

## Next-Gen K-State: Staley School of Leadership Strategic Plan, 2024-2030

**Mission:** Developing bold, curious, and connected learners to address our world’s most complex challenges.

**Vision:** Our diverse and changing world thrives because people and communities are prepared to learn, serve, and lead change.

**Strategic plan context:** The Staley School of Leadership’s first strategic plan moved us from a popular interdisciplinary leadership minor to a merger with the university’s community service program and its student civic engagement and community-based learning efforts. It also moved us into an intentionally designed, privately-funded, state-of-the-art home for the school – gracious space that supports and advances our mission of developing knowledgeable, ethical, caring, inclusive leadership for our diverse and changing world.

The plan that followed, as part of the university’s visionary K-State 2025, was bold and propelled our growth in exciting ways. It fortified, and expanded learning opportunities beyond, our leadership minor. We added new academic programs, including an interdisciplinary doctorate, and new non-credit leadership programs reaching more and different learners. The plan made explicit our commitment to engaging with communities to lead change, and to study and practice leadership in ways that do both. It raised our expectations and profile in the academic community, attracting talent, partnerships, and resources that advance our work.

Next-Gen K-State fuels that trajectory in exciting ways. With our record of incubating and growing successful academic programs and community partnerships, the Staley School today has an expanded role as home to the university honors program and new unit – scholar development and undergraduate research. We have also been charged to lead the university’s applied learning initiative ([Imperative 3](#)). The plan that follows positions the school to advance leadership, scholarly and community engagement, and applied learning, both through leadership studies programs and university wide – collaborating with academic colleges and other university units to advance leadership and engagement broadly as our land-grant mission and applied learning as the signature student experience at K-State.

**Values:** The Staley School of Leadership strategic plan reflects our [university values](#) of **connection, courage, impact, learner-focused, people-centered, and stewardship**; and it rests firmly on deep commitments. We are committed to preparing leaders for a diverse and changing world with equal focus on the *study* and on the *practice* of engaged leadership to drive change. We are committed to engaging learners civically, academically, and personally in their educational experience and in a global, inclusive world. We are committed to engage learners diverse in race and ethnicity, gender, international and domestic, rural and urban, Pell eligible, high achieving, and first-generation, and to reflect that diversity in our faculty, staff, and programming. We are committed

to partnering fully and well, with colleges across the university and with community partners. We are committed to research and scholarship that strengthens our communities, state, and world and advances the public good. We are committed, too, to advancing innovative ways to engage a broader range of students and stakeholders, mobilized to exercise leadership. And we understand this requires our commitment to dialogue and to cultivating space and practice for community to learn across differences. Through study and practice, in person and on-line, in Kansas and across the globe, we aim to offer a powerful, distinctive experience that prepares K-State learners and partners to solve the world's most pressing challenges.

**Strategic plan development:** Planning for the future we will build together, the Staley School looked to our students and alumni, faculty and staff, and partners from across campus and community for insight and input. This process initially started in 2021 with a strategic planning committee composed of campus partners, alumni, students, and faculty and staff. The draft plan was published and open for comment, then finalized in February 2022. With the rollout of the university's Next-Gen K-State Strategic Plan in 2023, the School reevaluated its plan. Our faculty and staff met as a whole to discuss updates and alignments of our plan with Next-Gen K-State. We formed a workgroup to revisit our mission and vision statements as a School – pulling in feedback from alumni and campus and community partners. Lastly, our administrative leadership team iteratively reviewed and discussed the refreshed plan to formalize its alignment with the University's Next-Gen plan.

**Strategic plan structure:** The structure of the Staley School 2024-2030 strategic plan has three foundational goals: (1) expand and extend learning experiences in ways that reflect our mission and reach diverse learner populations, (2) advance and catalyze applied learning at K-State to broadly connect students, accelerate engaged research and scholarship, and serve local, state, national, and international communities, and (3) build the capacity and infrastructure necessary to support and realize the expanded role of SSL advancing leadership education and development, engaged teaching and learning, community engagement, and recruitment and retention of learners. We structured our timeline in the table below to indicate key outcomes to achieve during or before 2027 and 2030.

***Goal 1: Expand and extend learning experiences***

- Partner with academic colleges and departments to offer additional curricular programs
- Expand University Honors Program living-learning by renovating the Strong Complex
- Increase adult learners participating in SSL learning opportunities
- Identify strategies to better attract, serve and support diverse learners

***Goal 2: Advance and catalyze applied learning at K-State***

- All degree-seeking students will have at least one applied learning experience prior to graduation
- Establish guidelines for what comprises quality community-based learning
- Expand opportunities and visibility of undergraduate research (UGR)
- Build capacity of KSRE network through opportunities for leadership development
- Expand and communicate Leadership Studies' research agenda broadly
- Establish engaged-research network across Sub-Saharan Africa with alumni of the Mandela Washington Fellowship

***Goal 3: Build capacity and infrastructure necessary for expanded role of SSL***

- Expand SSL facilities as signature spaces that convey mission, support growth, and enhance learning
- Work with the President, Provost and units, and KSU Foundation to establish a fundraising focus on applied learning and school-wide endowments
- Align academic structure within SSL to match maturity of programs and faculty
- Increase professional development and investment opportunities for SSL faculty and staff

Key Activities	Key Outcomes by 2027	Key Outcomes by 2030
<p><i>1. Expand and extend learning experiences in ways that reflect our mission and reach diverse learner populations</i></p>		
<p>A. Partner with academic colleges and departments to offer additional curricular programs (certificates, secondary majors, interdisciplinary programs) in various formats such as online, short courses, faculty-led study abroad, expanded applied leadership learning experiences, and interdisciplinary co-designed/co-taught/cross-listed courses</p> <p>B. Expand dynamic scholarly living-learning community that attracts an increasing number of high-achieving students to the University Honors program by renovating the Strong Complex to house the University Honors Program</p> <p>C. Increase adult learners participating in SSL learning opportunities</p> <p>D. Identify strategies to better attract, serve and support diverse learners including students of color, first-generation, high-achieving, international, transfer, and Pell eligible students</p>	<ul style="list-style-type: none"> <li>• 1 master’s level degree program established (based on market assessment)</li> <li>• 1 online, interdisciplinary graduate certificate established</li> <li>• New interdisciplinary major with Colleges of Agriculture, Health and Human Sciences, and Arts and Sciences launched</li> <li>• 3% of K-State undergraduate students enrolled annually in the University Honors Program</li> <li>• \$8M raised through philanthropy to renovate Strong Complex to house University Honors Program</li> </ul>	<ul style="list-style-type: none"> <li>• Established learner-focused and market-aligned portfolio of course offerings and modalities across grad and UG programs</li> <li>• Increase total learners in alignment with SEP goals and institutional growth</li> <li>• 6% of K-State undergraduate students enrolled annually in University Honors Program</li> <li>• \$500,000 raised to support student scholarships in undergraduate programs</li> </ul>

***II. Advance and catalyze applied learning at K-State to broadly connect students, accelerate engaged research and scholarship, and serve local, state, national, and international communities***

- A. All degree-seeking students will have at least one, meaningful high-quality applied learning experience prior to graduation by working with every college to identify and/or develop opportunities, and/or promote existing applied learning in their academic programs
- B. Establish guidelines in collaboration with university partners for what comprises quality community-based learning for students and faculty; and designate leadership, accountability, and resources to coordinate community-based learning
- C. Expand opportunities and visibility of undergraduate research (UGR) across the institution, including expansion of UGR symposium
- D. Build the capacity of the KSRE network through opportunities for leadership learning and development
- E. Expand and communicate broadly Leadership Studies’ research agenda
- F. Establish engaged-research network across Sub-Saharan Africa with alumni of the Mandela Washington Fellowship program through Leading Change Institutes

- Mechanism in place to record and track percentage of students participating in applied learning experiences
- Baseline participation rates of students benefitting from applied learning experiences established
- New signature leadership program for KSRE professionals established and launched
- Publication outlet established and funded (e.g. peer-reviewed, indexed online journal, book series, blog)

- Signature applied learning experience launched, with co-created plan to assess career readiness outcomes and impact on talent pipeline for Kansas economy
- Community-based learning educational resources built and utilized across the institution
- Number of UGR opportunities has grown demonstrated by new coursework and/or increased number of learners served
- Summer Research Experience for Undergraduates (REU) opportunities doubled across the campus
- Office of Research FICA reports reflect 20% increase in the number of applications and awards for faculty research supported by extramural grants, sponsored projects, and philanthropy
- Research institute established to advance understanding of leadership processes
- Book of engaged research on African leadership published in collaboration with Mandela Washington Fellow alumni
- School recognized for contribution to the scholarship and practice of leadership development in communities across the African continent

***III. Build the capacity and infrastructure necessary to support and realize the expanded role of SSL advancing leadership education and development, engaged teaching and learning, community engagement, and recruitment and retention of learners***

- A. Expand SSL facilities as signature spaces that convey our mission; support our growth; enhance learning, collaboration, and social interaction inside and outside the classroom; and contribute to making K-State an institution of choice for students, faculty, staff, and community partners
- B. Work with the President, Provost units, and the KSU Foundation to establish a fundraising focus on applied learning and school-wide endowments
- C. Align academic structure within SSL to match maturity of programs and faculty
- D. Increase professional development and investment opportunities for SSL faculty and staff

- Strong Complex renovated to create a robust living-learning community and house the university honors program
- Cornerstone investment for applied learning is secured
- New organizational structure in place and staffed to support mission, programs, services, and responsibilities

- Expanded spaces across the campus for Staley School initiatives
- Staley School endowed
- School and tenure structures updated to reflect maturity of academic unit
- Annual merit pool established to invest in SSL faculty and staff