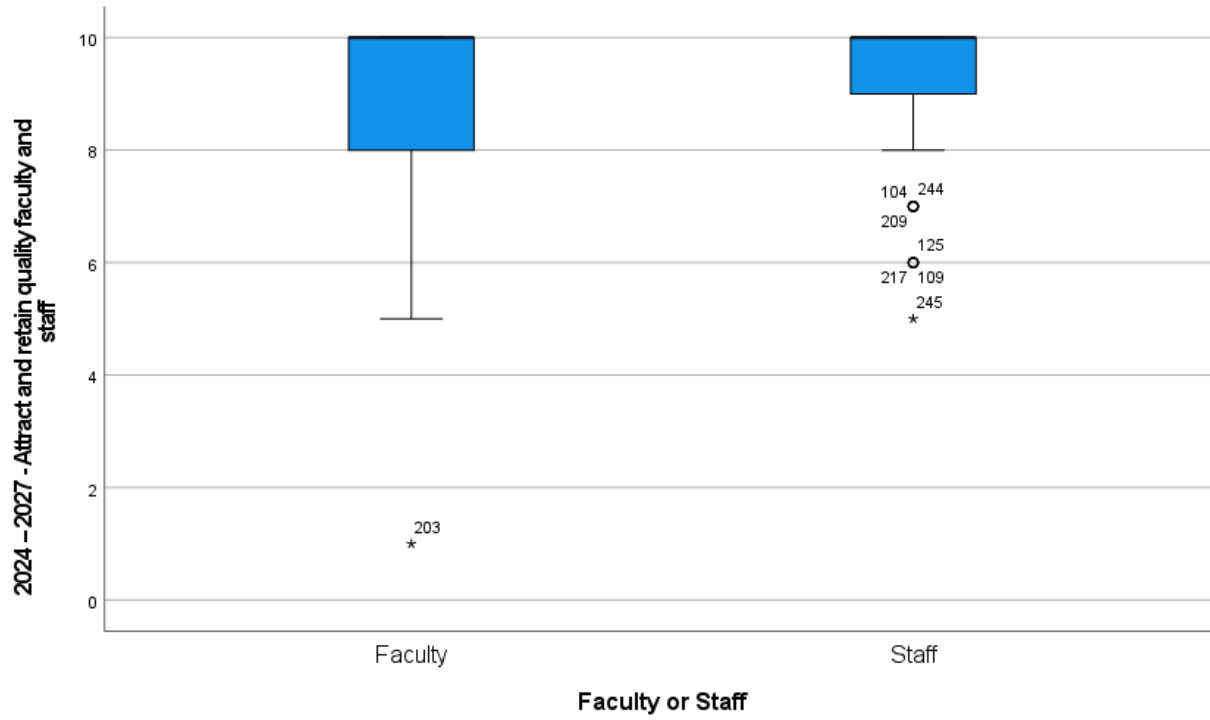
2024 – 2027 - Provide student support for international partnership students (e.g. China dual degree students)

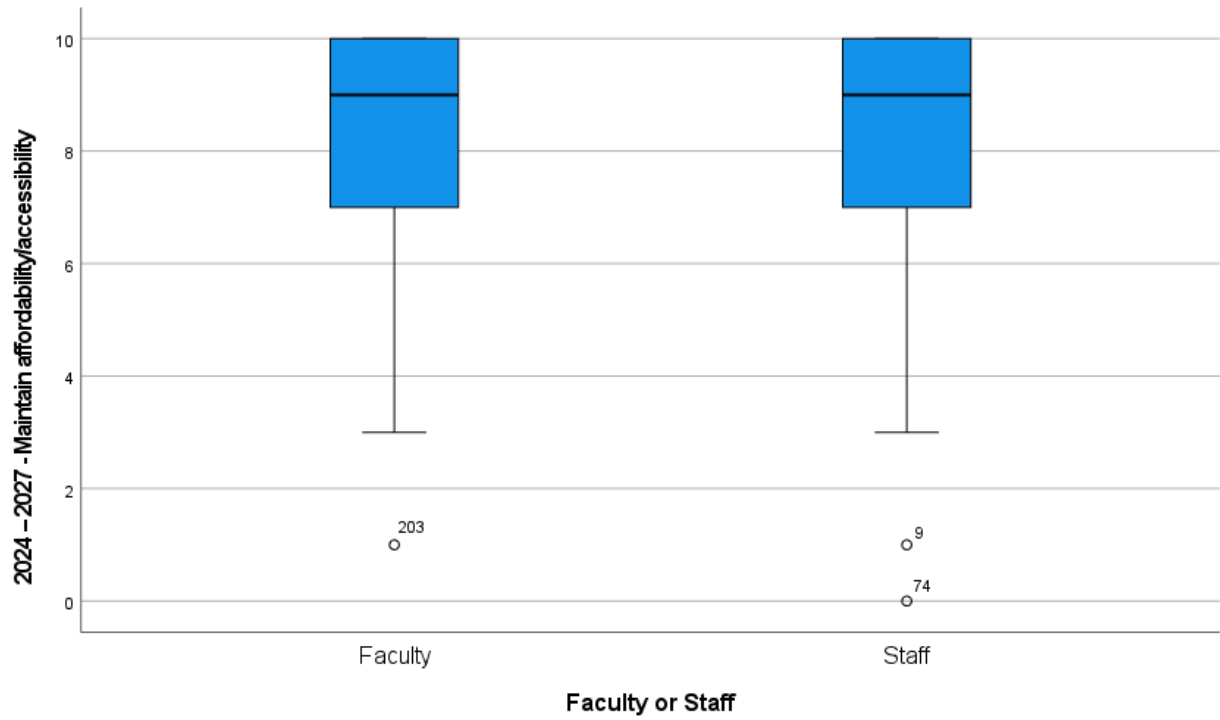


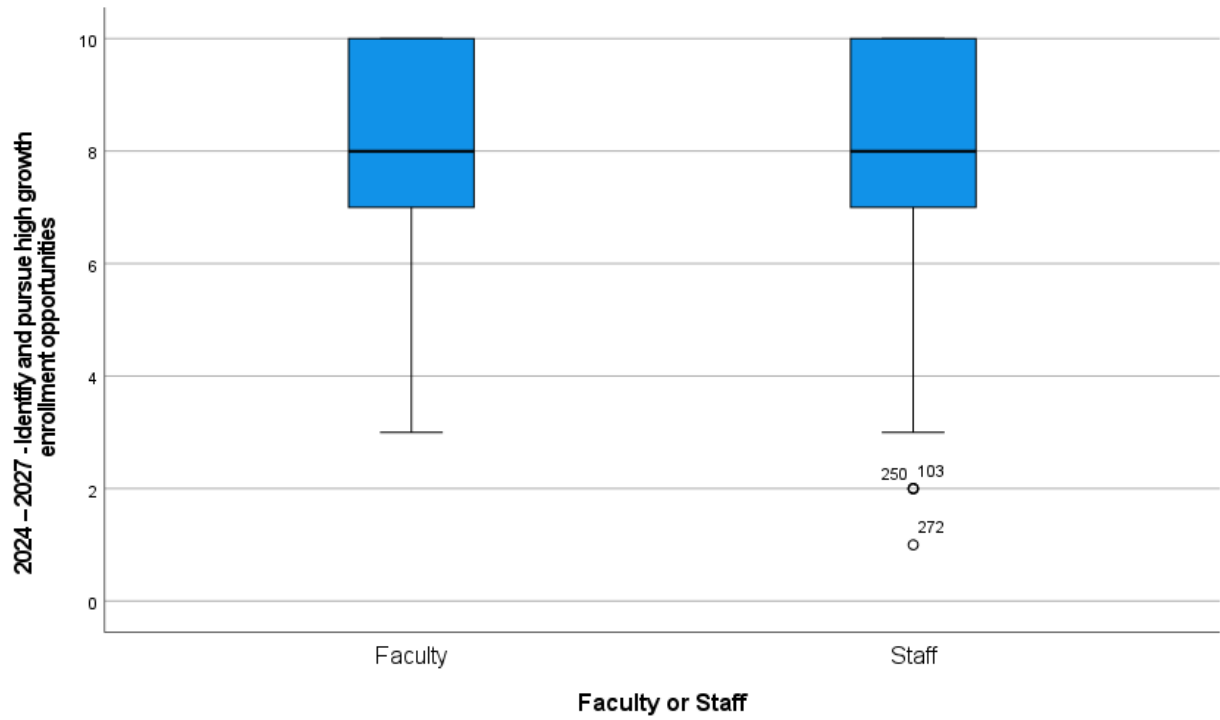
2024 – 2027 - Provide student support for new FHSU affiliates, North Central Kansas Technical College and Northwest Kansas Technical College

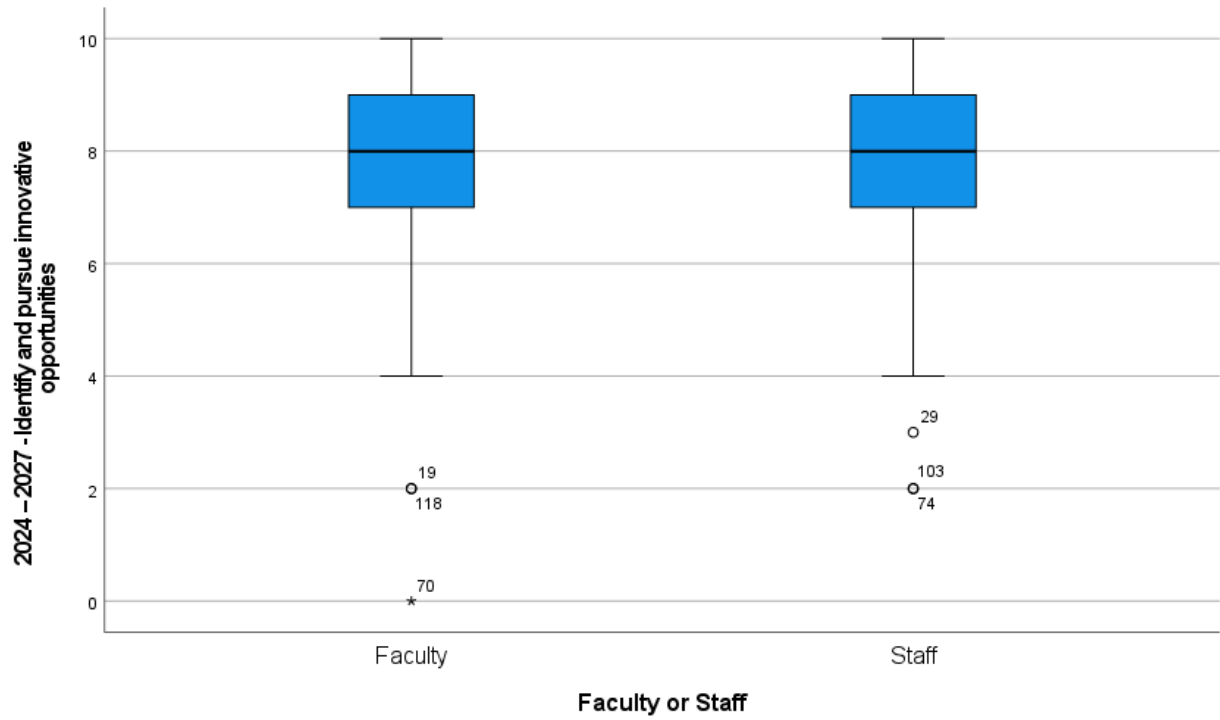


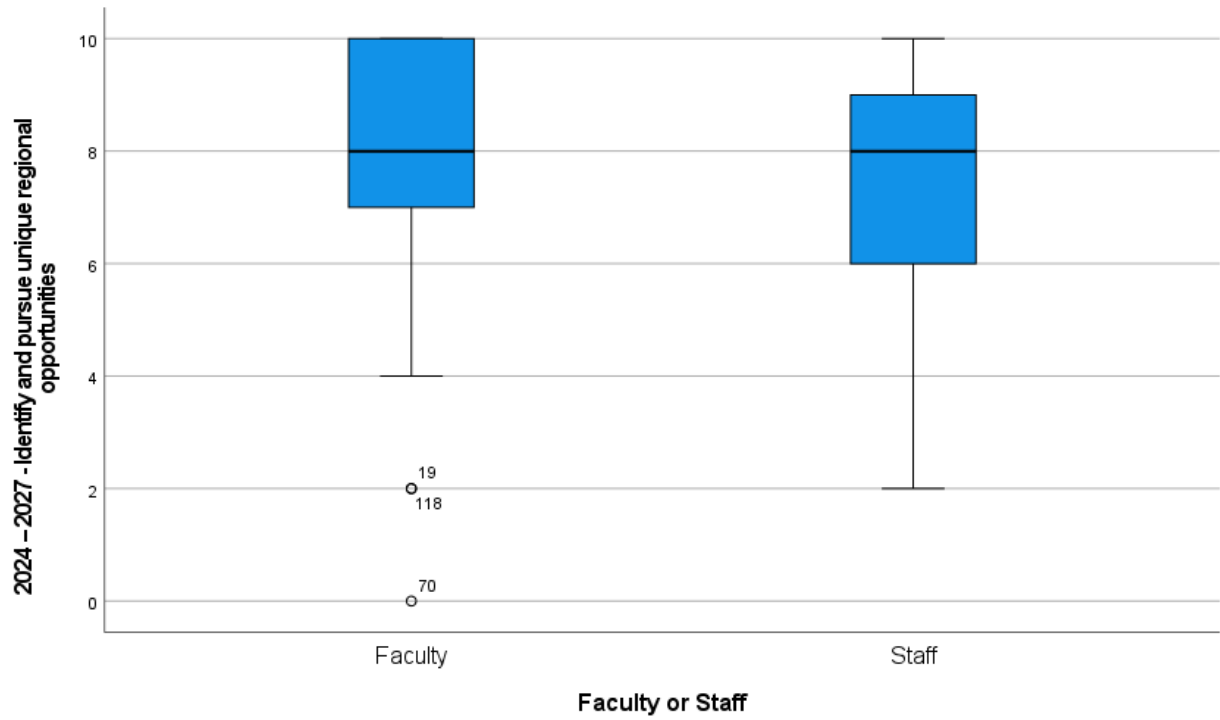
Strategic Growth -- broadly



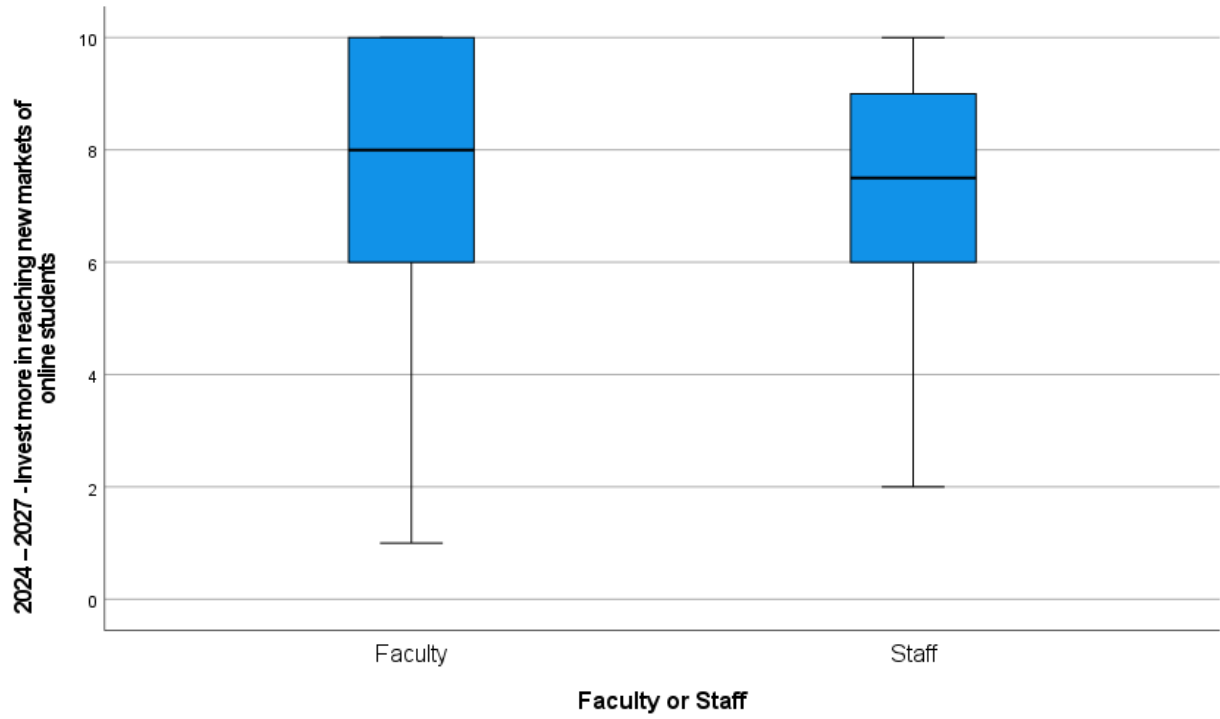


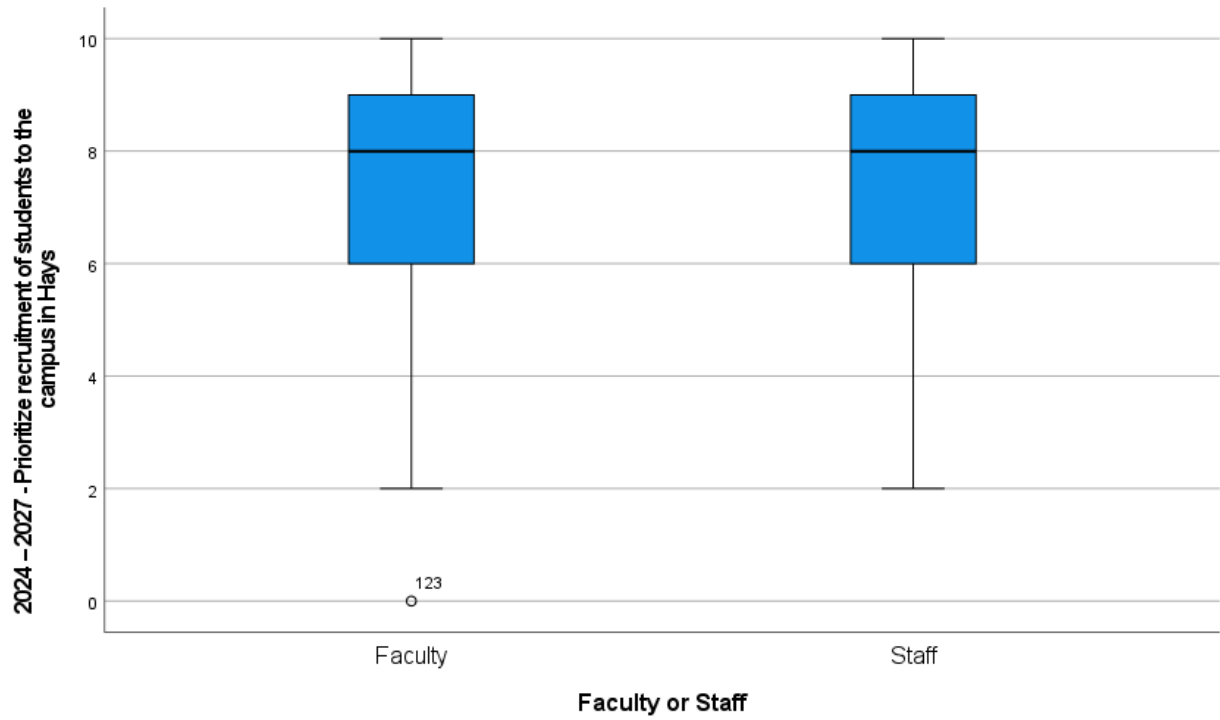


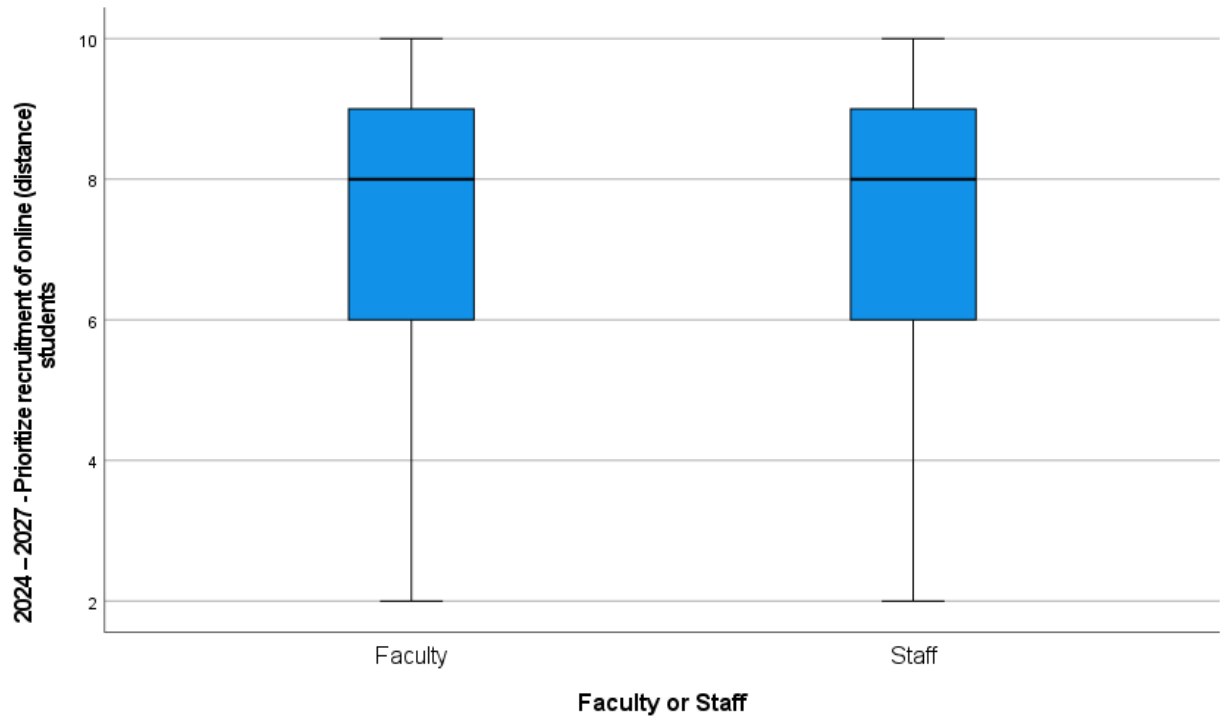


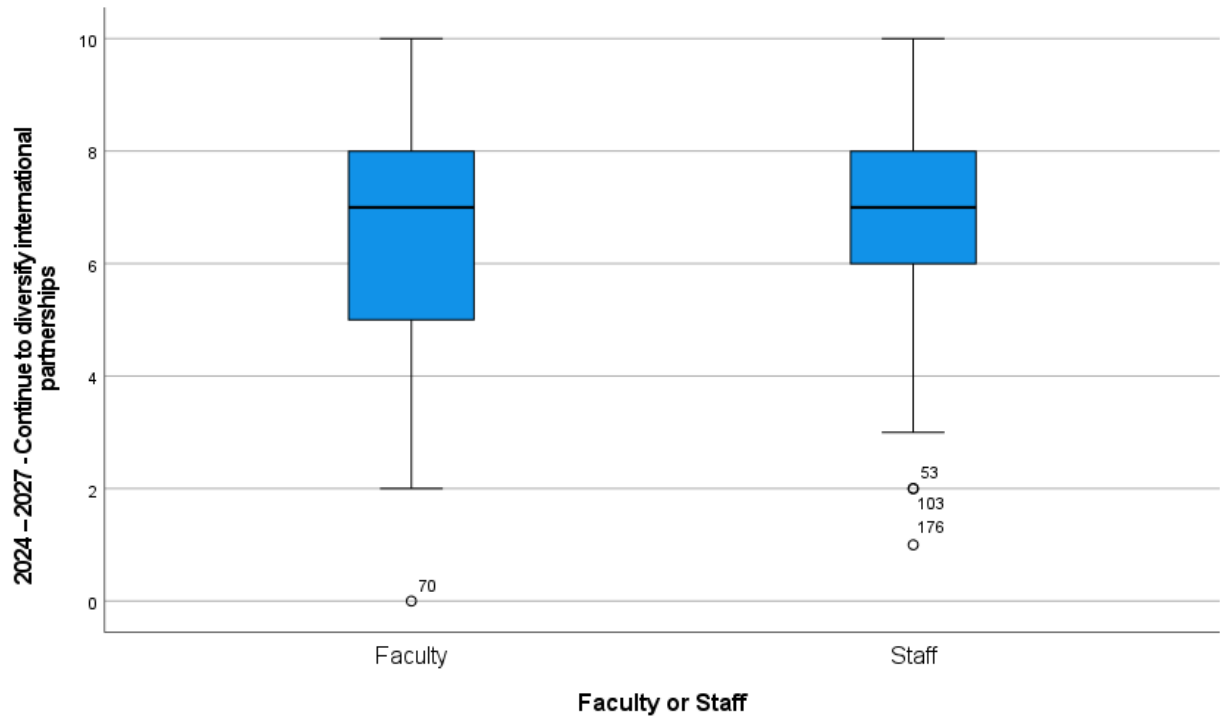


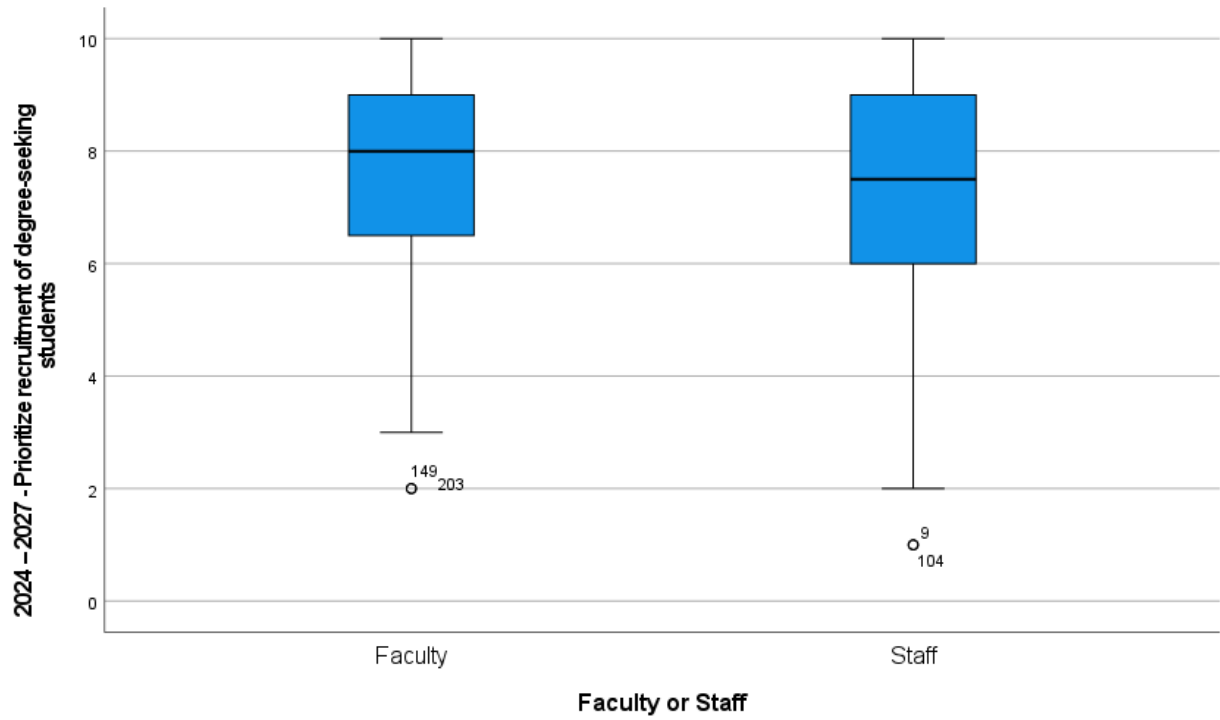
Strategic Growth – more specific types

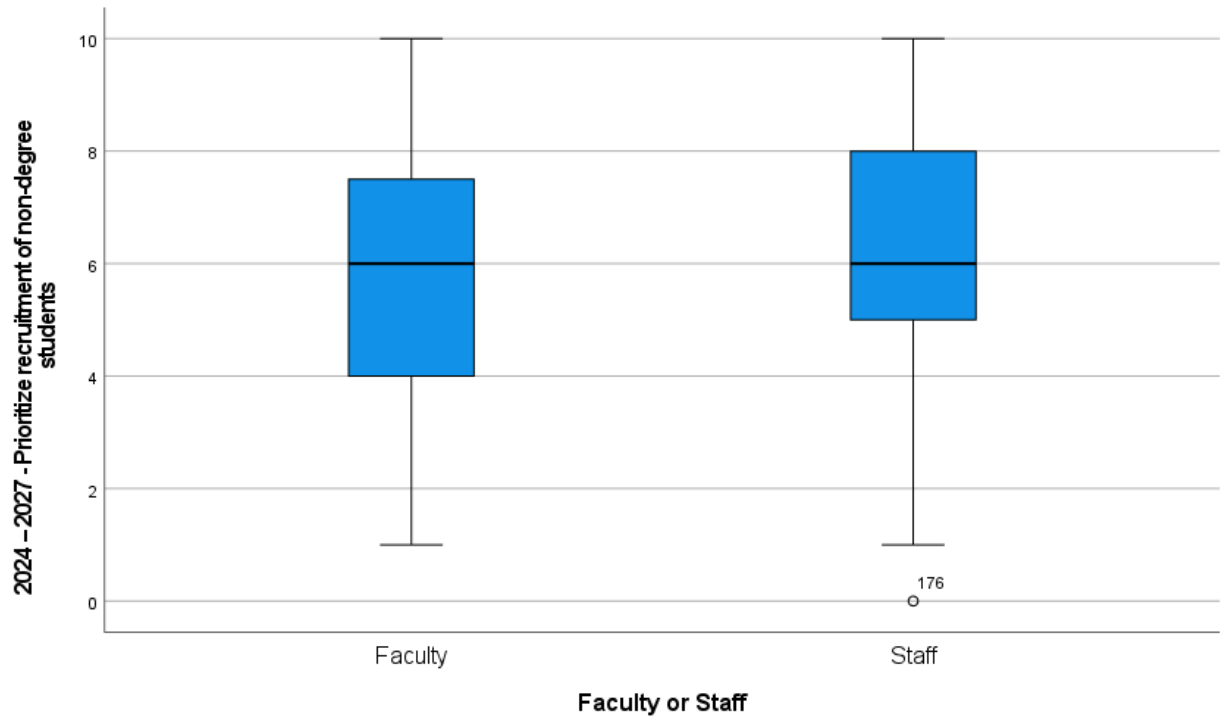


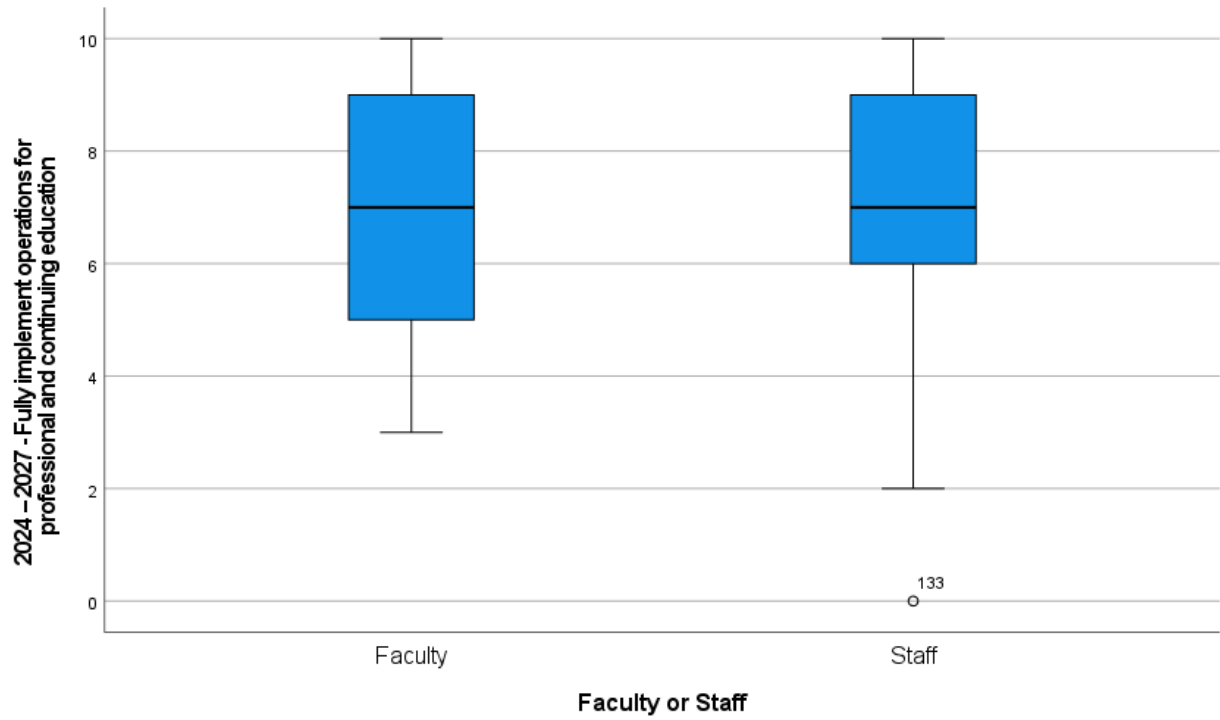




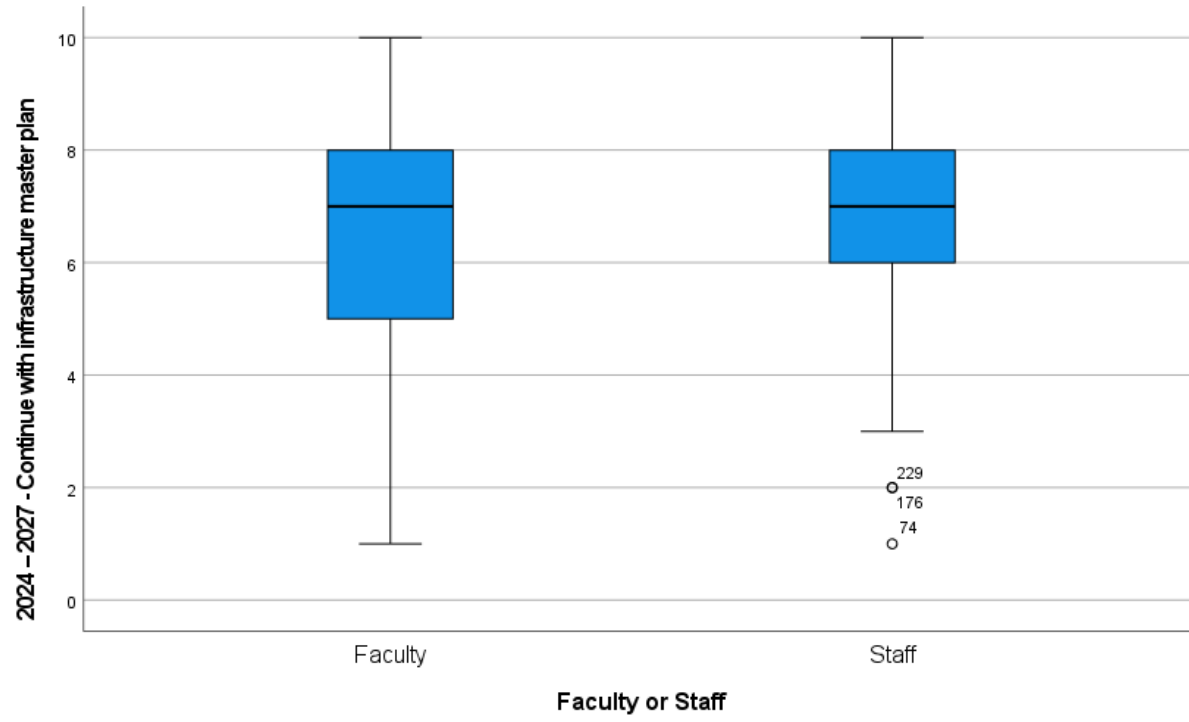




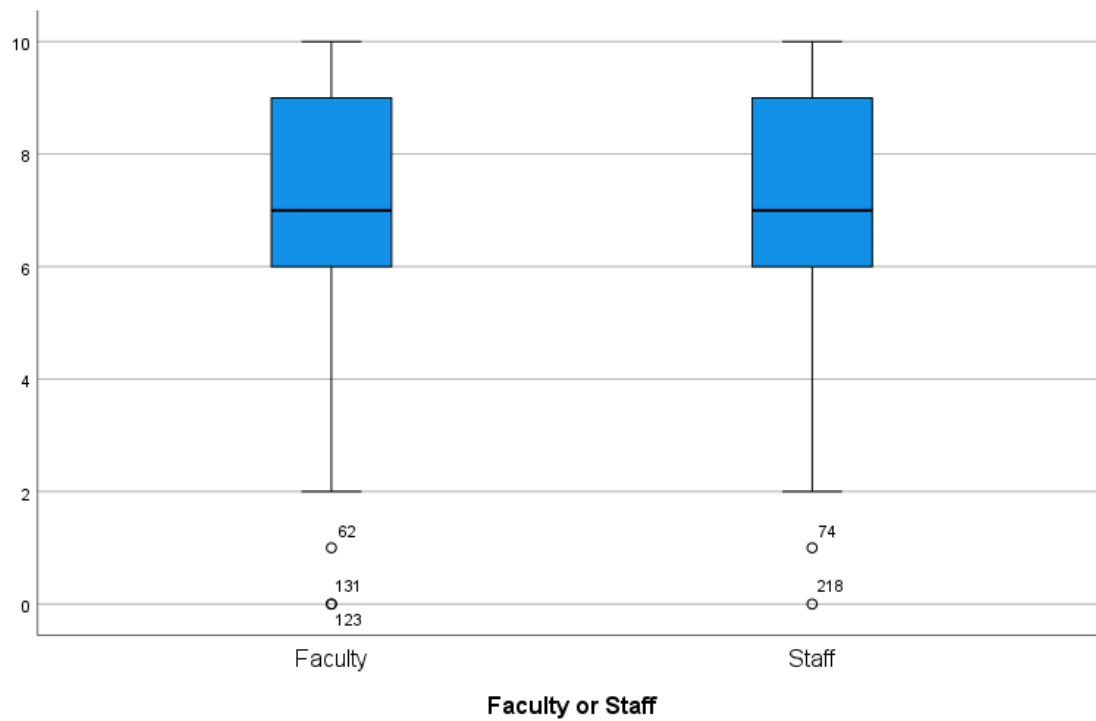


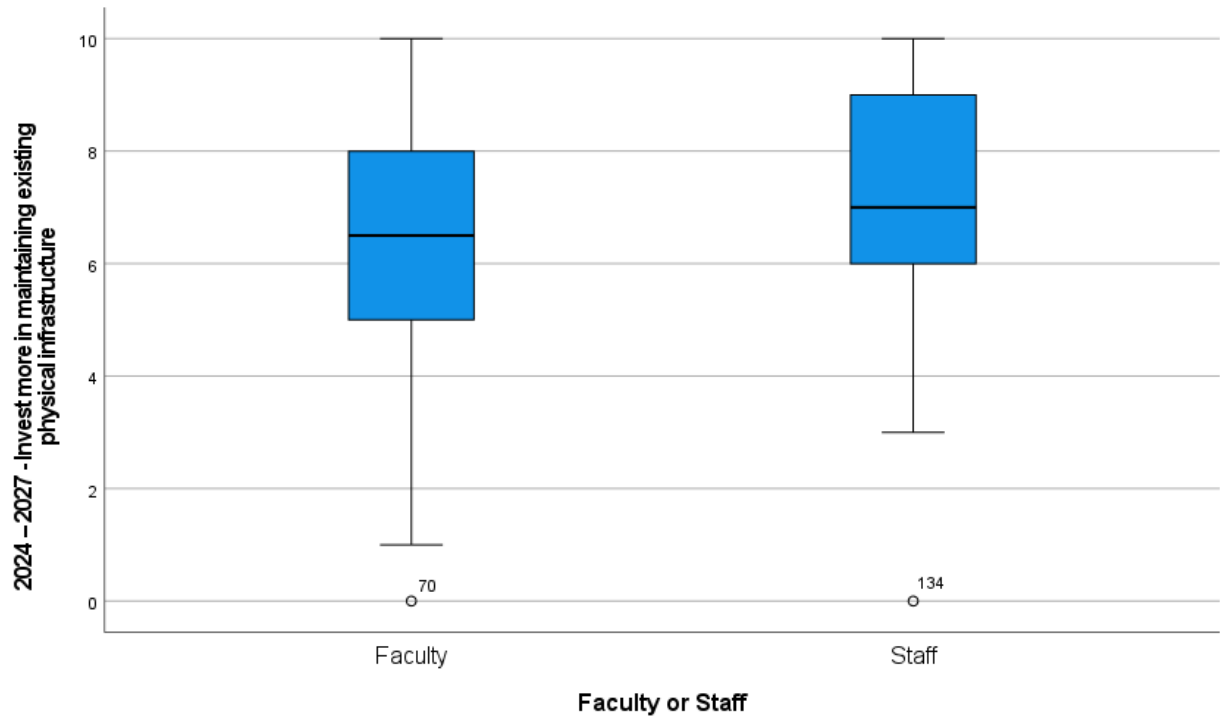


Resources and Infrastructure



2024 – 2027 - Fully implement FHSU's first digital master plan that creates a connected teaching and learning ecosystem for campus and distance students





Community and Global Engagement

