

# The Kansas Leadership Center *2021 Annual Report*



KANSAS  
LEADERSHIP  
CENTER

Where we've been,  
*where we are and  
where we're headed.*



On January 2, 2007, I sat down at my desk at the newly christened Kansas Leadership Center for the very first time. It was an exciting day, one filled with promise—and to be completely honest—more than its fair share of nerves.

After all, KLC had been entrusted with a big, bold vision—a vision focused on building the leadership capacity of Kansas and flooding the civic culture with the people who had the tools and skills needed to effect positive change all across the state.

Thanks to a \$30 million initial investment from the Kansas Health Foundation, we had the resources needed to get started. The question was, what would we do with it?

At the time, most leadership programs in the country either focused on personal career advancement or catered to a select few who were already at the top—or on their way there.

We had a different idea.

What if we brought the principles of civic leadership to the masses?

We believed, and still do to this day, that authority and leadership were completely different things and that progress on even the most daunting challenges facing our communities could only be made if you built the capacity of enough people to lead.

For the past 15 years, that's been our mission.

But that doesn't mean we're the same organization we were way back in 2007.

Whether it has been through the creation of new revenue streams that have allowed us to increase our reach and fuel our mission

or the formation of our civic engagement initiative that leverages our expertise and vast networks of alums to take on larger, more daunting societal issues, we have continually evolved to meet the needs of Kansas.

In fact, during the pandemic, our Kansas Beats the Virus initiative—conducted in partnership with the State of Kansas—resulted in the creation of a whole new infrastructure that, going forward, we believe can be utilized to tackle other important civic issues ranging from food insecurity and rural entrepreneurship to racial equity.

So, I am here to tell you that it's an exciting time here at KLC.

On the following pages we've outlined just a few of the key takeaways from the work our team and partners like you have been involved in over the past year. We hope that you will find this information inspiring and come to the same conclusion that we have—that we're only just beginning to scratch the surface of what we can do when we all work together to build a stronger, healthier, more prosperous Kansas.

Onward!



**ED O'MALLEY**  
PRESIDENT & CEO





# KLC Timeline

A look back at the major milestones KLC has accomplished over the years.

## 1999 through 2005

KHF board and staff cite a lack of leadership as barrier to progress in communities.

## 2006

KHF board pledges initial \$30 million for KLC, promises ongoing support.

Search begins for first president and CEO.

## 2007

**KLC board established**, formal organization created.

KLC staff conduct listening tour, produce **"Artifact"** that finds our civic culture a mismatch for the challenges and opportunities before Kansas, with too few people at the table for making decisions and poor processes for engagement and decision making.

Key KLC ideas and directions emerge from the listening:

- *Leadership is an activity, not a position*
- *Everyone can lead*
- *Leadership should be developed at large scale*
- *Leadership needed to help organizations and communities focus on "adaptive challenges"*
- **KLC's framework** for leadership emerges

## 2008

KLC and KHF create **a logic model**, KLC's North Star.

First leadership programs held, serving 210 Kansans.

## 2009

**Kansas-based teaching team developed**.

Leadership programs serve 416 Kansans.

KLC launches **The Journal**, a magazine lifting stories of leadership and highlighting issues that need more leadership.

## 2010

Leadership programs serve 678 Kansans.

KHF begins **TCC Evaluation Project** of KLC.

## 2011

Leadership programs serve 921 Kansans.

## 2012

Leadership programs serve 702 Kansans.

KHF and KLC break ground on new building.

KLC hosts "Global Gathering," begins regular stream of individuals and organizations from outside Kansas coming to KLC, many working to introduce KLC ideas elsewhere.

## 2013

Leadership programs serve 1,316 Kansans. Eclipsing 1,000 participants marks a breakthrough for KLC.

New building opens.

KLC launches publishing strategy. KLC Press created. **For the Common Good** published and wins Next Generation Indie Book Award.

KLC board evolves business model, choosing to "live beyond the annual grant" to impact more Kansans.

## 2014

Leadership programs serve 1,112 Kansans.

KLC begins generating "non-grant" revenue through custom contracts, tuition and book sales.

## 2015

Leadership programs serve 1,407 Kansans.

KLC Press publishes **Your Leadership Edge**, which will sell over 20,000 copies over the next six years.

KLC Press publishes **Teaching Leadership: Case-in-Point, Case Studies and Coaching** opening door for annual intensive professional development workshops regularly drawing audiences from five continents.

KLC launches **Leadership Transformation Grant** program, providing high quality leadership development for hundreds of non-profit and civic organizations at no cost.

## 2016

KLC simplifies offerings from 37 to three core programs, with dramatic increase in enrollment.

Leadership programs serve 1,878 Kansans.

KLC board adopts “civic engagement” initiative, designed to speed progress on the KLC logic model.

## 2017

Leadership programs serve 1,849 Kansans.

Civic engagement programs serve approximately 100 Kansans.

The Journal begins “solutions journalism” approach, publishes [double issue exploring the relationship between communities of color and law enforcement](#). KLC alums host “Journal Talks” around the state to elevate attention and discourse on the issue.

KHF begins [ORS Impact Evaluation Project](#) of KLC.

## 2018

Leadership programs serve 1,876 Kansans.

Civic engagement programs serve approximately 700 Kansans.

*The Journal* publishes groundbreaking story, [“Running Out of Water, Running Out of Time,”](#) about the Ogallala Aquifer and wins the public service award from the Society of Professional Journalists at the National Press Club.

KLC launches [Third Floor Research](#).

## 2019

Leadership programs serve 2,222 Kansans.

Civic engagement programs serve approximately 1,000 Kansans.

*The Journal* publishes [“Cease Fire: Getting Past Being Triggered in the Debate Over Guns and Public Safety”](#) – an edition exploring guns and public safety.

Journal Talks on this issue are held around the state, elevating discourse and bringing diverse factions together.

## 2020

Leadership programs serve 1,649 Kansans, lower than expected due to COVID-19 pandemic. But more than 3,000 Kansas participate in pandemic-related offerings from KLC.

Civic engagement programs serve 6,100 Kansans.

KLC’s Third Floor Research releases initial research reports on [leadership development in non-profits](#), the [impact of community leadership programs](#) and [leadership development within tech sector](#).

State of Kansas partners with KLC, launches [Kansas Beats the Virus](#).

KLC launches field sites in KCK and NW Kansas.

## 2021

KLC becoming go-to organization for helping communities wrestle with difficult issues (e.g. Wichita’s non-discrimination ordinance, USD 345 namesake discussion, etc.).

Leadership programs serve more than 3,000 Kansans.

Civic engagement initiatives serve more than 3,000 Kansans.



# The KLC PATH leads the way.

Two years ago, in a move to make our leadership development programs more accessible, we developed the KLC Path—a three-step leadership development plan designed to transform the leadership skills of participants and help them to become more effective problem solvers.

The KLC Path consists of three programs taken in consecutive order. Everyone who joins us on the path begins their journey with an introduction to the KLC framework by participating in the two-day Your Leadership Edge program. From there, participants continue their training with the Lead for Change program which helps prepare them to mobilize others and deal with tough problems and seize opportunities. The third and final stop on the path is the two-day Equip to Lead program where participants learn to communicate, facilitate and incorporate their knowledge while encouraging others to exercise leadership by their side.

Outside evaluation by ORS Impact found that organizations that send substantial numbers of people through programs on the KLC Path become more open to change, more trustworthy and more equitable and that these organizations make progress on even their most challenging issues.



Kansans are making  
*more progress* as  
a result of KLC  
leadership programs.

**98% of Alums Recommend  
KLC Leadership Programs**

**MINDSET SHIFT AMONG ALUMS<sup>1</sup>**



<sup>1</sup> KLC THIRD FLOOR RESEARCH STUDY 2019





What does leadership  
look like? *All of us.*



# KLC is helping Kansas prepare for *a diverse future.*

KLC knows that organizations, companies and communities are only as strong as they are inclusive. Our research shows that groups make more progress when everyone is equipped and empowered to exercise leadership. That's why our board committed to a goal that KLC program participants reflect the projected racial and ethnic demographics of Kansas in 2036 *by 2026*.

We are well on our way.

KLC is currently working to engage these communities by offering programs in Spanish, utilizing technology to reach audiences where they are and developing partnerships within underserved regions in Kansas.

## In 2021, these efforts included:

**VOICES ON VACCINATIONS** - a statewide effort targeting Latino, Black, Native American and intellectually or developmentally disabled individuals to hear perspectives on vaccinations.

**LEADERSHIP DEVELOPMENT FOR SPANISH SPEAKERS** - including in-person Saturday programs around the state and quarterly Facebook live sessions that incorporate the KLC framework.

**KANSAS BEATS THE VIRUS** - a statewide initiative where a majority of participants came from communities of color and rural counties to create action projects to help eliminate the threat of COVID-19 in their community.

**FIELD TEAMS** - leadership development outreach on the ground in Northwest Kansas and in Wyandotte County. (See map on page 9.)

# KLC program participants reflect the people of Kansas.

By 2026, at least 30% of program  
participants will be people of color.



<b>WHITE</b>	<b>77%</b>
<b>BLACK OF AFRICAN AMERICAN</b>	<b>8%</b>
<b>HISPANIC OR LATINO</b>	<b>9%</b>
<b>OTHER</b>	<b>2%</b>
<b>ASIAN</b>	<b>2%</b>
<b>AMERICAN INDIAN OR ALASKA NATIVE</b>	<b>1%</b>

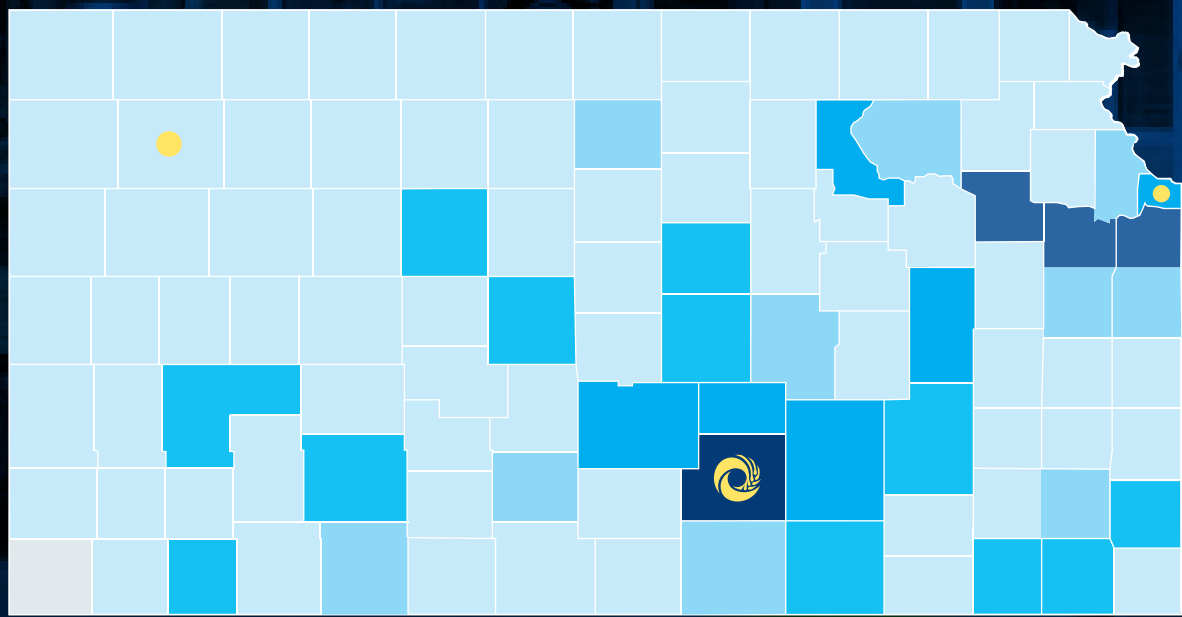
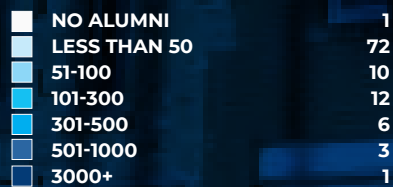
<b>WHITE</b>	<b>47%</b>
<b>BLACK OF AFRICAN AMERICAN</b>	<b>39%</b>
<b>HISPANIC OR LATINO</b>	<b>6%</b>
<b>OTHER</b>	<b>5%</b>
<b>ASIAN</b>	<b>2%</b>
<b>AMERICAN INDIAN OR ALASKA NATIVE</b>	<b>1%</b>



Statewide participation  
that supports our  
*statewide mission.*

Geographic Diversity of KLC Alumni

NUMBER OF ALUMNI BY COUNTY



# KANSAS MISSION. GLOBAL REACH.

**64 COUNTRIES**



**6 CONTINENTS**



**44 STATES**





# Experts around the country — *and the world* — leverage KLC to improve their offerings.

At KLC, our vision is simple: “To be the center of excellence for civic leadership development.”

Not “a” center for excellence, but “the” center for excellence. And not just for Kansas, but the entire world.

To realize that vision, we made a major commitment to research, evaluation and innovation through the creation of Third Floor Research, a partnership with Kansas State University’s Staley School of Leadership Studies.

Made up of researchers and practitioners from Harvard University’s Kennedy School of Government, Chile, Israel, Colorado, Wisconsin and Kansas, Third Floor Research conducts applied research on leadership and civic engagement and shares its findings through reports, presentations and intensive classes around the world.

**With research findings addressing individual development, organizational impact and community capacity, the latest reports from Third Floor Research focus on:**

LEARNINGS FROM OUR KANSAS BEATS THE VIRUS CIVIC ACTION CAMPAIGN  
WORKFORCE ENGAGEMENT  
HIGH TECH LEADERSHIP CAPACITY  
PROGRESS AND ORGANIZATIONAL CULTURE CHANGE  
IMPACT OF COMMUNITY LEADERSHIP PROGRAMS  
LESSONS FROM THE 2008 GLOBAL FINANCIAL CRISIS



# Partners bring the *KLC mission* to life in communities across the state.

It takes a lot of teamwork to spread a culture of leadership across an entire state—it takes even more to spread it around the world.

Luckily, at KLC, we are supported by a long list of partners who help us amplify our efforts in order to create healthier, stronger, more prosperous communities and organizations.

These partnerships fall into three categories: Community Leadership Program partners, Leadership Transformation Grant partners and Custom Program partners.

**COMMUNITY LEADERSHIP PROGRAMS** are our longest-term partners. They are place-based groups of individuals dedicated to developing the capacity of both individuals and the communities where they have an influence. In 2021, four new CLPs were created around the state, including two in Northwest Kansas and nine new partner organizations were selected to design and launch place-based programs. Most CLPs incorporate the KLC curriculum and build on the uniqueness of the communities they serve.

**LEADERSHIP TRANSFORMATION GRANT PARTNERS** receive scholarships for an average of 30-40 employees and constituents to attend KLC programs and utilize KLC resources and consultation over the course of one year. KLC works with these Kansas organizations to create a culture of leadership that embraces change, tackles problems and seizes opportunities. In 2021, KLC selected 20 new organizations and 57 returning organizations across Kansas as 2021 LTG partners, making KLC leadership development programming available to 2,355 Kansans at no cost to their organization or community.

**CUSTOM PROGRAM PARTNERS** are organizations that contract with KLC for a customized leadership development experience. These partners aim to build the capacity of individuals at every level of their enterprise to deploy leadership or come to KLC to utilize our framework to solve problems within their companies and organizations. Not only are these partners sources of revenue for KLC, but they also allow us to extend our reach while expanding our ways of teaching.





*Creating Leadership Together  
workshop, September 2021*



# We wouldn't be who we are today without our partners.

**COMMUNITY LEADERSHIP PROGRAM PARTNERS** Cheyenne & Rawlins County Coalition • El Centro of Topeka • Emerge and Lead • Greater Than Leadership • Latino Leadership Collaborative • Lead Derby • Lead Wichita • Leadership 2000 • Leadership Atchison • Leadership Bourbon County • Leadership Butler County • Leadership Coffeyville • Leadership Cowley County • Leadership Crawford County • Leadership Dickinson County • Leadership Dodge City • Leadership Douglas County • Leadership Ellsworth • Leadership Emporia • Leadership Franklin County • Leadership Garden City • Leadership Golden Belt • Leadership Graham County • Leadership Greater Topeka • Leadership Harper County • Leadership Hays • Leadership Independence • Leadership Kansas • Leadership Labette • Leadership Lawrence • Leadership League of South Central Kansas • Leadership Leavenworth-Lansing • Leadership Lenexa • Leadership Liberal • Leadership Manhattan • Leadership Marion County • Leadership McPherson • Leadership Mitchell County • Leadership Newton • Leadership Norton County • Leadership Olathe • Leadership Reno County • Leadership Salina • Leadership Southern Leavenworth County • Mana de Topeka • Osborne County Leadership • Rooks County Vision Leadership • Shawnee Tomorrow Leadership • Strategic Leadership Academy • Sumner County Leadership Initiative • Wichita Civic Engagement Academy

**CUSTOM PROGRAM PARTNERS** Blue Cross Blue Shield of Kansas • Blue Valley CAPS • Cargill Protein • DCCCA (Developing Caring Communities Committed to Action) • ELCA (Evangelical Lutheran Church in America) • Emprise Bank • First Presbyterian Church of Wichita • Hutchinson Community Foundation • Intermountain West Joint Venture • INTRUST Bank • Kansas Bankers Association • Kansas Chamber • Kansas Department of Corrections • KDHE Bureau of Health Promotion • Key Construction • Lockheed Martin • MASA Israel Journey • McPherson College • Meritrust Credit Union • MOCSA (Metropolitan Organization to Counter Sexual Assault) • NetApp • Norman C. Francis Leadership Institute • United Community Services of Johnson County • United Way of Reno County • University of Kansas School of Medicine • Victoria Department of Transport

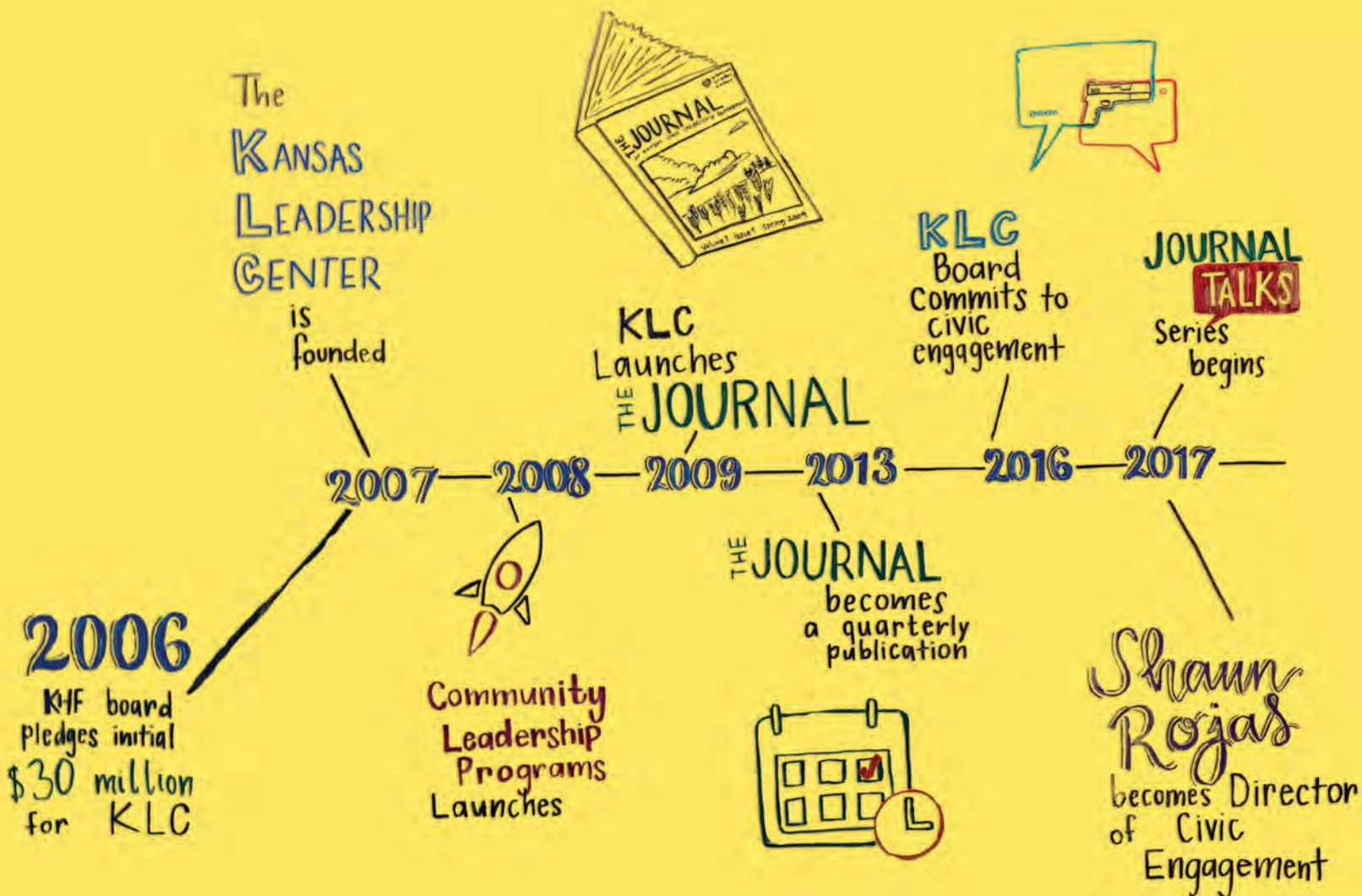


**LEADERSHIP TRANSFORMATION GRANT PARTNERS** Ashland 2020 Inc • Atchison Chamber of Commerce • Atchison Community Health Clinic, Inc. • Augusta Schools USD 402 • Bethany College • Bienvenidos KC • Blue Valley Schools • Catholic Charities • Catholic Diocese of Wichita • Central Kansas Dream Center • City of Derby • City of Garden City • City of Garnett • City of Leawood • City of Topeka • City of Wichita • Civic Engagement Coalition • Climate + Energy Project • Community Care Network of Kansas, Inc. • Dirt Roads Network • District 1 CBA Core Planning Team • Douglas County Government • EmberHope Youthville • Emporia State University • Emporia USD 253 • Fort Hays State University • Four County Mental Health Center, Inc. • Friends University • GLSEN Kansas • Greater Topeka Partnership • Greenbush - Southeast Kansas Education Service Center • Greenwood County Hospital • Habitat for Humanity of Kansas City • Harvester Arts • Heritage Presbyterian Church • Hutchinson Community Foundation • Hutchinson Correctional Facility • K-State Research and Extension • Kansas Alliance for Wetlands and Streams • Kansas City Repertory Theatre, Inc. • Kansas City Roller Warriors • Kansas City USD 500 • Kansas Democratic Party • Kansas Department for Children and Families • Kansas Department of Corrections • Kansas Department of Health and Environment • Kansas Library Association • Kansas State Department of Education (KSDE) • Lawrence USD 497 • Linn County • Mattie Rhodes Center • Mending Place • Ministry Leadership Initiative Inc. • Music Theatre Wichita • NBC Community Development Corporation • Newman University • Rise Up For Youth • Rotary Districts 5710 & 5682 • Saint Francis Ministries, Inc. • Sedgwick County Government • Sedgwick County Republican Party • Seward County Community College • Shawnee County • Southwest Developmental Services, Inc. • St. Vincent de Paul Catholic Church • Strategic Leadership Academy • Tallgrass Community Church • Teach for America • The Chamber in Hays, Kansas • The District Church • The Villages Inc. • Thrift on Woodlawn • UCC Kansas-Oklahoma Conference • United Way of the Plains • United Ways of Kansas • USD #413, Chanute Public Schools • Wellsville USD 289 • Western District Conference & South Central Conference (Mennonite Church USA) • Wichita Children's Home • Wichita USD 259 • Workforce Alliance of South Central Kansas • WSU Tech



# The story of civic engagement at KLC.

Civic engagement has always been central to KLC's mission of fostering healthier Kansas communities, but KLC's work in civic life exploded in recent years after the KLC Board of Directors made it a commitment in 2016.



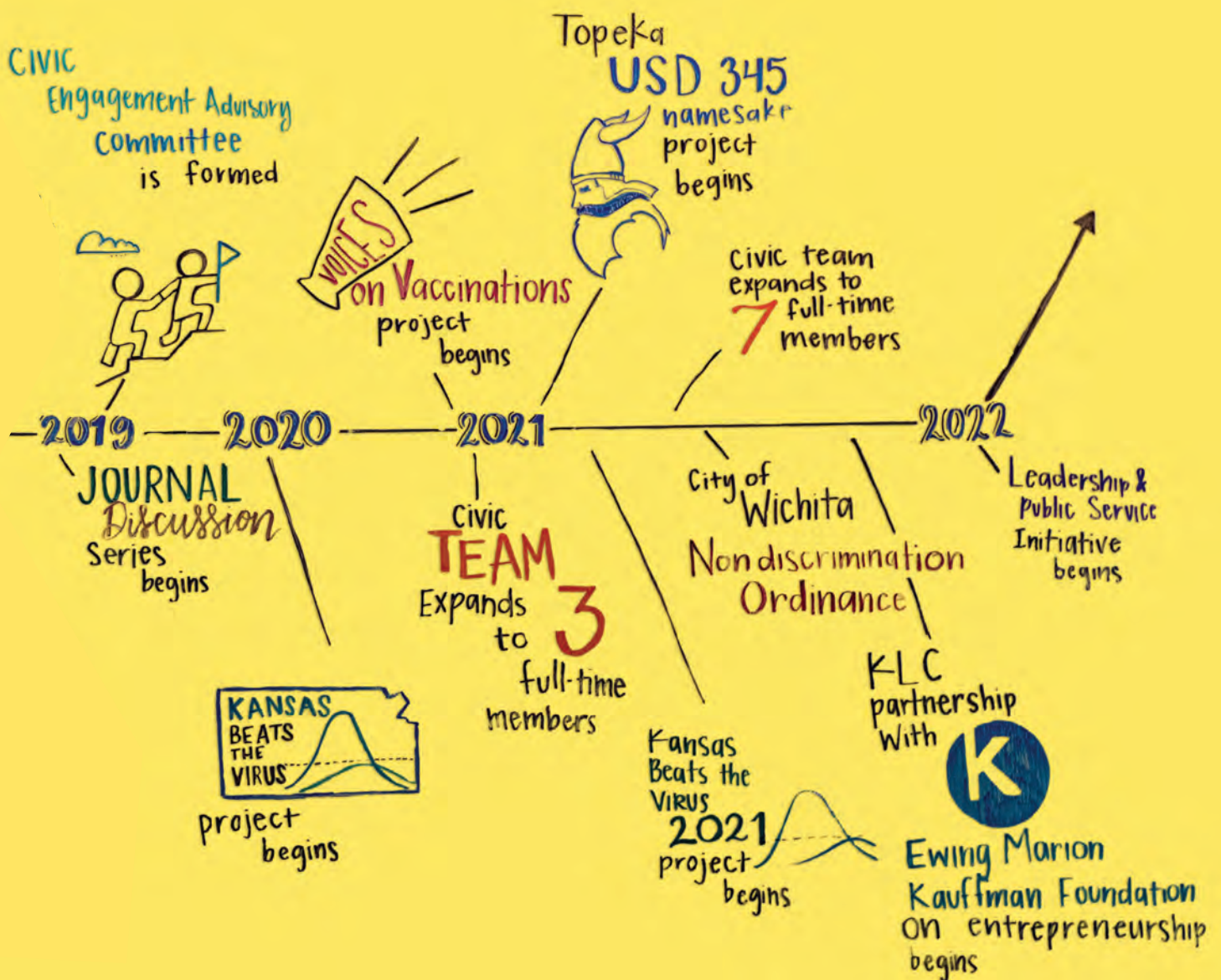
Timeline illustration by artist Tina Nguyen



On Wednesday, July 6, 2016, a black man named Alton Sterling was killed by police in Baton Rouge, La. The same thing happened the next day to Philando Castile in a suburb of St. Paul, Minn. On Friday, five police officers – Lorne Ahrens, Michael Krol, Michael Smith, Brent Thompson and Patrick Zamarripa – were killed in Dallas, Tex.

Each of these tragic events happened to occur while the KLC Board of Directors were gathered together for a retreat in Kansas City—forcing all of those in attendance to ask, “what more can we do to help address the toughest civic issues facing our country?”

**Out of the discussions that followed, the Civic Engagement Initiative was born.**

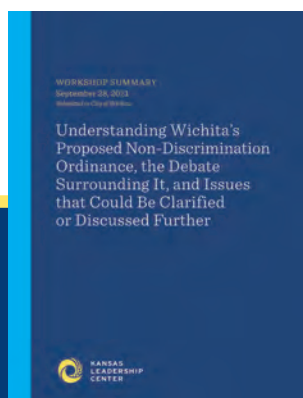
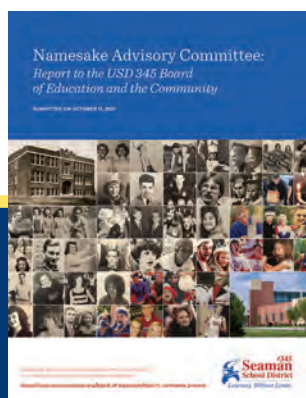
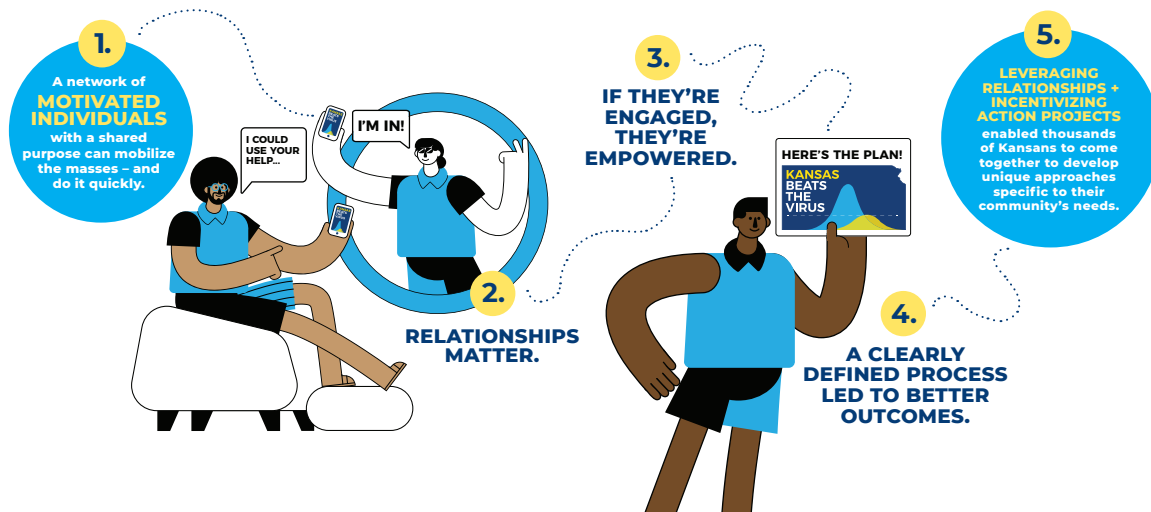


# More Kansans engage in civic life through *civic engagement efforts*.

Whereas KLC leadership development programs equip Kansans with skills to make progress on their challenges, our civic engagement efforts help them apply those skills in the wider arena of civic life.

Representative projects this year include mobilizing communities to take local action to help end the pandemic (Kansas Beats the Virus) and facilitating community discussion and discernment on governance issues such as the City of Wichita's nondiscrimination ordinance and the Topeka USD 345 namesake question.

## *Kansas Beats the Virus* Useful Findings



Overview		
Organizations	Users	Impact (est.)
215	1,162	1.45M
Projects		
Drift:	Launched	Grand Total
5	1,008	1,013
Launched 100%		
Grant Dollars		
denied	approved	Grand Total
\$22.5K	\$1.4M	\$1.4M
Approved \$1,386,044		



**It was also a banner year for KLC's quarterly, award-winning civic issue magazine, The Journal.**

**The Journal** published four print editions in 2021 including one with a cover essay by leadership expert Marty Linsky on **"Keeping the Republic in a Time of Division"** following the events at the nation's Capitol Building on January 6. A live virtual discussion on the essay and the country's political dynamics drew 200 participants. In all, nearly 1,000 participants joined Journal Live discussions in 2021.

The Journal contributed to the **Wichita Journalism Collaborative's** coverage of mental health issues in south Central Kansas, culminating in a joint report with KSN-TV showing what Sedgwick County could learn from efforts to address mental health challenges in San Antonio, Tex.

Through an opportunity provided by the **Wichita Community Foundation**, The Journal participated in a "data-driven storytelling" project with Sonify, Inc. and Envision to utilize innovative tools and strategies to make civic information more accessible to the blind and visually impaired community.



**Other civic engagement efforts in 2021 include:**

Launching **Creating Leadership Together**, an effort to cultivate leadership and inspire hope for the future among Kansans of color. KLC selected nine Kansas organizations typically under-represented in leadership programs. These unique partners have access to up to \$10,000 worth of leadership development training and program design consulting.

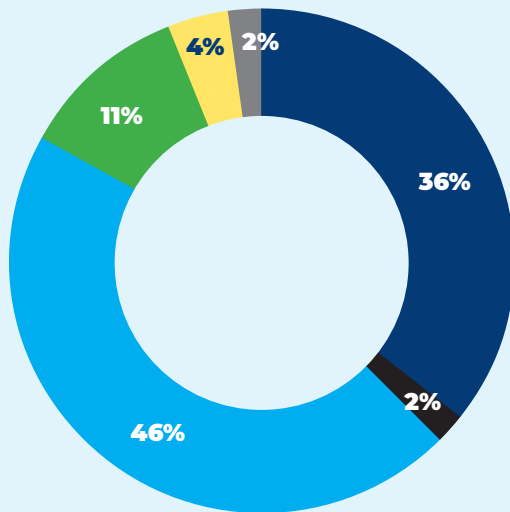
Concluding two years of service of the **Civic Engagement Advisory Committee**, a group of KLC alumni positioned in key roles in organizational and civic life in Kansas meet periodically through the year to help shape KLC's civic engagement efforts, host Journal Talks conversations, and select civic engagement issues covered in The Journal.

# Financial Data

2020-2021

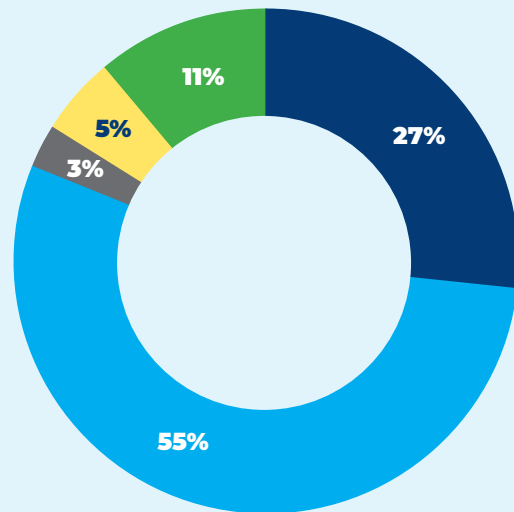
KLC is a non-profit educational organization with a Kansas-focused civic mission. It receives core funding through an annual grant from the Kansas Health Foundation, a private philanthropy. Revenues from other sources are reinvested to provide leadership development and civic engagement opportunities to foster healthy, stronger and more prosperous Kansas communities.

## 2021 Operating Revenue \$8,419,600



Kansas Health Foundation Core Funding Grant	\$3,000,000
Kauffman Foundation Grant	\$150,000
Contract Revenue - State	\$3,889,600
Contract Revenue - Private	\$900,000
Program Tuition Fees	\$300,000
Speaker Fees	\$25,000
Curriculum Sales	\$155,000

## 2021 Funding Allocations \$8,407,469



Leadership Development	\$2,234,444
Civic Engagement	\$4,648,676
Research	\$232,495
Publications	\$403,327
Management & General	\$888,527



## BOARD OF DIRECTORS

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Kaye Monk-Morgan  
Lalo Muñoz  
Adrion Roberson  
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