Strategic Goals, Objectives, & Initiatives 2017-2022

Goal 1: Enhance our ability to purposely collect and use data

	Objectives	Initiatives
1.1	95% of employee understand how to collect, use, and access data to inform decisions	**1.1.1** Educate and support university-wide departments in data management **1.1.2** Identify gaps in data processes that arise from operational changes due to organizational changes and industry trends
1.2	Establish a data governance structure to improve data integrity	**1.2.1** Create a committee comprised of department constituents to operationalize and socialize guiding principles **1.2.2** Improve data integrity though system integrations and data clean-up projects to enhance data functionality and reporting **1.2.3** Create and socialize a data dictionary
1.3	Implement a business intelligence framework to optimize data-driven decision-making	**1.3.1** Develop and implement a framework to support ongoing data-driven decision making **1.3.2** Improve and implement data analytics and reporting capabilities

Goal 2: Ensure academic programs meet the needs of future graduates

	Objectives	Initiatives
2.1	Implement a holistic and periodic academic program review process	**2.1.1** Develop and implement program review procedures and corresponding documentation that includes assessment of student learning, environmental scan and teaching delivery modality **2.1.2** Develop and implement curricular review procedures and corresponding documentation
2.2	100% of programs incorporate interprofessional education experiences	**2.2.1** Develop a position statement that articulates a shared understanding of interprofessional practice among UWS programs **2.2.2** Develop and implement a plan for implementing interprofessional practice education that aligns with the position statement
2.3	Implement infrastructure to support faculty and student scholarship	**2.3.1** Develop resources to enhance UWS Institutional Research Board (IRB) and sponsored programs support **2.3.2** Design and deploy faculty and student resources related to research design and grant writing
2.4	Implement a system for development and support of current and new programs	**2.4.1** Generate and implement new program development procedures and documentation **2.4.2** Perform environmental scan to include the health care system and health care education and related educational technology **2.4.3** Establish a Center for Teaching and Learning to meet the needs of faculty and increase resources necessary to launch new programs
2.5	Develop and implement financial models for each academic program to support program planning and sustainability	**2.5.1** Conduct analysis of cost determinates for each academic program **2.5.2** Conduct comprehensive assessment of the viability and practicability of sharing resources across academic programs (e.g. faculty, equipment, etc.)

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Goal 3: Optimize current infrastructure to meet the future needs of the 21st century campus

	Objectives	Initiatives
3.1	Implement a strategic facilities plan to improve space utilization and optimize functionality	**3.1.1** Develop a strategic facilities plan to address and meet university needs **3.1.2** Update master plan to align with the priorities and projects outlined in the strategic facilities plan **3.1.3** Upgrade on-campus classrooms to optimize utilization and functionality
3.2	Complete 75% of the recommendations in the 2016 IT Action Plan	**3.2.1** Implement systems to enhance cybersecurity and IT-related PCI compliance standards **3.2.2** Develop and implement IT disaster recovery plan
3.3	80% of on-campus employees are aware of the disaster readiness plan	**3.3.1** Develop a task force to develop a comprehensive disaster readiness plan **3.3.2** Implement systems and infrastructure to enhance emergency management **3.3.3** Implement communications and trainings to educate employees and students on emergency preparedness

Goal 4: Enhance the employee experience

	Objectives	Initiatives
4.1	Improve performance and evaluation systems to enhance accountability and leadership	**4.1.1** Update processes to support and enhance the performance and evaluation of faculty **4.1.2** Create performance, evaluation and feedback processes that enhance staff growth and development **4.1.3** Implement ongoing training and education for employees to improve satisfaction, engagement and performance **4.1.4** Develop a system to advance, recognize and reward staff for their accomplishments
4.2	Improve internal communications, information sharing and participation in shared decision-making	**4.2.1** Institute an in-service day to foster collaboration and professional development **4.2.2** Implement new mechanisms to enhance communication and information-sharing **4.2.3** Revise governance structure to enhance representation, collaboration and shared decision-making

Goal 5: Ensure financial and institutional sustainability

	Objectives	Initiatives
5.1	Develop and implement underlying infrastructure to improve student recruitment, persistence and retention	**5.1.1** Develop and implement comprehensive recruitment plan for each academic program **5.1.3** Revise and restructure student onboarding and orientation process **5.1.4** Assess policies and procedures to improve persistence and academic success **5.1.5** Develop and implement infrastructure to better facilitate individual plans of study for each student in the college of graduate studies
5.2	Increase non-tuition revenue from university clinics, fundraising, and other sources by 10%	**5.2.3** Develop and implement a robust clinic plan to improve operations, increase revenue and enhance patient care **5.2.4** Develop and implement a plan to enhance fundraising efforts
5.3	Implement shared-service models to improve operations, enhance services, and contain costs	**5.3.1** Conduct a comprehensive assessment of the viability and practicality of shared-service models **5.3.2** Implement infrastructure to foster and support viable shared-service models
5.4	Increase outreach and connections with alumni and friends by 10%	**5.4.1** Conduct a communications audit to better understand desired communication form, content and frequency **5.4.2** Implement infrastructure and systems to enhance communications with alumni and friends **5.4.3** Design and implement a communication plan that meets the needs of alumni constituent groups **5.4.4** Implement systems and processes to strengthen the mentor network program
5.5	Decrease the total cost of ownership in regard to operating and maintaining software systems and other technology infrastructure by 10%	**5.5.1** Conduct an analysis of the cross functionality and interoperability of the university's enterprise systems compared to the university's short and long-term needs **5.5.2** Develop and implement a comprehensive plan to consolidate and/or integrate enterprise systems to streamline functionality and improve operability