

Kansas State University Salina Next-Generation Land-Grant University

Mission Statement

Kansas State University Salina's mission is to advance innovation and foster talent development in aerospace and technology.

Vision Statement

Kansas State University Salina will lead the nation as a next-generation land-grant university – setting the standard as the most technically progressive institution for developing talent in the aerospace and technology industries and inspiring the learning, creativity, discovery, and engagement that positively impacts society and transforms lives in Kansas and around the world.

Values

Connection: We are stronger together — cultivating trust and building relationships to connect our K-State community with our state, nation and world. *With **integrity**, we hold ourselves accountable to what is authentic.*

Learner-Focused: We welcome all who seek to learn and grow —providing an exceptional experience that helps all achieve their potential.". *We exemplify **professionalism**, elevating expectations of our behavior and actions.*

Courage: We lead with bold conviction — rising to the moment, even when the course is uncharted, to deliver the greatest good for areas of greatest need. ***Grit**, demonstrating resiliency by overcoming obstacles, is core to our ethos.*

People-Centered: We are everything because of our people —supporting, valuing and inspiring our entire K-State community and championing a culture of belonging for all. *We exhibit this through **respect**, recognizing we are one among many and honoring the value of multiple perspectives.*

Impact: We listen, adapt and challenge the status quo — leading change through learning and discovery that transforms lives and creates shared prosperity for all. *Our **responsibility** to others calls us to accept the burden of trust and oblige ourselves to the needs of others.*

Stewardship: We are committed to our future — using our resources responsibly to leave a positive, lasting legacy. *Through **hope**, we anticipate with confidence that our positive actions will yield positive outcomes.*

NextGen K-State Salina Development Process

The NextGen K-State Salina strategic plan has been developed over the last several years and with input from a wide variety of stakeholders. Phase one, the Global Aeronautics Initiative, was a task force charged by President Richard Myers in 2019 to assess and validate global market opportunities that align with the university and community's capabilities to position both as global leaders in aerospace and technology. Input from industry partners, alumni, and community partners and comparisons to peer and aspirational institutions solidified K-State Salina's focus as uniquely serving all aspects of the aerospace and technology industries. In 2021, in support of a mission to serve all aspects of the aerospace and technology industries, the campus entered a strategic planning process to establish goals aligned with the campus's strengths. Every faculty and staff member employed at K-State Salina was invited to a planning session and was able to review and give feedback on the plan. In 2022, through a legislative request, the Salina campus was able to further evolve our future goals, incorporating strategic industry and legislative partners' input while aligning to the Kansas Framework for Growth. With the launch of NextGen K-State, the Salina campus is proud to provide the final iteration of this strategic plan in line with university priorities and tailored to the campus's unique assets.

NextGen K-State Salina Key Goals

Goal: Position K-State Salina as the first-choice education and business partner in Kansas.

Strategies:

1. Rebalance our learner population through a targeted expansion and rebuilding of programs that
 - a. incorporate credit, micro-credential, and non-credit components into all academic programs;
 - b. emphasize cohort-based learning approaches that drive the notion of a destination campus, integrate embedded industry experiences into degree programs, and extend the learning continuum to co-curricular activities.
2. Build the infrastructure and enhance coordination to expand cross-enrollment across K-State campuses and to learning partners across the nation.
3. Integrate industry-identified foundational competencies across all degree programs (communication, leadership, entrepreneurship, and safety).
4. Build partnerships with companies at the undergraduate and graduate levels to provide targeted degree credentialing and continuing education opportunities, being responsive to their needs.
5. Pursue new pathways for learner-centric career needs, including workforce development training, pre-college partnerships, active and transitioning military support, and remote training facilities.
6. Elevate our vision and strategic direction with exemplary brand recognition through multi-channel marketing and communication strategies.
7. Accelerate the development of micro-credentials that offer continuous learning opportunities for alumni and others.
8. Create a catalog of on-demand non-credit offerings for learners looking to upskill or expand personal interest.
9. Establish large-scale public-private partnerships with shared facilities and research and talent/career pathways focused on generating significant economic value and impact.

Outcome measures:

- Total degrees and credentials awarded by type (undergraduate, Master's, microcredentials, and certificates)
- Student and learner enrollment by degree and credential type (undergraduate, Master's, microcredentials, and certificates)
 - 5,403 learner enrollment by 2030
 - 819 UG enrollment
 - 34 GR enrollment
 - 4,550 in non-credit enrollment
- Number of applications (full-time, part-time, on-campus, online, undergraduate, graduate)
- Number of admits (full-time, part-time, on-campus, online, undergraduate, graduate)
- Number of registrants (non-credit, microcredential)
- Number of attendees/completions (non-credit, microcredential)
- All program options are financially sustainable

NextGen K-State Salina Strategic Plan

- All program options meet Kansas Board of Regents minimum enrollment and graduation requirements
- Marketing and recruitment impact (spend amount, digital advertisement CTR, web traffic, social media engagement)
- Total number of external partnerships (companies, secondary education, military, peer training providers) will increase annually
- Increase in economic impact to the Salina region and State of Kansas

Imperative alignment:

- Imperative 1 Grow enrollment to 30,000 total learners
- Imperative 2 Improve retention and graduation rates for all student populations
- Imperative 3 Provide every degree-seeking student with applied learning experiences
- Imperative 5 Nimble and proactively meet the needs of learners, employers and society
- Imperative 6 Build partnerships at all levels of K-State
- Imperative 7 Be a positive force for the Kansas economy

Goal: Build and promote a culture of academic innovation throughout the institution.

Strategies:

1. Develop self-directed bachelor's, master's, microcredential, and non-credit programs that support the Salina opportunity agenda, facilitate interdisciplinary curricula, and incorporate prior learning credit and stackable credential systems.
2. Transform how we serve learners, offering continuous learning opportunities, accelerated course formats, and schedules.
3. Establish a campus hub to support innovation in teaching and learning.
4. Establish mechanisms to expand faculty innovation and adaptation of coursework to include high-impact practices, AR/VR supplements, service-learning projects, and applied learning experiences.
5. Develop a mechanism to track faculty teaching, scholarship, and service productivity to support promotion and recognition efforts.

Outcome measures:

- Total degrees and credentials awarded by type (undergraduate, Master's, microcredentials, and certificates)
- Student and learner enrollment by degree and credential type (undergraduate, Master's, microcredentials, and certificates)
 - 5,403 learner enrollment by 2030
 - 819 UG enrollment
 - 34 GR enrollment
 - 4,550 in non-credit enrollment
- Number of incentives allocated annually to faculty for academic innovation will increase annually

Imperative alignment:

- Imperative 1 Grow enrollment to 30,000 total learners
- Imperative 2 Improve retention and graduation rates for all student populations
- Imperative 3 Provide every degree-seeking student with applied learning experiences
- Imperative 5 Nimble and proactively meet the needs of learners, employers and society

Goal: Attract and retain high-performing, talented, and engaged faculty and staff.

Strategies:

1. Offer equitable, competitive salaries and benefits in a flexible work environment.
2. Develop work-based learning programs that allow employees to complete degrees while fully employed.
3. Establish a culture of career growth, pathways, and opportunity for all employees.
4. Realize meaningful, positive change in K-State Salina's overall workforce climate.
5. Develop processes and resources that promote recognition for faculty and staff.
6. Provide impactful professional development opportunities for faculty and staff.
7. Employ streamlined communication structures to support the timely and transparent transfer of information.
8. Design and deliver quality onboarding and mentoring programs for new faculty and staff.
9. Develop faculty workload policies that align with and support institutional goals and priorities.
10. Expand the Kansas Leadership Center's development program and the associated framework to guide culture and work.
11. Exemplify shared values that emphasize unique contributions and forward-thinking learners, faculty, and staff.
12. Establish a consistent approach and common framework for staff evaluations.

Outcome measures:

- Faculty, staff and graduate student compensation compared to peers
- Faculty and staff will meet or exceed relevant local, state, and national labor market demographics
- Faculty scholarship production will increase 5% annually
- Annual increase in faculty and staff professional development investment
- Climate survey will meet or exceed results compared to peers

Imperative alignment:

- Imperative 7 Be a positive force for the Kansas economy
- Imperative 8 Focus on operational excellence and being One K-State in all we do
- Imperative 9 Become an employer of choice in Kansas and higher education

NextGen K-State Salina Strategic Plan

Goal: Deliver an unmatched and impactful student experience.

Strategies:

1. Create holistic support for learners by expanding academic support systems, student resources, and proactive referrals to student services.
2. Develop integrated student support teams of faculty, academic and financial aid advisors, alumni mentors, industry experts, tutors, and additional support resources.
3. Develop standard orientation resources for all first-semester students (undergraduate, transfer and graduate).
4. Build a framework that introduces students to careers in their discipline and creates industry engagement, networking, and interview preparation opportunities at multiple stages throughout degree progression.
5. Align academic advising model with NACADA pillars and the K-State Student Success Playbook.
6. Enhance affordability and value for all learners through
 - a. increased opportunities for on-campus employment;
 - b. increased opportunities for industry partners to sponsor applied learning for students;
 - c. expanded financial support for students participating in competition teams;
 - d. shortened time to degree completion.
7. Develop integrated and aligned experiences supporting the learner continuum for each degree option to allow students the opportunity to apply learning in real world scenarios, incorporating leadership development and service learning.
8. Establish learning communities to promote student success.

Outcome measures:

- First-year retention rate increase as:
 - Overall: 5.9%
- Second-year retention rate increase as:
 - Overall: 2.4%
- Four-year graduation rate increase as:
 - Overall: 5.3%
- Six-year graduation rate increase as:
 - Overall: 6.5%
- Transfer student first-year retention and graduation rate increase as:
 - Overall: 3.7%
- Comparative student loan debt to peer institutions
- 100% participation rate in applied learning experiences (mandatory for all undergraduate students)

NextGen K-State Salina Strategic Plan

Imperative alignment:

- Imperative 1 Grow enrollment to 30,000 total learners
- Imperative 2 Improve retention and graduation rates for all student populations
- Imperative 3 Provide every degree-seeking student with applied learning experiences
- Imperative 5 Nimbly and proactively meet the needs of learners, employers and society
- Imperative 10 Grow total, combined fundraising to \$2 billion by 2030

Goal: Build and advance K-State Salina's opportunity agenda through innovation and scholarship.

Strategies:

1. Establish workload policies and incentives that support interdisciplinary collaborative research projects in each opportunity area.
2. Align graduate certificates and master's programs with opportunity areas.
3. Modernize research facilities, equipment, and instrumentation in support of opportunity agenda.
4. Develop structures and policies within departments that incentivize faculty scholarship.
5. Expand support and mentorship for junior faculty in their disciplinary development.
6. Significantly expand research projects and revenue.
7. Establish graduate learner pathway programs with corporate sponsors.
8. Receive nationally recognized, federal, and state grants that support applied research and expand facilities, equipment acquisition and personnel growth.

Outcome measures:

- 5% annual increase in research, grants, and sponsored projects/programs expenditures year over year to 2030
- 5% annual increase in industry-sponsored projects
- 5% annual increase in faculty scholarly and professional presentations and/or publications
- 5% annual increase in grant submissions
- Research enterprise 75% financially independent
- Faculty scholarship production will increase 5% annually
- Total degrees and credentials awarded by type (Master's)

Imperative alignment:

- Imperative 4 Grow research expenditures to \$300 million annually and sponsored programs and awards to \$270 million annually
- Imperative 6 Build partnerships at all levels of K-State
- Imperative 7 Be a positive force for the Kansas economy
- Imperative 8 Focus on operational excellence and being One K-State in all we do

NextGen K-State Salina Strategic Plan

Goal: Elevate K-State Salina's community and economic impact across the state.

Strategies:

1. Establish service learning and community service as a foundational part of our annual efforts.
2. Aggressively expand alumni engagement across all programs.
3. Prioritize external engagement to connect communities with our college expertise.
4. Regularly measure and improve the economic impact K-State Salina has on the state of Kansas.

Outcome measures:

- Increase in economic impact to the Salina region and State of Kansas
- Total number of external partnerships (companies, secondary education, military, peer training providers) increases annually

Imperative alignment:

- Imperative 3 Provide every degree-seeking student with applied learning experiences
- Imperative 5 Nimble and proactively meet the needs of learners, employers and society
- Imperative 6 Build partnerships at all levels of K-State
- Imperative 7 Be a positive force for the Kansas economy
- Imperative 8 Focus on operational excellence and being One K-State in all we do

NextGen K-State Salina Strategic Plan

Timeline

The 2023-24 year will provide foundational benchmarking data. The 2024-25 year will focus on operational plans for the strategies in the Salina plan. Specific benchmarks in 2027 and 2030, outlined in the following Strategic Planning Worksheet, will guide our progress.

Addendum - Strategic Planning Worksheet for Colleges and Major Units

K-STATE STRATEGIC IMPERATIVES	RELATED GOAL(S) IN YOUR PLAN	2027 OUTCOME TARGETS (WHAT WE EXPECT TO HAPPEN IN 3 YEARS)	2030 OUTCOME TARGETS (WHAT WE EXPECT TO HAPPEN BY 2030)
IMPERATIVE 1: GROW ENROLLMENT TO 30,000 TOTAL LEARNERS	- Position K-State Salina as the first-choice education and business partner in Kansas. - Deliver an unmatched and impactful student experience. - Build and promote a culture of academic innovation throughout the institution.	5,403 learner enrollment by 2030 819 UG enrollment 34 GR enrollment 4,550 in non-credit enrollment	5,403 learner enrollment by 2030 819 UG enrollment 34 GR enrollment 4,550 in non-credit enrollment
IMPERATIVE 2: IMPROVE RETENTION AND GRADUATION RATES FOR ALL STUDENT POPULATIONS	- Deliver an unmatched and impactful student experience. - Build and promote a culture of academic innovation throughout the institution.	- First-year retention rate: - Overall: 75.6% - Second-year retention rate: - Overall: 63.1% - Four-year graduation rate: - Overall: 34% - Six-year graduation rate: - Overall: 51% - Transfer student first-year retention and graduation rate: - Overall: 81.3%	- First-year retention rate: - Overall: 77.7% - Second-year retention rate: - Overall: 64.1% - Four-year graduation rate: - Overall: 39% - Six-year graduation rate: - Overall: 56% - Transfer student first-year retention and graduation rate: - Overall: 84.3%

NextGen K-State Salina Strategic Plan

IMPERATIVE 3: PROVIDE EVERY DEGREE-SEEKING STUDENT WITH APPLIED LEARNING EXPERIENCES	• Position K-State Salina as the first-choice education and business partner in Kansas. • Deliver an unmatched and impactful student experience. • Build and promote a culture of academic innovation throughout the institution.	• All students have access to applied learning experiences.	• 100% participation rate in applied learning experiences (mandatory for all undergraduate students)
IMPERATIVE 4: GROW RESEARCH EXPENDITURES TO \$300 MILLION ANNUALLY AND RESEARCH AWARDS TO \$270 MILLION ANNUALLY	• Build and advance K-State Salina's opportunity agenda through innovation and scholarship.	• \$1,900,000 in research expenditures • \$2,808,000 in research awards	• \$2,300,000 in research expenditures • \$3,252,000 in research awards
IMPERATIVE 5: NIMBLY AND PROACTIVELY MEET THE NEEDS OF LEARNERS, EMPLOYERS AND SOCIETY	• Position K-State Salina as the first-choice education and business partner in Kansas. • Build and promote a culture of academic innovation throughout the institution. • Attract and retain high-performing, talented,	• Undergraduate degrees percent increase aligned to percent increase determined by the University • Graduate degrees percent increase aligned to percent increase determined by the University • Alternative credentials percent increase aligned to percent	• Undergraduate degrees percent increase aligned to percent increase determined by the University • Graduate degrees percent increase aligned to percent increase determined by the University • Alternative credentials percent increase aligned to percent

NextGen K-State Salina Strategic Plan

	and engaged faculty and staff. • Deliver an unmatched and impactful student experience. • Build and advance K-State Salina's opportunity agenda through innovation and scholarship. • Elevate K-State Salina's community and economic impact in Salina and across the state.	increase determined by the University	increase determined by the University
IMPERATIVE 6: BUILD PARTNERSHIPS AT ALL LEVELS OF K- STATE	• Position K-State Salina as the first-choice education and business partner in Kansas. • Build and promote a culture of academic innovation throughout the institution. • Attract and retain high-performing, talented, and engaged faculty and staff. • Deliver an unmatched and impactful student experience. • Build and advance K-State Salina's opportunity agenda	• Baseline will be established in line with university process	• Total number of external partnerships (companies, secondary education, military, peer training providers)

NextGen K-State Salina Strategic Plan

	through innovation and scholarship. • Elevate K-State Salina's community and economic impact in Salina and across the state.		
IMPERATIVE 7: BE A POSITIVE FORCE FOR THE KANSAS ECONOMY	• Position K-State Salina as the first-choice education and business partner in Kansas. • Attract and retain high-performing, talented, and engaged faculty and staff. • Build and advance K-State Salina's opportunity agenda through innovation and scholarship. • Elevate K-State Salina's community and economic impact in Salina and across the state.	• Baseline will be established in line with university process • Baseline will be established in line with university process	• Annual increase in economic impact to the State • Total number of external partnerships (companies, secondary education, military, peer training providers)

NextGen K-State Salina Strategic Plan

IMPERATIVE 8: FOCUS ON OPERATIONAL EXCELLENCE AND BEING ONE K- STATE IN ALL WE DO	• Attract and retain high-performing, talented, and engaged faculty and staff. • Build and advance K-State Salina's opportunity agenda through innovation and scholarship. • Elevate K-State Salina's community and economic impact in Salina and across the state.	• Baseline will be established in line with university process	• Full implementation of campus master plan in line with master plan timeline • Full implementation of technology improvement plan • Full implementation of deferred maintenance plan in line with university and KBOR requirements
IMPERATIVE 9: BECOME AN EMPLOYER OF CHOICE IN KANSAS AND HIGHER EDUCATION	• Attract and retain high-performing, talented, and engaged faculty and staff.	• Baseline will be established in line with university process	• Faculty, staff and graduate student compensation compared to peers
IMPERATIVE 10: GROW TOTAL, COMBINED FUNDRAISING TO \$2 BILLION BY 2030	• Deliver an unmatched and impactful student experience.	• Baseline will be established in line with university process	• 5% increase annually

KEY QUESTIONS

1. What are 3 to 5 bold strategies you intend to work toward by 2030?

- In line with our strategic goal of accelerating academic innovation, K-State Salina will leverage immersive technology to rethink teaching and innovation. World-leading simulation and artificial intelligence capabilities will be instituted at Salina, amplifying academic and applied research capabilities to the major industry sectors of Kansas, with a heightened focus on aerospace, advanced manufacturing, and defense. Through the K-AIRES facility, corporate collaboration, and enhanced equipment and personnel, expanded quality and fidelity of simulation capabilities with high-definition large format displays, multi-purpose reconfigurable LED sets, motion platforms suites, an augmented reality/virtual reality development laboratory, a haptics laboratory, a holographic auditorium, 3-D model and rendering stations, motion capture capabilities, and a laser projection cave will be utilized to drive innovation. A dedicated center for academic and learning innovation will also be instituted to connect faculty with these technologies in meaningful and proactive ways.
- Strategic corporate partnerships are the cornerstone of Salina's academic and applied research opportunities. Salina is centered around the learner experience, emphasizing innovative learning, real-world experiences, and industry connections through research, internships, and life-long learning opportunities to contribute to the national-global society through technology-driven economic achievement. To ensure success, a committed approach to developing strategic corporate partnerships with aerospace, manufacturing, defense, and other similar industries will occur. Establishing infrastructure in Salina that creates opportunities to attract companies from the coasts to central Kansas will see increased economic development through increased highly skilled talent development and the co-location of new companies to the university.
- To fully support life-long learners through many stages of development (middle school to post-retirement), Salina will develop a catalog of on-demand, non-credit opportunities. The heart of this catalog will focus on workforce development and upskilling courses, microcredentials, and certificates that engage current learners, alumni, and industry professionals seeking to expand their skillset. Other learners, starting with middle school students all the way through individuals post retirement that are seeking learning for personal fulfillment will also be engaged. Blending innovative learning, stackable educational components, and responsive market aligned credentials will lead to a nationally competitive professional education catalog.

2. What are the biggest areas of opportunity for you to achieve your college/major unit's vision and goals?

- Spatial computing – This focus area leverages immersive technology to create digital encounters that relate to objects and positions in the physical world. By pairing creative storytelling with artificial intelligence and machine learning capabilities, we can

build augmented reality, mixed reality, and virtual reality simulations that rival-real world experiences. An innovation hub at the forefront of the fourth industrial revolution, we will reshape the narrative of human progress.

- **Advanced Air Mobility** – This focus area integrates transformational aircraft design and flight technologies into existing and modified airspace operations. Innovative and cost-effective aircraft powered by advanced electric systems rely on autonomous flight controls, intelligent detection sensors, and lightweight design materials to produce a low carbon footprint and create efficiencies in the movement of people and cargo, particularly in rural areas.
- **Autonomous Systems and Robotics** – This focus area leverages artificial intelligence, machine learning, signal processing, dynamic systems and controls, and cyber-physical systems to replicate human behaviors in machines. Autonomous systems can perceive, learn, and respond intelligently to unforeseen environmental changes. Such systems have the potential to transform air and space transportation, revolutionize manufacturing, and greatly improve the lives of many in society.
- **Scholarship of Teaching and Learning** – This focus area pairs high-impact teaching practices with accelerated aviation training, immersive technologies, and embedded industry experiences to significantly enhance learning retention. An intentional learning continuum connects curricular and co-curricular activities to highlight real-world implications and support the development of critical professional skills. A catalog of on-demand credit and non-credit upskilling opportunities are supported by AR/VR capabilities providing hands-on experience that transcends fixed place and time.

3. What are your biggest areas of need relative to achieving your college/major unit's vision and goals?

- A comprehensive university strategy on budgeting and fund allocation that accounts for campus and college level resourcing, responsive service level agreements, and
- Collaborative and proactive partnerships between K-State colleges for cross institutional enrollment, both programmatically and course by course.
- Determination from university administration on how the Salina campus best fits within the university ecosystem.