

Fort Hays State University

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### Sheridan Hall: Brochure, Margin of excellence and the Sheridan project 1989-90

Fort Hays State University

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the campus database.

For FY 90 we have allocated \$40,000 of OOE to the Library budget to increase the holdings. Also, we have allocated \$35,400 of Unclassified dollars to bring our professional librarians from their present 9-month contracts to 12-month contracts. This will provide the service needed for the entire 12 months, not just the academic year.

### Student Assistance

The current decentralization of the Fort Hays State University Scholarship Program has, and will continue to hinder our enrollment management efforts to stabilize enrollment. To address this problem, it has been decided that all scholarship programs will be coordinated under a newly created position which will be called the Coordinator of Scholarship Services.

We have allocated \$25,200 in Unclassified salaries to create a 1.0 FTE position for a Scholarship Services office in the office of Student Financial Aids. Also, we have allocated \$10,150 of OOE to support this program.

### Assessment

Academic programs have been evaluated to determine their effectiveness since their origin. Methods have included student completion of seminar courses at the conclusion of a curriculum, formal examinations to assess student completion of curricular objectives, external examinations for certification, as well as perhaps the most effective, faculty observation techniques involving quantitative and qualitative specifications. Much of this has occurred internal to the university and in many cases, informally.

Recent concerns nationally, within the state, and within the Kansas Board of Regents have expressed the need to make these processes more formal and visible to external constituencies. This program enhancement is in response to those concerns. The assessment plan will address three categories, basic skills, general education, and specialized areas, relating to programs or majors.

We have allocated \$23,000 of OOE funds and \$2,000 of Student Labor for our Assessment Program.

### Computerization of the Liberal Arts

To the extent possible, FHSU has augmented automation into the preparation of liberal arts students for instructional and educational purposes. Automation is a way of life. The liberally educated person should feel comfortable in its use as a linkage to the past, present, and anticipation of the future. Grants, corporate giving, and state monies have been utilized to provide computing technology. Special curricular revisions have been made and are continuing in order to provide linkages for students. Accessibility to data sources, bibliographies, and special analysis of data are available only through the mainframe.

As part of computerization of the liberal arts, an introductory course in computing will be offered.

One additional Unclassified faculty will be added for the computing course, at a cost \$27,227. Computing equipment, estimated at \$37,775 has been allocated. Also, \$16,500 of Computer Lab support will be provided.

### The Sheridan Project

As an important Kansas landmark, Fort Hays State University's Sheridan Coliseum has touched the lives of tens of thousands of state citizens. Created by a legislative appropriation in 1915, the building has been a place of inspiration to area residents and students alike and has served as an intercollegiate basketball arena, gymnasium, classroom facility, performing arts center, and perhaps most importantly, a regional civic auditorium.

After extensive research and study, the Kansas Board of Regents decided in 1984 to renovate this landmark structure and convert it into a new Performing Arts/Student Services Center. In order to assure completion of the project, a decision was made to raise \$2,000,000 in private funds to supplement state monies. This private fund raising effort was led by the dynamic leadership of Norbert Dreiling and Bob Schmidt. A three-phase timeline was established with an initial completion date of 1990. Unfortunately, a weakened western Kansas economy and incomplete cost projections slowed the project and stretched the timeline into 1992.

With the close of the 1989 Kansas legislative session, however, new life has been breathed into the project. Two developments were responsible for this. Upon the initiative of Governor Mike Hayden, the 1989 Kansas Legislature passed House Bill 2040 which provided an additional \$2,400,000 for the project in FY 89. This modified appropriation shortens Phase II of the project and puts Phase III back on schedule. In order to maintain this timeline, the University had to meet its responsibility of raising \$2,000,000 in private funds. The second major development occurred on April 11, 1989, when Mr. and Mrs. Ross Beach and Mr. and Mrs. Bob Schmidt of Hays insured that the private fund raising effort would be met with their generous gift of \$750,000. The auditorium within Sheridan will be called the Beach/Schmidt Performing Arts Center.

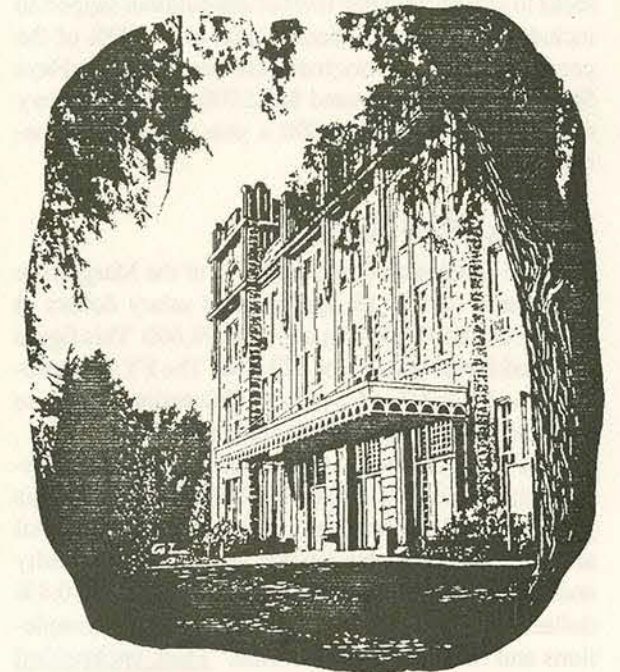
With this public/private cooperative effort, the University will now be able to meet its obligations and commitment to the people of western Kansas by November, 1990. The project is currently one month ahead of schedule and could be completed in October.

### Summary

Prior to the availability of these new funds for the Margin of Excellence and the Sheridan Project, Fort Hays State University was funded at 82.9% of its peer institutions. Current estimates indicate that by the end of FY 90, the University will be funded at approximately 94% of its peers and the Sheridan Project will be only months away from completion. The Governor, the Legislature, the Board of Regents and the enlightened citizens of Kansas must be given the credit for revitalizing the Regents postsecondary system to a level which will allow Fort Hays State University to eventually compete on an equal basis with institutions in the surrounding region. Full funding of the third year of the Margin will move FHSU further toward that ultimate objective.

## Fort Hays State University

### THE MARGIN OF EXCELLENCE and THE SHERIDAN PROJECT 1989-90





## FY90 Margin of Excellence

The Margin of Excellence program, approved initially by the Board of Regents in June of 1987, represents a strategic plan to revitalize the quality and condition of public higher education in Kansas. The principal objective of the plan is to measurably improve the quality of instruction and delivery of educational services at Regents institutions.

For the past several years the Board has sought to refine data reporting in order to produce a benchmark against which Kansas institutions could be measured. These efforts have resulted in a comprehensive set of peer institution statistics indicating comparisons of faculty salaries, specific program costs and operating costs throughout each institution.

At the beginning of the Margin of Excellence campaign, Fort Hays State University was funded at 82.9% of its peer institutions. The Margin of Excellence plan seeks to remedy that low level of institutional support to include an increase in faculty salaries to 100% of the peer averages. In the original three-year plan, Fort Hays State University requested \$602,000 a year for salary enhancements and \$354,000 a year for program enhancements.

### Unclassified Salaries

At the conclusion of the first year of the Margin, the Legislature for FY 89 appropriated salary dollars at 83% of our \$602,000 request, or \$499,660. This figure included fringe benefits of \$73,440. The FY 89 appropriation allowed Fort Hays State University to increase its unclassified salaries an average of 9.45%.

For FY 90, the second year of the Margin, the Legislature appropriated 100% of the \$602,000 request. This provided for 9.6% increases in each Vice-Presidential area. The monies were utilized for continuing faculty and allocated on the basis of merit. In addition, 0.4% dollars were utilized for promotions, degree completions and faculty reassigned time. Thus, unclassified salaries were increased, on the average, by 10%.

Finally, the 1989 Legislature recognized that previous funding in years past had not allowed Fort Hays State University the resources to attract an adequate

number of faculty with doctorates. In an effort to remedy this shortcoming, the Legislature provided the University with an additional \$122,000 of unclassified dollars for FY 90. These funds were allocated to Physics, Mathematics, Curriculum and Instruction, Nursing, Marketing, and Management to attract faculty with doctoral degrees.

### Mission-Related Program Enhancements

#### (A) Summary of FY 89 Mission-related Enhancements

The Fort Hays State University Program Enhancement request for FY 89 was \$354,000. The Legislature appropriated 83%, or \$293,822. Of this total, \$22,532 was in fringe benefits. Also, an additional \$59,500 was appropriated to Fort Hays State University to remedy its overall inferior funding position.

#### (B) Summary and Description of FY 90 Mission-related Enhancements

The Fort Hays State University Mission Related Enhancements request for FY 90 was \$287,000. The Kansas Legislature funded the full amount requested.

The request was developed around the five areas of Mission Related Program enhancements identified in the original strategic plan:

1. Off-Campus Programs
2. Economic Development
3. Library Improvements
4. Assessment of Academic Programs
5. Computerization of the Liberal Arts

Utilization of the appropriation dollars is as follows:

#### Off-Campus Programs

The current mission statement commits the university to providing educational opportunities to interested citizens within its service area. Philosophically the

institution is prepared to intensify the academic outreach program with a firm understanding of two basic concepts—that educational opportunity should be equal for all who wish to learn and that learning is a lifelong process. The establishment of off-campus centers by Fort Hays State University in cooperation with five community colleges represents a significant step in the evolution of the institution. For the university to assume a central and coordination role in the creation and perpetuation of a voluntary association of tax supported institutions in western Kansas is, at this time, natural and proper. Generally, the university recognized several challenges which invite cooperation. Among these challenges are:

1. The need to serve western Kansas society more directly—to contribute to economic, political, social and educational change.
2. Demands for specialization, job-oriented education, and applied research which require cooperation beyond institutional boundaries.
3. The demands to innovate, experiment, and apply modern technology to teaching and learning.
4. The mounting costs required to support colleges and universities and the increasing financial uncertainty arising from the competition for public and private funds.

Recognizing the need to expand offerings and service beyond the Hays campus, Fort Hays State University has allocated \$14,748 to our Institute of Public Affairs and our Social Work Program with Kansas State University.

Also, 1.0 FTE will be added for the Small Business Development Center to serve Northwest Kansas. The salary for this position will be paid from Small Business Development Center restricted funds.

#### Economic Development - Master of Science in Nursing

As the only state supported institution offering baccalaureate and masters degrees in western Kansas, FHSU has geared its mission in response to those needs. The School of Health and Life Sciences, recently created through reallocation of existing resources, must pro-

vide a leadership role in the provision of programmatic needs for this portion of the state.

A Western Kansas Educational Compact has been established consisting of the community colleges located at Colby, Garden City, Dodge City, Liberal, and Great Bend, as well as with the Kansas College of Technology. Presidents of those institutions have agreed to provide health related programs currently offered at those campuses to other locations when appropriate needs are determined.

One program which Compact participants cannot address is the Master of Science in Nursing. The need for this program has been identified by the hospital administrators, their educational coordinators and by documents developed by this institution as recently as 1983.

The purpose of the program is to prepare proficient nurses who will assume leadership in improving the health care delivery system in the western two-thirds of Kansas and other rural communities. The initial clinical major will be in services for older adults. There exists a dearth of qualified nurses in graduate level prepared students for teaching, administration, advanced clinical practice and research in this part of the state.

We have allocated 1.0 FTE position and \$50,000 of Unclassified dollars for this program. Also, we have provided \$5,000 of OOE for program support.

#### Library Improvements

Even though automation assisted by the FY 89 Margin appropriation has allowed the library to take a crucial first step towards providing improved services to its patrons, the quality of the library has inhibited the university from fulfilling its mission "to preserve, transmit, and enrich the cultural heritage of our rural society" in western Kansas. The lack of and the inaccessibility of research/library materials significantly limits the course offerings on and off campus.

With the appropriate equipment, students and faculty can go to the library without leaving their homes, offices, or classrooms. They may tap into the library's on-line catalog via a personal or microcomputer and download the data at their convenience. Plans call for the library to have all of its book and journal holdings in