

CLARITY

Vision	Mission	Core Themes	Values	Position
Quality of life and wellness are advanced through transformative education and health care	Advance the science and art of integrated health care through excellence in education and patient care	<ul style="list-style-type: none"> Student Success Faculty and Staff Engagement Integrated Health Care 	<p>Wellness We strive to enhance the well-being of our community.</p> <p>Community We build trust to collaboratively serve the greater good.</p> <p>Excellence We work to constantly improve.</p> <p>Agility We proactively develop solutions while maintaining balance.</p>	<p>University of Western States is the preeminent integrated health care university in the Pacific Northwest, offering:</p> <ul style="list-style-type: none"> Evidence-informed curriculum and patient care: a balanced perspective that considers published evidence, practitioner experience and patient preferences. A whole-patient perspective: a coordinated variety of health care options and programs that are aligned with integrated health. A student-centered approach: accessible and engaged faculty and staff who are responsive to student needs.

FOCUS

Imperatives	Indicators
1. Enhance our ability to purposefully collect and use data	<ul style="list-style-type: none"> Meet annual performance targets for: <ul style="list-style-type: none"> Perception of UWS' ability to use data to make decisions Employee understanding of their role related to data Access and availability of needed data, as indicated by employee survey Total hours saved, as indicated on project intake forms Increase usage of self-service data by end of 2019
2. Design and develop our programs for the 21st century	<ul style="list-style-type: none"> Meet annual performance targets for: <ul style="list-style-type: none"> Graduates actively engaged and successful, relative to degree Count of opportunities for Inter-Professional Education (IPE) and Inter-Professional Practice (IPP) The expense of instructional delivery, both for students and UWS as a whole An effective rollout of a holistic and periodic review of programs and curricula by end of 2019
3. Optimize our facilities and information technology	<ul style="list-style-type: none"> Meet annual performance targets for: <ul style="list-style-type: none"> Classroom time utilization Satisfaction with allocated workspace, as indicated by employee survey Awareness of disaster readiness plan, as indicated by employee survey Completion of recommendations in the IT Action Plan UWS will be fully compliant with Payment Card Industry (PCI) by the end of 2019
4. Strengthen engagement with internal and external constituencies	<ul style="list-style-type: none"> Meet annual performance targets for: <ul style="list-style-type: none"> Gallup Q12 engagement survey composite score Staff/faculty satisfaction with performance appraisal process, as indicated by employee survey Number of Memoranda of Understanding (MOUs) with partners Participation in shared decision-making, as indicated by employee survey Improved communication and information-sharing, as indicated by employee survey
5. Ensure financial stability and institutional sustainability	<ul style="list-style-type: none"> Meet annual performance targets for diversification of revenue, excluding investments Composite Financial Index (CFI) of greater than three, on trailing 3-year average 100 percent of programs and departments meet or exceed budgeted revenue target

Initiatives
<ol style="list-style-type: none"> Create a culture of data stewardship Conduct data audit and gap analysis Establish and implement a framework to support ongoing data-driven decision-making Develop data analytics and reporting capabilities
<ol style="list-style-type: none"> Implement a system for development and support of current and new programs Promote a culture of delivering value to the graduate of the future Foster programmatic collaborations to improve outcomes and efficiencies Implement inter-professional education Revise structure for research and scholarship
<ol style="list-style-type: none"> Develop our IT foundation to meet the future needs of our campus facilities, online experiences, and clinics Adapt our physical facilities to optimize experiences and outcomes Develop and implement systems to ensure safety Develop and implement systems to safeguard cyber security
<ol style="list-style-type: none"> Create a Campus-Climate Committee to assess and reinforce institutional values Institute an in-service day to foster collaboration and professional development Implement performance evaluations that address leadership, accountability, and goal-setting with employee recognition and advancement Evaluate and enhance multi-direction communication and shared governance, considering all constituencies Re-energize our relationships with high-impact partners
<ol style="list-style-type: none"> Partner with other organizations to identify potential cost efficiency solutions (shared services, housing and clinical opportunities) Diversify revenue sources through enrollment, clinic revenue, grants and fundraising Evaluate project management and business processes, and implement efficiencies to maximize success Develop strategic enrollment management plans

ACTION