



UNIVERSITY *of* WESTERN STATES

FOUR-YEAR STRATEGIC PLAN

2017-2020



MISSION

Advance the science and art of integrated health care through excellence in education and patient care



VISION

Quality of life and wellness are advanced through transformative education and health care



A photograph of a modern university building with large glass windows and a brick base, surrounded by green lawns and trees. The building has a flat roof with a skylight. In the foreground, there are concrete walkways and brick planters. The sky is blue with some clouds.

POSITION

University of Western States is the preeminent integrated health care university in the Pacific Northwest, offering:

- *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*

VALUES

WELLNESS

We strive to enhance the well-being of our community

COMMUNITY

We build trust to collaboratively serve the greater good

EXCELLENCE

We work to constantly improve

AGILITY

We proactively develop solutions while maintaining balance

STRATEGIC GOALS, OBJECTIVES AND INITIATIVES



GOAL 1:

Enhance our ability to purposely collect and use data

Objective 1.1

Employees understand how to collect, use and access data to inform decisions

Initiatives:

- 1.1.1** Educate and train departments on the collection, use and access of data
- 1.1.2** Conduct a data audit and gap analysis

Objective 1.2

Establish a data governance structure to improve data integrity

Initiatives:

- 1.2.1** Create data governance committee and subcommittees comprised of key stakeholders
- 1.2.2** Develop and implement guiding principles for data governance
- 1.2.3** Create and implement a data dictionary

Objective 1.3

Implement a business intelligence framework to optimize data-driven decision-making

Initiatives:

- 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

Objective 2.1

Implement a holistic and periodic academic program review process

Initiatives:

- 2.1.1** Develop and implement program review procedures and documentation that include assessments of student learning and teaching delivery modality, as well as an environmental scan
- 2.1.2** Develop and implement curricular review procedures and corresponding documentation

Objective 2.2

Academic programs incorporate interprofessional education experiences

Initiatives:

- 2.2.1** Develop a position statement that articulates a shared understanding of interprofessional practice among UWS programs
- 2.2.2** Develop and execute a plan for implementing interprofessional practice education that aligns with the position statement

Objective 2.3

Implement infrastructure to support faculty and student scholarship

Initiatives:

- 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

Objective 2.4

Implement a system for development and support of current and new academic programs

Initiatives:

- 2.4.1** Generate and implement new program development procedures and documentation
- 2.4.2** Perform environmental scan to include the health care system, 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

Objective 2.5

Decrease the expense of instructional delivery, both for students and UWS as a whole

Initiatives:

- 2.5.1** Conduct analysis of cost determinates for each academic program
- 2.5.2** Identify opportunities to share resources across programs (e.g. faculty, equipment, etc.)

GOAL 3:

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

Objective 3.1

Implement a strategic facilities plan to improve space utilization and optimize functionality

Initiatives:

- 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

Objective 3.2

Implement information technology action plan to enhance technology infrastructure

Initiatives:

- 3.2.1** Implement systems to enhance cybersecurity and IT-related PCI compliance standards
- 3.2.2** Develop and implement IT disaster recovery plan

Objective 3.3

On-campus employees are aware of the disaster readiness plan

Initiatives:

- 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 about emergency preparedness



GOAL 4:

Enhance the employee experience

Objective 4.1

Implement performance and evaluation systems to enhance accountability and leadership

Initiatives:

- 4.1.1** Update processes to support and enhance the performance and evaluation of faculty
- 4.1.2** Create performance review, 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

Objective 4.2

Improve internal communications, information sharing and participation in shared decision-making

Initiatives:

- 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

Objective 5.1

Develop and implement underlying infrastructure to improve student recruitment, persistence and retention

Initiatives:

- 5.1.1** Develop and implement comprehensive recruitment plan for each academic program
- 5.1.2** Streamline and simplify communications to welcome and onboard new students
- 5.1.3** Revise and restructure student onboarding and orientation process
- 5.1.4** Assess policies and procedures to improve student persistence and academic success

Objective 5.2

Increase non-tuition revenue from university clinics, fundraising and other sources

Initiatives:

- 5.2.1** Conduct a comprehensive assessment to determine the viability and practicality of alternative revenue sources
- 5.2.2** Implement infrastructure to foster and support viable revenue sources
- 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 outcomes

Objective 5.3

Implement shared-service models to improve operations, enhance services and contain costs

Initiatives:

- 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

Objective 5.4

Increase outreach and connections with alumni and friends

Initiatives:

- 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



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