KANSAS HEALTH SCIENCE UNIVERSITY

FY2027 - FY2030

STRATEGIC ACTIONS PLAN



A Message from the President



Kansas Health Science University is entering an important chapter of growth and transformation. Our FY2027–FY2030 Strategic Actions Plan establishes a shared direction for our future, grounded in our mission to prepare empathetic, forward-thinking health care leaders and improve access to health care for underserved communities in Kansas and beyond.

Our vision for 2030 is to become a trusted, distinctive, and financially adaptable health sciences university, recognized for the quality of our graduates, the strength of our partnerships, our contributions to scientific scholarship and research, and our meaningful impact on the communities we serve. KansasCOM will remain the foundation of our university as we thoughtfully expand our academic portfolio, strengthen our institutional capacity, and pursue opportunities that advance our mission and long-term sustainability.

This plan is organized around three interconnected institutional domains: Student Success, Community Impact, and Institutional Sustainability. Together, they reflect our commitment to providing an exceptional student experience, developing a health care workforce prepared to meet evolving community needs, and building the systems, culture, and financial strength necessary to support a mature, resilient university.

As a member of The Community Solution Education System, KHSU will continue to draw upon and contribute to the collective expertise, resources, and collaborative opportunities of a broader educational community. This partnership strengthens our ability to pursue innovative approaches to education, support our people, and expand our impact.

Achieving our vision will require disciplined stewardship, evidence-informed decision-making, and a shared commitment to continuous improvement. Through annual institutional goals, measurable outcomes, and ongoing assessment, we will translate these strategic priorities into meaningful action while remaining responsive to emerging opportunities and the evolving needs of our students and communities.

I am grateful to our Board of Trustees, faculty, staff, students, alumni, community partners, and colleagues throughout The Community Solution Education System for their continued commitment to KHSU. Our success will depend upon our collective dedication to a shared purpose and our willingness to move forward with intention, accountability, and collaboration. Together, we will build a university that prepares exceptional health care leaders, strengthens communities, and creates lasting impact for generations to come.

With gratitude and optimism,

Kim Long, PhD
KHSU President

KHSU May 31, 2030, Vision Statement

Today is May 31, 2030, and Kansas Health Science University (KHSU) is what it set out to be: a trusted, distinctive, and financially adaptable health sciences university, recognized across Kansas and beyond for the quality of its graduates, the strength of its community partnerships, its contributions to scientific scholarship and research, and its meaningful contributions to the health and well-being of the individuals and communities it serves through responsible, measurable growth across the health sciences.

While the Kansas College of Osteopathic Medicine (KansasCOM) remains the foundation through the enduring expression of its osteopathic identity, KHSU has a carefully selected portfolio of health professions programs, each chosen for its fit with university mission, its responsiveness to workforce and community need, its commitment to quality, and its contribution to the University's long-term sustainability. KHSU has grown with discipline, with intention, and with the mission front and center.

An innovative and adaptable institution, KHSU boasts unique partnerships, collaborations, and opportunities that extend learning beyond traditional models, ensuring programs remain responsive, flexible, and ahead of the needs they are designed to serve. The program portfolio includes programs that address student success for health care professions through academic pathways that ensure preparedness through academic experiences, off-ramp graduate credentials, and programs responsive to the needs of the region.

Across every program, students experience clear expectations, appropriate academic rigor, and the kind of exceptional support that prepares them for successful professional practice and service. Whole-person osteopathic principles have informed not only the academic programs but how KHSU leads, collaborates, makes decisions, and cares. KHSU graduates have entered their professions as empathetic, forward-thinking agents of change: prepared not only for clinical excellence, but for service, leadership, sustainable professional practice, and lasting impact in the communities that need them most.

KHSU is a university community in which every student, faculty and staff member is heard, recognized, respected, and valued. The culture is grounded in belonging, psychological safety, and shared ownership of the mission. KHSU is a place people choose, and a place people stay. KHSU alumni remain actively connected to KHSU, returning as mentors, collaborators, and advocates, reflecting the enduring value of the community they were part of and a measure of the institution's lasting impact.

KHSU May 31, 2030, Vision Statement, Continued

Disciplined financial stewardship, mature university systems, evidence-informed planning, meaningful community collaboration, and responsible growth are hallmarks of KHSU. As a member of The Community Solution Education System, KHSU both draws upon and contributes to the collective expertise, resources, infrastructure, and collaborative opportunities of a broader educational ecosystem committed to community transformation. This partnership strengthens the University's ability to advance its mission, support its people, serve its students, and pursue opportunities for sustainable growth. Across all institutional decisions and investments, KHSU remains guided by its mission, its commitment to student success, and the needs of the communities it serves.

KHSU Mission, Vision, and Values

KHSU is committed to providing exceptional programs that produce forward-thinking, empathetic health care leaders who are dedicated to innovation, research, and finding collective solutions to advance underserved communities.

KHSU Vision: To positively transform communities through directly addressing the disparity in access to healthcare for Kansas and beyond.

KHSU Values: Diversity and Inclusion, Community, Humility, Integrity, Innovation, Teamwork, Excellence

Three Institutional Domains

This plan is organized into three institutional and System-aligned domains. Together, they reflect KHSU's commitment to academic quality, mission-aligned growth, workforce impact, institutional effectiveness, and long-term sustainability.

Domain 1: Student Success (3 Goals)
Domain 2: Community Impact (2 Goals)
Domain 3: Institutional Sustainability (3 Goals)

Domain 1: Student Success

KHSU will prepare students to thrive academically, professionally, and personally by strengthening academic quality and institutional capacity, embedding osteopathic principles across the student experience, supporting the whole student, and creating a connected university community that extends from recruitment through alumni engagement.

Goal SS 1: Integrated University Model for Student Success

Develop and mature a cohesive university model, grounded in the tenets of osteopathy, that demonstrably supports students across all academic programs with the resources necessary for academic achievement, professional preparation, and wellbeing. Sustain accreditation excellence and institutional maturity through integrated systems of evidence, compliance, governance, documentation, assessment, and continuous quality improvement.

SS 1.1

Establish and operationalize a university-wide model for student learning and success.

Define the core academic, student support, co-curricular, career, wellbeing, technology, and administrative services consistently available across KHSU programs. Define and operationalize Institutional Learning Outcomes and allow for appropriate differentiation based on program, student population, and delivery model.

SS 1.2

Embed KHSU's osteopathic identity across the student experience.

Integrate the tenets and principles of osteopathy across curricular, co-curricular, student support, and institutional practices so that students in all academic programs encounter and apply concepts such as whole-person care, interconnectedness, prevention, and the relationship of structure and function.

SS 1.3

Align and continuously improve institutional capacity to support student success across programs.

Assess and align personnel, quality improvement infrastructure, services, systems, and resources with student and program needs, using measures of student learning, progression, retention, engagement, service utilization, wellbeing, satisfaction, and professional outcomes to identify gaps, guide resource allocation, and drive continuous improvement. Establish consistent data collection and reporting processes to support responsible, timely, and effective use of student success resources to make informed improvements and program review decisions.

Goal SS 2: Holistic Student Support and Career Readiness

Build a comprehensive and scalable student success framework that supports wellbeing, academic progression, licensure or certification readiness, and successful transition into each program's professional pathway.

SS 2.1

Adopt and systematize best practices for academic support and early intervention across all current and future academic programs.

Develop and sustain a framework for early identification of student need, coordinated academic support, and evidence-based intervention that scales as KHSU grows.

SS 2.2

Adopt and systematize best practices for student mental, physical, and financial wellness across all current and future academic programs.

Design and implement holistic wellbeing programming that supports students' mental, physical, and financial wellbeing, drawing on validated instruments, professional expertise, appropriate resources, and continuous assessment.

SS 2.3

Adopt and systematize career readiness infrastructure that adapts to each academic program's professional pathway.

Build structured approaches that bridge academic preparation and successful transition into post-graduate training, licensure, certification, fellowship, residency, employment, or other program-specific professional pathways.

SS 2.4

Expand mentorship and professional connection.

Develop and sustain scalable mentorship programs that connect students with faculty, alumni, practicing professionals, community leaders, and relevant professional networks.





Goal SS 3: Student Engagement, Belonging, and Lifelong Connection

Create a connected university community that strengthens engagement, belonging, leadership, service, and alumni connection across the student journey.

SS 3.1

Strengthen student engagement across the full student lifecycle.

Build a cohesive student experience that supports engagement from admission through graduation and beyond, including students in distributed, off-campus, or clinical learning environments.

SS 3.2

Deepen belonging and connection within the university community.

Develop practices, structures, and opportunities that foster belonging, student voice, shared responsibility, and lasting connection to KHSU — including alumni engagement in the student experience.





Domain 2: Community Impact

KHSU will advance the health and wellbeing of underserved communities in Kansas and beyond by preparing mission-aligned graduates, strengthening health workforce pathways, building strategic partnerships, and establishing KHSU as a trusted regional resource for continuing professional education and community health.

Goal CI 1: Student Preparation and Workforce Impact

Recruit, prepare, and graduate students who are equipped to address health workforce needs and improve healthcare access in rural, urban, and underserved communities.

CI 1.1

Strengthen student recruitment and selection.

Develop and continuously refine recruitment and selection strategies that balance academic readiness with mission alignment, and advance scholarship opportunities for qualified students.

CI 1.2

Embed mission-aligned learning across the student experience.

Develop faculty capacity and applied learning opportunities that prepare students to address rural health, health disparities, cultural competency, and the needs of underserved communities.

CI 1.3

Track and strengthen long-term workforce impact.

Develop systems to track graduate practice location, professional pathway, and contribution to health workforce distribution over time, using findings to inform recruitment, curriculum, partnerships, and program decisions.





Goal CI 2: Community, Clinical, Academic, and Professional Partnerships

Build strategic partnerships that expand training and research capacity, support workforce development, advance community health, and position KHSU as a valued and innovative regional resource.

CI 2.1

Coordinate community engagement efforts into a unified annual strategy.

Ensure alignment across student, faculty, and institutional engagement, with Advancement holding external sponsorships and partnerships, and Student Affairs coordinating student participation.

SS 3.2

Deepen healthcare, clinical, field, and workforce partnerships.

Build and strengthen partnerships that expand clinical and experiential learning capacity, training quality, and workforce readiness for students in current and future academic programs.

SS 3.1

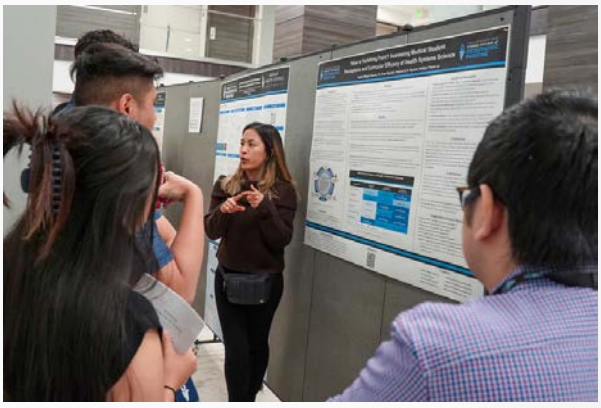
Strengthen academic pathways and inter-institutional collaboration.

Develop inter-institutional relationships that support research, program development, pathway agreements, collaborative degree opportunities, and interprofessional education.

SS 3.2

Develop KHSU as a regional resource for continuing professional education.

Build and sustain continuing education and professional development programming for practicing professionals and educators across health professions, establishing KHSU as a valued regional destination.





Domain 3: Institutional Sustainability

KHSU will build the systems, structures, culture, financial strength, and public trust necessary to sustain quality, support growth, and operate as a mature, resilient, and respected health sciences university.

Goal IS 1: Diversified Growth and Investment

Strengthen KHSU's long-term financial sustainability by diversifying revenue through academic growth, philanthropy, partnerships, grants, and other strategic opportunities — stewarding resources to expand capacity to educate health professionals and improve health and healthcare access in rural and underserved communities.

IS 1.1

Grow and diversify KHSU's academic portfolio through disciplined investment.

Identify, evaluate, launch, and assess academic programs using market demand, workforce need, mission alignment, student success potential, accreditation requirements, institutional capacity, and financial feasibility to guide investment, sequencing, and long-term sustainability.

IS 1.2

Leverage Advancement as a strategic engine for institutional growth, mission impact, and stewardship.

Align philanthropy, donor and alumni engagement, grants, partnerships, and stewardship with KHSU's strategic priorities to expand scholarship opportunity, strengthen institutional capacity, and advance the mission to improve health and healthcare access.

IS 1.3

Develop a diversified and resilient revenue portfolio that supports sustainable growth.

Expand and assess revenue sources beyond traditional tuition — including philanthropy, grants, continuing education, research, workforce initiatives, and partnerships — using financial performance, risk, and strategic impact to guide investment and reduce dependence on any single revenue source.

Goal IS 2: People, Culture, and Organizational Capacity

Build a culture and workforce that attracts, develops, supports, and retains exceptional faculty and staff as KHSU matures into a multi-program university.

IS 2.1

Strengthen mission-centered talent acquisition and retention.

Build a deliberate, mission-centered approach to recruiting and retaining faculty and staff aligned with KHSU's values, growth trajectory, accreditation needs, and program expansion.

IS 2.2

Build structured onboarding, offboarding, and knowledge continuity.

Develop structured onboarding and offboarding processes that reflect institutional values, support role clarity, and reduce knowledge loss.

IS 2.3

Invest in employee development as a strategic institutional priority.

Build individualized growth planning, leadership pathways, and structured manager development that strengthen organizational capacity and succession pipeline.

IS 2.4

Intentionally assess and develop organizational culture.

Conduct culture and engagement assessments on a defined cycle; develop and implement culture action plans; build internal communications practices that reinforce institutional values and shared purpose.

IS 2.5

Strengthen role clarity, collaboration, and organizational health.

Strengthen role clarity, responsibilities, and decision-making processes across KHSU and in partnership with The System. Increase cross-functional collaboration through clear communication, shared accountability, and practices that promote psychological safety, mutual respect, and inclusive excellence.



Goal IS 3: Reputation, Public Trust, and Stakeholder Engagement

Strengthen KHSU's reputation, visibility, influence, and stakeholder trust through strategic communications, public engagement, advocacy, and relationships that advance the university's mission, support its growth, and expand its impact on health professions education and the health of the communities it serves.

IS 3.1

Build KHSU's reputation and thought leadership through strategic communications and public engagement.

Use coordinated communications, storytelling, media engagement, professional visibility, and public education to strengthen understanding of KHSU's mission and demonstrate institutional and community impact.

IS 3.2

Strengthen government, community, professional, and institutional relationships that advance KHSU's mission.

Cultivate and sustain relationships with policymakers, healthcare leaders, educational institutions, professional associations, community organizations, and other stakeholders to support advocacy, emerging partnerships, research, and strategic priorities.

IS 3.3

Develop a broad community of engaged stakeholders and institutional ambassadors.

Engage alumni, donors, Board members, employees, students, healthcare partners, community leaders, and other stakeholders as advocates, mentors, partners, and ambassadors who strengthen KHSU's relationships and extend its reach.



