

STRATEGIC PLAN 2017-2022

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



UNIVERSITY of
Western States

STRATEGIC GOALS AND OBJECTIVES

GOAL 1:

Enhance our ability to purposely collect and use data

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

[1.2] Establish a data governance structure to improve data integrity

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

GOAL 2:

Ensure academic programs meet the needs of future graduates

[2.1] Implement a holistic and periodic academic program review process

[2.2] Academic programs incorporate interprofessional education experiences

[2.3] Implement infrastructure to support faculty and student scholarship

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

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

GOAL 3:

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

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

[3.2] Implement information technology action plan to enhance technology infrastructure

[3.3] On-campus employees are aware of the disaster readiness plan

GOAL 4:

Enhance the employee experience

[4.1] Implement performance and evaluation systems to enhance accountability and leadership

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

GOAL 5:

Ensure financial and institutional sustainability

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

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

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

[5.4] Increase outreach and connections with alumni and friends

[5.5] Decrease the total cost of ownership in regards to operating and maintaining software systems and other technology infrastructure by 10 percent

CORE THEMES, OBJECTIVES AND INDICATORS

CORE THEME 1: Student Success

Objective

Indicator

[1.1] Students achieve program learning outcomes

[1.1.1] Standardized exam pass rates
[1.1.2] Student performance on program-level learning outcomes

[1.2] Students complete their programs

[1.2.1] Rates of program completion

[1.3] Students report their needs are being met

[1.3.1] Student feedback survey related to needs being met

CORE THEME 2: Faculty and Staff Engagement

Objective

Indicator

[2.1] Faculty and staff have a positive experience

[2.1.1] Employee feedback survey on perceptions of employment experience
[2.1.2] Employee feedback survey on engagement
[2.1.3] Full-time employee retention

[2.2] Faculty and staff participate in service

[2.2.1] Employee promotion and evaluation data, related to service

CORE THEME 3: Integrated Health

Objective

Indicator

[3.1] Programs prepare students to approach patients/clients from the integrated health perspective

[3.1.1] Patient survey regarding the degree to which providers approached their encounters from an integrated health perspective
[3.1.2] Student assessment measuring knowledge and/or competence related to approaching patients/clients from the integrated health perspective
[3.1.3] Student exit survey regarding confidence in their ability to utilize an integrated health approach