

2024-27 Strategic Plan Year One Summary

Goal Theme 5:

Impactful Partnerships

Cultivate and foster reciprocal partnerships locally, regionally, nationally, and globally that positively impact all stakeholders we serve.

Desired Outcomes:

- Build a portfolio of Professional & Continuing Education alternative credentials. **(PCE; 5.1)**
- Create a sustainable framework for the institutionalization of Leadership for Public Purpose and Community Engagement Carnegie Classifications. **(CLE; 5.2 & 5.3)**
- Diversify academic internationalization efforts. **(GAISS; 5.4 & 5.5)**

Strategy 5.1:

Identify applied learning pathways to advance workforce and professional development in Western KS and beyond and create alternative credentials.

Summary of Outcomes on Benchmark 1 - Develop the infrastructure for and sustainable business model of PCE, in concert with UPCEA consultants, and launch pilot programs to deliver skills-aligned microcredentials.

February 2024	Signed MOU with Institute for Process Excellence to offer digital badges for CM2 certifications, endorsed by FHSU, and provide CPL credit for certification holders. Since launch, PCE has issued 24 digital badges to certification holders, and passed eight prospective CPL students to FHSU Online for lead nurturing.
July 2024	<p>Fully implemented PCE's Modern Campus portal with Credly badging, used for catalog management, registration, and learner records for all PCE and non-credit-bearing programs.</p> <p>Signed agreement with Lightcast Analyst, which will allow PCE to use its labor market data in examining opportunities for program development and delivery.</p> <p>Engaged with UPCEA: The Online and Professional Educational Association consulting services on PCE's business model and program planning.</p> <p>Signed agreement with Big Leap, LLC to provide marketing support.</p>
September 2024	FHSU receives FORGE Grant from Kansas Commerce, PCE embarks on development of Business Retention & Expansion microcredential program with an independent consultant.

	In collaboration with General Counsel, revised work-for-hire agreements for program development and facilitation associated with PCE's Training and Consulting Services.
October 2024	<p>Launched ed2go partnership and non-credit-bearing catalog to offer online professional development learning options.</p> <p>Engaged an independent contractor to develop <i>Digital Literacy in the Workplace</i> microcredential course.</p> <p>Engaged with KBOR's Council of Institutional Research Officers on data and record keeping for workforce aligned programming.</p>
December 2024	Staffed Senior Partnerships Manager role, responsible for Training and Consulting Services client management and program development and delivery.
January 2025	<p>Launched non-credit-bearing <i>SHRM Certification Exam</i> prep course in Lightspeed VT learning platform.</p> <p>A [phase 1] partnership with Six Red Marbles began to develop FHSUPro framework.</p> <p>In partnership with Advanced Education Programs, launched non-credit-bearing online <i>Telemental Health</i> course series.</p> <p>Finalized budget tools utilized for PCE's training and consulting services and open enrollment programming.</p> <p>Implemented a new client quote agreement model (annual and per project) for training and consulting services.</p> <p>Implemented use of Smartsheet to manage PCE and TCS projects.</p>
March 2025	<p>Staffed Program Coordinator role, responsible for logistics associated with all program offerings.</p> <p>Created partnership with World Studies, LLC (Lightspeed VT sister company) to produce interactive videos for multiple online professional development courses (CliftonStrengths, BRE)</p>
April 2025	<p>Submitted application to Kansas Commerce for WIOA funding eligibility, which would provide financial support to learners enrolling in select career training programs through FHSU's ed2go partnership.</p> <p>Completed UPCEA consulting project. UPCEA:</p> <ul style="list-style-type: none"> Proposed a primarily business-to-business (B2B) model with business-to-consumer (B2C) program offerings in partnership with other FHSU units.

- Provided a “Walk, Crawl, Run” model for program development and offerings based on employer interviews and alumni survey results.
- Recommended a short-term task force to determine partnership guidelines between PCE and other FHSU units for microcredential program development and delivery.

Completed Six Red Marbles partnership [phase 1], to develop FHSUPro framework.

Launched short-term task force at UPCEAs recommendation to determine guidelines for partnerships between PCE and FHSU units.

**May
2025**

Launched *Business Retention & Expansion* pilot program with affiliate communities.

Completed work with KBOR Council for Institutional Research Officers to recommend data collection strategies for the future of documenting alternative credentials.

Completed development of *Digital Literacy in the Workplace* microcredential course.

**June
2025**

Complete pilot of *Business Retention & Expansion* course with affiliate communities.

Began development of *CliftonStrengths* workshop series in Lightspeed VT for online, self-paced delivery.

Began development of a new microcredential course on business start-ups in collaboration with FHSU’s VP for Economic and Workforce Development.

Will submit recommendations resulting from the short-term task force.

Summary of Outcomes on Benchmark 2 - Establish a centralized database of all partners, locally, regionally, nationally, and globally; identify institutional first points of contact for all partnerships.

AY2025 Work Completed

In late spring 2025, the GAISS, CLE, and PCE teams collaborated with the University Director of Assessment to develop and deploy a centralized database for partnership information management. The initiative aimed to create a system that was both user-friendly and comprehensive enough to capture essential partnership data across all units while providing a holistic institutional view.

The solution implemented was a centralized Excel spreadsheet featuring 17 key variables for each partnership entry. To ensure data consistency and facilitate meaningful analysis, several variables utilize standardized drop-down menus, allowing for effective aggregation and disaggregation of information. The database architecture includes:

- Individual sections for each unit (GAISS, CLE, PCE) to manage their specific partnerships
- A consolidated data table providing a comprehensive overview of all institutional partnerships

Following two review sessions focused on refinements, the database launched in late May 2025. To date, [25] unique partnerships have been documented, representing [4] distinct organization types and [3] different partnership purposes.

Future Outlook

This centralized database will significantly enhance the university's ability to understand and leverage its partnership ecosystem through data-informed decision-making. Specific benefits include:

- Identifying interconnected relationships with key partners across multiple university units
- Analyzing the distribution and alignment of partnerships with strategic priorities
- Tracking partnership growth and development over time
- Recognizing opportunities to expand existing relationships or establish new strategic partnerships

The database serves as both a management tool and a strategic asset, providing transparency and actionable insights that will strengthen the university's collaborative initiatives locally, regionally, nationally, and globally.

Other Comments:

We are developing plans to cross-pollinate the database to do outreach to GAISS and CLE partners to offer PCE programming.

The PCE team is willing to work with Chairs to help with Program Review Checkpoint 10: PCE. We are finalizing a system to cocreate academic department partnerships for new microcredential offerings and can help provide summary information relative to existing non-credit offerings that Chairs may want to include in this checkpoint related to Goal 1.

Strategy 5.2:

Submit the Community Engagement Carnegie classification application by the deadline of April 1, 2025.

Summary of the Outcome:

Currently, FHSU holds the Leadership for Public Purpose Carnegie Elective classification (awarded June 2024). The classification will expire in 2030 thus, FHSU must apply for the reclassification in the appropriate application cycle ahead of the expiration. [FHSU's LPP application is currently being shared as an exemplar on the Carnegie Foundation's Leadership for Public Purpose website](#) as resource to institutions that hope to pursue the classification.

FHSU's Community Engagement elective classification was submitted via Give Pulse at 4:10 PM on April 9, 2025 (in advance of the April 26, 2025 submission deadline). [The application, complete with hyperlinks, can be accessed here.](#) Notifications are expected in December 2025.

Strategy 5.3:

Improve upon gaps identified in the Leadership for Public Purpose and Community Engagement application process by implementing the use of the Assessment Rubric for Institutionalizing Community Engagement in Higher Education (Furco et al., 2009).

Summary of Outcomes on Benchmark 1 - Identify gaps from LPP and CE applications and develop action plans accordingly.

The Leadership for Public Purpose and Community Engagement applications were reflected upon used Furco et. al.'s (2009) *Assessment Rubric for Institutionalizing Community Engagement in Higher Education*. There are five dimensions on the rubric, each with a varying number of items, that are measured across three levels of institutionalization.

[FHSU's gap analysis can be accessed here.](#) This initial gap analysis will be used to drive edited benchmarks for Y2 and Y3 of the University strategic plan goal 5.3, which will be presented in July.

Other Comments: The transition of the Director of CLE position has begun. Donnette will be exiting this role at the end of July, with Lori Kniffin replacing her. Dr. Kniffin will help shape strategies 5.2 and 5.3, in concert with co-chairs.

Strategy 5.4:

Cultivate and grow academic international partnerships in diverse geographic areas and/or diversify academic program offerings at existing international partnerships.

Summary of Outcomes on Benchmark 1 – Establishing a Cross-Border Program in West Africa (DUNIS-Africa – Senegal, Ivory Coast, Cameroon, The Gambia)

Strategic Importance

Expanding the DUNIS-Africa program is a strategic initiative that aligns with FHSU's mission to make education accessible, affordable, and developmental. This expansion offers a unique opportunity for students in West Africa to earn an American degree, overcoming common barriers such as the high cost of international living, travel costs, and complicated visa issuance processes. Additionally, no program currently exists in West Africa that offers American degrees with all four years taught in English. By launching this cross-border program, FHSU will provide access to high-quality education and create new opportunities for academic and professional growth in the region.

Timeline and Milestones

- Spring 2024: Proposal development for the cross-border program, in collaboration with Robbins College of Business and Entrepreneurship.
- September 2024: Approval from the FHSU President to proceed with the program.
- January 2025: Dr. Jeni McRay and Dr. Phil Wittkorn travelled to Senegal for the program's launch event.
- February 2025: Haley Williams and Jadyn Snyder travelled to Senegal to recruit students and promote the new cross-border program. Marketing materials were created to support promotional efforts.
- March 2025: Collaboration with Fatin and DUNIS to refine marketing strategies for maximum impact.
- May 2025: Collaborative marketing efforts with Robbins College to provide targeted promotional support.

Current Status

- Finalizing marketing strategies through continued partnership efforts.
- June 2025: College entrance exams for prospective students in West Africa.
- June to September 2025: Critical recruitment period, with a target of 30 students to launch the first cohort in Fall 2025.

Metrics and Goals

The first cohort of 30 students must be recruited to launch the cross-border program in Fall 2025. This cohort size will serve as the benchmark for FHSU's commitment to hire and deploy one faculty member to live and teach in Senegal at DUNIS. As cohorts grow, the program will scale accordingly, increasing the number of faculty members and providing opportunities to explore expanding to additional academic programs.

Future Outlook

Following the initial cohort, the goal is to continue recruiting and increasing the cohort size each semester. This will create a sustainable model for faculty deployment and expand FHSU's global footprint, with ongoing growth expected to strengthen the partnership and increase access to American education in West Africa.

The unpredictable nature of international students studying in the US provides challenges for the DUNIS Pathway students, but our positioning relative to the cross-border model puts us in a strategic place to perhaps grow the CB model a bit more quickly, provided it aligns with internal capacity in RCOBE and for DUNIS's ability to support more than the originally planned 30 students.

Summary of Outcomes on Benchmark 2- Add an International Program in at Least One Location in South America (Hayek, CPK, UNIVALLE – Brazil, Paraguay, Bolivia)

Strategic Importance

Expanding FHSU's international footprint in South America is a key strategic initiative that strengthens FHSU's global presence and supports our mission of accessible and affordable education. The partnership with Hayek Global College in Brazil will provide an opportunity for students in South America to earn an American degree through a 2+2 program model. This initiative will not only enhance student mobility and academic development but also align FHSU with the growing demand for U.S. degrees in South America, while offering a valuable academic partnership for mutual growth.

Timeline and Milestones

- July 2024: Edson Agatti, Executive Director and Founder of Hayek Global College in Brasilia, Brazil, visited FHSU to explore the possibility of a 2+2 partnership. The visit was a success, and GAISS began drafting an agreement to formalize the partnership.
- August 2024: FHSU was invited to Hayek Global College's launch event. Due to other commitments, GAISS mobilized an FHSU alum from Brazil to attend. This strategic decision was impactful as FHSU was the only partner represented at the event, showcasing alumni engagement and enhancing FHSU's visibility in Brazil. The alum was also featured in a podcast discussing the impact of studying in the United States.
- January 2025: Hayek Global College successfully recruited its first cohort of students, with six students enrolled (out of a target of 32), meeting Hayek's high admission standards.
- February 2025: Phil, Haley, and Luciana attended the Hayek orientation day, introducing FHSU to the new cohort. They also met with Hayek's other American partners: Alfred State, Cumberland University, and Clark University.
- March 2025: Phil and Haley visited Hayek Global College, spending time at four international high schools to increase brand recognition and support student recruitment. They also met with school principals, counselors, and leaders to build key relationships with schools in Brazil. The team also visited EducationUSA in Brasilia to clarify how the partnership functions.

- April 2025: Haley introduced Edson and the Hayek Academic Director to a colleague at DePaul University to discuss collaborative online international learning (COIL) opportunities. The potential for COIL projects with FHSU faculty was explored.
- May 2025: Edson, Haley, and Luciana hosted a webinar with EducationUSA in Brasilia to highlight the 2+2 program and promote Hayek's recruitment efforts, reaching students interested in earning an American diploma.

Current Status

- FHSU continues to support Hayek's recruitment efforts for the August 2025 start date, with the goal of recruiting 50% of the current cohort of students (3) to FHSU for their final two years in the program.
- Continued engagement with the six current Hayek students remains a priority. Efforts are focused on identifying scholarship funding, connecting them with current FHSU students (both international and domestic), and ensuring a smooth transition to FHSU for their final two years.
- GAISS is actively seeking a faculty member to host a COIL project in collaboration with Hayek Global College. This initiative aims to strengthen the partnership and provide valuable learning opportunities for both institutions.

Metrics and Goals

- For the August 2025 start date, Hayek Global College aims to recruit 32 new students into the 2+2 program, with those students scheduled to arrive at FHSU for their final two years in August 2027.
- The current cohort of 6 Hayek students is being targeted for recruitment to FHSU, with plans for them to join FHSU in January 2027 for their second two years of the program.
- As the program progresses, the goal is to continue recruiting new students and expanding the cohort size, ensuring a steady pipeline of students from Hayek Global College to FHSU and enhancing the long-term success and sustainability of the 2+2 pathway program.

Strengthening Existing Relationships in South America

In addition to establishing a new partnership with Hayek Global College, GAISS is working to strengthen two existing relationships in South America, particularly with Paraguay, where Kansas and Paraguay have maintained a sister-state partnership for over 60 years.

Comite Paraguay Kansas (CPK) – In Asuncion, Paraguay

CPK has played a significant role in recruiting and supporting Paraguayan students to study at FHSU. FHSU has seen a steady stream of students from Paraguay, and the partnership is poised to grow.

Kansas Paraguay Partners (KPP) – In Kansas (primarily Wichita)

KPP is another critical partner supporting the Kansas-Paraguay relationship. FHSU's engagement with this network will continue to grow.

Sister Cities of Hays – Santa Maria, Paraguay

Santa Maria is FHSU's partner city in Paraguay, and discussions are underway to celebrate the 50th anniversary of this sister-city relationship in 2026.

Timeline and Milestones

- August 2024: GAISS hired Luciana Aires, an FHSU alum originally recruited through CPK, to join the full-time team. Her role focuses on increasing FHSU's presence in Paraguay and other South American countries.
- March 2025: During a trip to South America, Phil and Haley visited CPK and partner schools, engaging in recruitment activities at high schools and participating in recruitment fairs with over 1,000 participants.
- April 2025: Luciana attended the KPP meeting to better understand its purpose and explore membership opportunities to further promote recruitment and exchange between FHSU and Paraguay.
- Summer 2026: FHSU's Study Abroad office is exploring the possibility of collaborating with Wichita State University to organize a Paraguay Study Abroad trip for FHSU Honors students.

Current Status

- Luciana is serving as the main point of contact for CPK and is exploring further recruitment and exchange opportunities.
- FHSU is in conversations with Sister City Hays about the 50th anniversary celebrations and potential collaborative initiatives for 2026.
- GAISS continues to engage in recruitment opportunities in Paraguay and virtual events, further solidifying FHSU's ties with the region.

UNIVALLE Partnership Update

In addition to the establishment of a new partnership with Hayek Global College in Brazil and renewed engagement with CPK in Paraguay, GAISS has been investing in strengthening the partnership with UNIVALLE. Initially a small online cross-border partner with significant turnover in counterpart leadership, the partnership's future was uncertain. However, this Fall, UNIVALLE is sending five students to FHSU to complete their degree on the main campus, marking a positive shift. The institution has expanded its team and is now actively recruiting for the cross-border model, set to launch in January 2026. This partnership is showing potential for growth, with a solid strategy in place. GAISS will continue to invest in relationships with the new UNIVALLE team, support the five students coming to FHSU this fall, and explore additional opportunities for expanding this partnership in South America.

Future Outlook

The strategic partnerships with Hayek Global College, CPK, and UNIVALLE present significant opportunities for FHSU to expand its global presence in South America. Moving forward, GAISS will continue to focus on building and strengthening these relationships to create sustainable pathways for international students to earn American degrees, enhance academic collaboration, and foster cross-cultural exchange.

1. Hayek Global College:

Hayek's 2+2 program is set to provide a continuous flow of students to FHSU. GAISS will work to scale the partnership, expanding the cohort size and enhancing COIL initiatives to support faculty and student engagement.

2. CPK and Paraguay:

The ongoing efforts to strengthen FHSU's relationship with Comité Paraguay Kansas (CPK) and Kansas Paraguay Partners (KPP) will continue to build a robust pipeline of Paraguayan students. The planned 50th anniversary celebration with Sister Cities of Hays and the potential Study Abroad program for FHSU Honors students in Summer 2026 will further solidify FHSU's ties with Paraguay. Additionally, Luciana Aires will continue her vital role in fostering recruitment and exchange opportunities in Paraguay and other South American countries.

3. UNIVALLE:

With the first cohort of five UNIVALLE pathway students arriving at FHSU in Fall 2025 and the cross-border model continuing to recruit students, with seven students committed for the January 2026 start date, the partnership with UNIVALLE shows great growth potential. GAISS will continue to support the institution's recruitment efforts and build a stronger relationship with the newly expanded team at UNIVALLE.

By continuing to invest in these strategic partnerships, GAISS will support the growth and expansion of FHSU's global programs, enhancing the university's presence in South America and providing invaluable educational opportunities for students across the continent.

Strategy 5.5:

Increase opportunities for faculty, staff, and students in travel, exchanges, and globalized co-curricular activities.

Summary of the Strategy:

The GAISS unit-level strategic plan outlines a comprehensive approach to enhancing co-curricular programming through a focus on increasing participation in Study Abroad and Global Citizenship programs, as well as fostering international engagement across campus and within the community. These goals provide structural support, streamline access, and expand opportunities for all to engage in co-curricular activities that promote global learning.

Summary of Outcomes on Benchmark 1 - Develop a plan to enhance and increase integrated participation in co-curricular programming.

1. Expanding and Enhancing Study Abroad Opportunities

- **Increase Participation:** We aim to increase both domestic and international student participation in Study Abroad programs, with measurable targets by 2027.
- **Staffing and Support:** A staffing plan will be developed to support program growth and ensure we can advocate for additional positions as demand increases. This will include training programs for staff leading Study Abroad experiences to ensure program success.
- **Marketing and Recruitment:** A comprehensive marketing strategy will be implemented to raise awareness of Study Abroad opportunities, targeting a diverse range of students, including those from underrepresented groups.
- **Removing Barriers:** We will focus on streamlining scholarship funding, creating a pre-approved course index for ease of transfer, and offering faculty/staff-led cross-cultural courses to enhance intercultural experiences for students and staff alike.

2. Increasing Participation in the Global Citizen Leader Program

- We are collaborating with on-campus partners to create a recruitment and marketing strategy with specific targets to increase participation in the Global Citizen Leader Program, emphasizing leadership development and global citizenship.
- We will work to expand and enhance recruitment efforts, targeting a 25% increase in participation, to ensure the program fosters student engagement and prepares them for global leadership roles.

3. Fostering International Engagement Across Campus and the Community

- We will continue to celebrate International Education Week with events that encourage participation from all segments of the campus and the local Hays community, aiming for a 20% increase in engagement annually.
- Support will be provided for the International Student Union, empowering student leadership and driving international engagement on campus.
- Partnerships will be developed with local organizations to promote cross-cultural awareness, providing opportunities for both the campus and Hays community to engage with international ideas and cultures.

By focusing on these goals, we will create a more integrated and accessible co-curricular programming experience that enhances students' global learning, supports their academic and leadership development, and fosters a deeper connection with international and cross-cultural experiences.

Other Comments:

GAISS Unit Level Strategic Plan is currently in development and will align with the remaining 2 years of the University strategic plan. The unit level plan may result in altered benchmarks for Y2 and Y3, which will be presented in July.

GAISS is willing to work with Departments completing Program Review Checkpoint 10: Internationalization.