



UNIVERSITY of  
Western States

# Strategic Plan Report

*Fiscal Year 2021 - 2022*

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## Strategic Plan Report

### Fiscal Year 2021-2022

Each of the eight strategic priorities are assigned a lead and a team who are responsible for developing and implementing action steps to progress corresponding initiatives. The table below summarizes action steps that were accomplished in FY22 for each strategic priority and plans for FY23.

<b>SP#1: Establish a holistic academic advising and registration model that improves student persistence, retention, and success.</b>	
<b>Key FY22 Accomplishments</b>	<b>FY23 Plans</b>
<ul style="list-style-type: none"> <li>• Reorganized student affairs to create a distinct office of student success focused on providing advising, tutoring, accommodations support, and other key services to optimize student success.</li> <li>• Hired additional student success advisors with a dedicated focus on either on-campus or online students.</li> <li>• Published an academic advising webpage outlining the most common ways that advisors can assist students and listing the student success advisors for each population, including appointment booking links for each advisor.</li> <li>• Established and implemented a structured registration outreach calendar to ensure continuous enrollment for new students in the online programs, continuing students in the online programs, and students from all programs who are scheduled to return from approved leave in the subsequent academic term.</li> <li>• Implemented required academic warning/probation advising for students in the online programs. This advising is designed to help students resolve their academic sanctions status as quickly as possible.</li> <li>• Moved the creation of Academic Performance Contracts for students in the online programs from the program directors to the student success advisors (with a final review by program directors), to increase continuity between APC requirements and advising.</li> </ul>	<ul style="list-style-type: none"> <li>• Revise and streamline the student leave request process.</li> <li>• Revise the student withdrawal process (potentially combine with leave request process).</li> <li>• Implement phase 2 of benchmark advising to align with curricular changes and extend to all programs.</li> <li>• Complete work on a “continuous enrollment” report to capture high-level details of what happens to students from term to term and track term over term retention and enrollment data.</li> <li>• Develop and implement an academic advising outreach structure for DC students.</li> <li>• Add on-campus advisors to academic advising webpage and create appointment booking structure to support DC students</li> <li>• Collaborate with dean of the NMD program to identify the appropriate advising structure for NMD students.</li> <li>• Support students through the teach-out of old (current) curriculums for programs where the curriculum has been redesigned. Use reports for targeted advising for students missing old curriculum requirements prior to teach-out.</li> <li>• Identify the circumstances under which students leave the university and compile term-over-term data.</li> <li>• Develop a “Student Success Advisor” manual that describes the university processes for academic advising.</li> <li>• Add FAQs to the Academic Advising webpage, including a delineation among when students should contact their advisor,</li> </ul>

**SP#1: Establish a holistic academic advising and registration model that improves student persistence, retention, and success.**

Key FY22 Accomplishments	FY23 Plans
<ul style="list-style-type: none"> <li>Established and implemented phase 1 of benchmark advising process for online programs in the College of Graduate Studies.</li> <li>Defined the desired outcomes of the UWS academic advising program and refined questions in the annual student feedback survey to gather specific information on student experiences relative to the desired outcomes of the advising program.</li> <li>Revised and streamlined the incomplete grade request process.</li> <li>Created new academic planning tools to reflect curricular changes in multiple programs.</li> <li>Updated the pre-requisite settings in PowerCampus to ensure that students can only register for appropriate courses.</li> <li>Implemented a comprehensive structure for advising notes in PowerCampus so that users with a business need to view advising information can easily do so.</li> <li>Developed a process for students in applicable programs to add or change concentrations and coordinated targeted advising and communication with help of program directors</li> <li>Created "Student Resources" courses in the LMS for both College of Graduate Studies and DC students to provide quick access to relevant resources.</li> </ul>	<p>their faculty member, or their program director/dean.</p> <ul style="list-style-type: none"> <li>Extend student onboarding communications through their first term highlighting relevant advising and support resources.</li> <li>Develop a "student success" survey for first term students in order to gather feedback about the student onboarding experience and identify opportunities for future improvement.</li> </ul>



SP#2: Develop services and resources to support the professional and career development of students and alumni.	
Key FY22 Accomplishments	FY23 Plans
<ul style="list-style-type: none"> <li>Established student peer-to-peer mentorship opportunities.</li> <li>Implemented a new CRM system to house alumni data and better use data to provide focused outreach to specific alumni and/or alumni groups.</li> <li>Administered an alumni survey to get feedback from alumni on professional development and alumni support needs.</li> <li>Reorganized the office of alumni services to include an expanded focus on supporting professional development for students and alumni.</li> <li>Initiated exploration of a new student/alumni platform to promote networking, support mentoring, and share internship and employment opportunities.</li> <li>Revised alumni webpages to include expanded professional development and career support information.</li> <li>Initiated a series of quarterly professional development webinars geared to alumni and students.</li> </ul>	<ul style="list-style-type: none"> <li>Select and implement new student/alumni platform to facilitate networking, mentoring, and information sharing.</li> <li>Initiate alumni map to help promote alumni practices and facilitate connections with patients.</li> <li>Expand quarterly webinars to topics pertinent to alumni from the online graduate programs.</li> </ul>

SP#3: Cultivate a university culture that promotes inclusion, accessibility, equitable educational and professional outcomes for students and employees.	
Key FY22 Accomplishments	FY23 Plans
<ul style="list-style-type: none"> <li>See FY22 accomplishments in the DEI section of the <i>FY22 Annual University Appraisal</i> report.</li> </ul>	<ul style="list-style-type: none"> <li>See FY22 accomplishments in the DEI section of the <i>FY22 Annual University Appraisal</i> report.</li> </ul>

<b>SP#4: Improve IT/IS infrastructure to support institutional sustainability, flexibility, and growth.</b>	
<b>Key FY22 Accomplishments</b>	<b>FY23 Plans</b>
<ul style="list-style-type: none"> <li>Upgraded PowerCampus and created PowerFAIDS integration in test, laying the groundwork for full integration of PowerCampus and PowerFAIDS in Summer 2022.</li> <li>Improved the cybersecurity program through system improvements and new vendor partnership</li> <li>Doubled internet bandwidth and improved WiFi access point performance on campus.</li> <li>Implemented ReaderRX for applicant review and interview processes in the office of admissions.</li> </ul>	<ul style="list-style-type: none"> <li>Create integration plan to migrate IT related systems, data, processes, and procedures within TCS Education System infrastructure.</li> <li>Develop technology disaster recovery plan in coordination with campus business continuity plan</li> <li>Replace on-campus Citrix machines with Windows PCs to improve performance, supportability and long-term infrastructure planning</li> <li>Rollout and usage of new Mobile Device Management product</li> </ul>

<b>SP#5: Implement flexible work models that empower work-life balance and promote engagement of university employees</b>	
<b>Key FY22 Accomplishments</b>	<b>FY23 Plans</b>
<ul style="list-style-type: none"> <li>Created remote and hybrid work policy and revised remote/hybrid work agreements.</li> <li>Developed a toolkit and resources for remote and hybrid employees.</li> <li>Created a checklist for supervisors to support remote and hybrid employees.</li> <li>Conducted an analysis of employee health care needs which informed the transition to a new health plan with more expansive coverage options for hybrid and remote employees.</li> <li>Implemented stipend process to provide technology to remote employees.</li> <li>Transitioned HR training to an online format to facilitate hybrid and remote employee participation.</li> <li>Revised payroll processes to account for employees working in Oregon and Washington state.</li> </ul>	<ul style="list-style-type: none"> <li>Refine process to procure technology for hybrid and remote employees considering the university's transition to TCS Education System.</li> </ul>

**SP#6: Advance an integrated clinical model that supports interprofessional education and community practice opportunities.**

Key FY22 Accomplishments	FY23 Plans
<ul style="list-style-type: none"> <li>• Renamed and rebranded clinic system to “Connected WholeHealth” to distinguish the clinic system as separate but affiliated with the university.</li> <li>• Launched new Connect Health website.</li> <li>• Initiated clinic outreach plan to expand reach to current and potential patients.</li> <li>• Hired social outreach partner to assist with social media strategies.</li> <li>• Expanded Community-Based Internship for the Doctor of Chiropractic program to 43 doctors in 30 clinics (potential for 86 student intern placements).</li> <li>• Established new relationships with Multnomah University, Air Force and National Guard bases to expand clinical opportunities for Doctor of Chiropractic students.</li> <li>• Implemented online scheduling</li> <li>• Invested in clinical equipment to help advance clinical services offered</li> <li>• Optimized radiology imaging and report sharing with patient and external referring providers</li> </ul>	<ul style="list-style-type: none"> <li>• Explore the feasibility of opening an additional interdisciplinary clinic in Washington state to expand clinical services within a new market as well as increase clinical training opportunities for DC and ND students.</li> <li>• Expand relationship to Clackamas Army Base to incorporate additional care events on base</li> <li>• Increase clinic online presence through social media and measure through new patient acquisition, allowing increased clinical visits and diversity of cases</li> <li>• Recruit a naturopathic provider to advance clinical services and promote both internal and external referrals</li> <li>• Capitalize on Cascadia reopening and requesting chiropractic interns to deliver chiropractic care in their locations</li> <li>• Expand CBI doctor count to a minimum of 50 doctors.</li> <li>• Continue improvements around clinical charting expectations, including management plans, and effective documentation</li> <li>• With the chart audit tool in place, data will be utilized for remediation processes, monitoring clinician improvements, and identifying educational programming.</li> </ul>

<b>SP#7: Develop and implement additional campus-based and online academic programs that advance integrated health.</b>	
<b>Key FY22 Accomplishments</b>	<b>FY23 Plans</b>
<ul style="list-style-type: none"> <li>Launched development of Doctor of Naturopathic Medicine program including developing curriculum, initiating admission processes, creating marketing materials, and planning for program space needs.</li> <li>Created a revised and expanded MS in Sports Medicine curriculum to include new online stackable options.</li> </ul>	<ul style="list-style-type: none"> <li>Begin course content development and recruitment of faculty members for the Doctor of Naturopathic Medicine program.</li> <li>Continue implementation of the expanded MS in Sports Medicine degree.</li> <li>Explore new entry-level certificate in Nutrition.</li> <li>Explore new degree options, including physical therapy, behavioral health, and a micro certificate in foundations of mental health.</li> </ul>

<b>SP#8: Explore innovative educational models, curricula, and offerings that facilitate teaching and learning in face-to-face, hybrid and online environments.</b>	
<b>Key FY22 Accomplishments</b>	<b>FY23 Plans</b>
<ul style="list-style-type: none"> <li>Revised CMHC and SPP programs to include greater options for students to complete dissertation in addition to coaching hours.</li> <li>Continued to grow the use of SPs to innovatively prepare students for patient and client interactions.</li> <li>Selected and implemented new Learning Management System, Canvas, to help improve student learning, assessment, and engagement.</li> <li>Reviewed and began extensive revision of the DC curriculum to create more integrated early clinic experiences.</li> </ul>	<ul style="list-style-type: none"> <li>Implement and assess newly revised and integrated basic sciences curriculum</li> <li>Continue development of changes to DC curriculum.</li> <li>Develop opportunities for DC students to work toward ND with a shorter path to degree.</li> <li>Explore integration of IFM modules in ND curriculum.</li> <li>Create a pathway for DCN to be fully online.</li> </ul>