

Tomorrow's WesternU

Strategic Planning Engagement Report

Stakeholder Feedback Informing the 2025-2030 Strategic Plan



Our Mission: To produce, in a humanistic tradition, health care professionals and biomedical knowledge that will enhance and extend the quality of life in our communities.

Prepared for the Western University of Health Sciences Community

Executive Summary Dashboard

A Clear Vision: WesternU aims to be a global leader in health sciences education, research, and service, addressing healthcare workforce shortages and advancing human and animal health through innovative and humanistic approaches.

Engagement by the Numbers

Engagement Activity	Participation
Strategic Planning Town Hall	~200 participants
Faculty & Staff Sessions	100+ participants
Student Vision Forums	20+ participants
Quick Pulse Surveys	260 responses
Strategic Planning Survey	99 responses
Community Engagement Surveys	20 responses
Total Individual Survey Responses Reviewed	589 responses
Total Survey Question Answers Reviewed	1,866 answers

Note: Participation figures count attendance per activity and are not additive or directly correlated to the number of responses.

Executive Findings

Top Institutional Strengths	Top Challenges	Top Opportunities
• Humanism • Student-centered culture • Caring faculty and staff • Interprofessional education • Practice-ready graduates • Commitment to community	• Communication • Transparency • Employee Compensation • Facilities & aging infrastructure • Student space • Brand visibility • Affordability • Clinical rotation sites • Federal funding and policy	• Research growth • Clinical and Community partnerships • Student-centered facilities • Brand awareness • Artificial Intelligence and emerging technologies • Data-driven decision making

“Humanism should remain our primary focus.”

— Staff, Pomona Campus

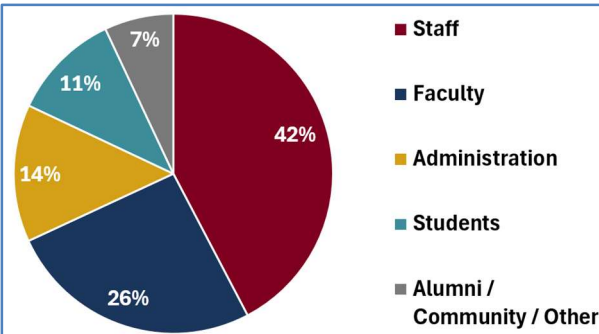
Engagement Process

Strategic Plan Development Timeline



Engagement Approach

The strategic planning engagement process intentionally included broad representation across the institution and external community. Respondent group classifications reflect survey responses and engagement activities where participant affiliation was collected. Participation reflected engagement from stakeholders across both the Pomona, California and Lebanon, Oregon campuses, with approximately 70–80% of survey responses originating from Pomona and 20–30% from Oregon.



“I sincerely appreciate these sessions. They are fostering great input.”

— Staff, Oregon Campus

Methodology

Feedback was gathered through university-wide town halls, faculty and staff planning sessions, student vision forums, quick pulse surveys, community outreach events, and a comprehensive strategic planning survey. Responses were analyzed qualitatively to identify recurring themes and quantitatively to evaluate patterns in stakeholder priorities. Quantitative frequencies reported in this report are based on the categorization of open-ended responses into common themes and topics; therefore, counts should be interpreted as indicators of relative emphasis rather than precise statistical measures. Because many respondents referenced multiple themes within a single response, frequencies are not mutually exclusive and should not be interpreted as percentages of total respondents. Findings were synthesized and cross-referenced with the strategic priorities ultimately adopted in the 2025-2030 Strategic Plan.

WesternU Values

What Stakeholders Said

Value	Key Themes & Expressions
Humanism	Compassion, Empathy, Respect, Whole-person care
Scholarship	Evidence-based practice, Discovery, Research, Academic excellence
Integrity	Honesty, Accountability, Ethical leadership, Transparency

The shared values were derived through interactive group workshops with faculty staff, students and administrators. The quotes below reflect group responses from these workshops.

“Recognizing every person with respect and dignity in every context.”

— Humanism Workshop Participants, Pomona Campus

“Humanism is at the core of WesternU.”

— Humanism Workshop Participants, Pomona Campus



Strategic Priority #1: Culture of Excellence and Support



Hands-on clinical training and faculty mentorship help students build the skills, confidence, and professional foundations needed to succeed in healthcare practice.

Most Frequently Mentioned Themes

Theme	Approximate # of Mentions
Communication	60
Transparency	55
Collaboration/breaking down silos	40
Mentorship	30
Employee Compensation/Pay Equity	30
Professional Development	25
Accountability	25
Employee Wellness	20

Key Recommendations

- Invest in faculty and staff development
- Establish structured mentoring
- Improve internal communication
- Enhance recognition programs
- Create transparent feedback loops



“Transparency builds trust and buy-in.”

— Faculty, Oregon Campus

“We need to live the mission and values we purport to teach the students.”

— Faculty, Oregon Campus

“Everyone can contribute something and every voice deserves to be heard.”

— Faculty, Pomona Campus

Strategic Priority #2: Sustainable Growth



WesternU's new Center for Advanced Oral Diagnosis and Therapeutics expands access to specialty dental care while creating new opportunities for clinical education, innovation, and discovery.

Most Frequently Mentioned Themes

Theme	Approximate # of Mentions
Community Partnerships	35
Marketing and Brand Awareness	35
Research Growth	30
Clinical Expansion	25
Philanthropy/Fundraising	20
Revenue Diversification	20
Academic Program Growth	15

Stakeholder Growth Priorities

- Increased philanthropy
- Research expansion
- Strategic partnerships
- Community engagement
- Clinical enterprise growth
- Stronger marketing and communication

“We need a center for community engagement.”

— Staff, Pomona Campus

“We are a quiet secret and need to communicate our brand.”

— Administrator, Pomona Campus

“Find a way to create a single university identity while celebrating each college.”

— Staff, Pomona Campus



Community and state partners join WesternU leadership to explore the future Oregon campus expansion and discuss opportunities for regional collaboration and economic development.

Strategic Priority #3: Enhanced Campus Experience and Infrastructure



Highest Demand Campus Improvements

Requested Improvement	Approximate # of Mentions
Student Center	30
Food Options	25
Study Space	25
Fitness / Recreation Space	20
Classroom Modernization	20
Technology Infrastructure	20
Student Wellness Areas	15

Student Priorities

- Wellness
- Mentorship
- Campus community
- Study space
- Recreation facilities

“Students want a place to relax and escape from studying.”

— Student, Pomona Campus

“A dedicated student-centered space, student union, fitness facility, and healthy food options.”

— Administrator, Pomona Campus

“A campus gym would be amazing.”

— Student, Pomona Campus



Meditation sessions in the Pumerantz Library Wellness Room help students and employees relax.

Future Readiness



WesternU faculty and staff explore virtual reality technology during an immersive simulation workshop, helping advance innovative teaching methods and future-ready healthcare education.

Category	Focus Areas & Drivers
Emerging Technologies	Artificial Intelligence, Simulation, Virtual Reality, Telehealth, Data Analytics
Future Educational Models	Hybrid Learning, Competency-Based Education, Digital Learning Tools
Future Workforce Needs	Team-Based Care, Leadership, Resilience, Financial Literacy

“AI is becoming a huge part of medicine.”

— Faculty, Pomona Campus

“Teach students to understand and ethically apply AI in clinical practice.”

— Staff, Pomona Campus

Community Voices

“Investment now secures the future.”

— Staff, Oregon Campus

“The strategic plan can foster inclusion by promoting transparency, growth, and respect for all voices.”

— Staff, Pomona Campus

“Wellness and mentorship need the most development.”

— Student, Pomona Campus

“Double down on primary care in the area. Quite a shortage of doctors.”

— Community Stakeholder, Lebanon Rotary Club

“Break down barriers to positive change. Promote collegiality in general.”

— Faculty, Oregon Campus



Undergraduate Summer Health Professions Education Program (SHPEP) students from around the country have hands-on clinical training experiences at WesternU.

Feedback-to-Strategy Crosswalk

How Stakeholder Feedback Shaped the Strategic Plan

Engagement Finding	Strategic Priority
Transparency	Culture of Excellence & Support
Mentorship	Culture of Excellence & Support
Employee Recognition	Culture of Excellence & Support
Compensation Concerns	Culture of Excellence & Support
Brand Awareness	Sustainable Growth
Research Expansion	Sustainable Growth
Community Partnerships	Sustainable Growth
Clinical Enterprise Growth	Sustainable Growth
Student Center	Enhanced Campus Experience
Fitness Facilities	Enhanced Campus Experience
Food Services	Enhanced Campus Experience
Study Space	Enhanced Campus Experience
AI Integration	Cross-Cutting Priority
Technology Modernization	Cross-Cutting Priority

Closing Statement

Tomorrow's WesternU is more than a strategic plan – it is a shared commitment to the future.

The engagement process brought together hundreds of students, faculty, staff, administrators, alumni, and community partners who generously shared their experiences, aspirations, concerns, and ideas. Across every engagement activity, a common message emerged: WesternU's greatest strength is its people and its unwavering commitment to humanism.

Participants spoke clearly about the need to strengthen communication, invest in people, modernize infrastructure, embrace innovation, and deepen our impact on the communities we serve. These voices directly informed the strategic priorities that now guide the university's path forward.

The result is a plan that reflects both ambition and accountability; one that honors WesternU's history while preparing for the future. Guided by humanism, scholarship, and integrity, WesternU is positioned to strengthen healthcare workforce development, advance research and discovery, enrich the student experience, and expand its service to communities in California, Oregon, and beyond.

The strategic plan belongs to the entire WesternU community. The plan's success will be measured not only by what it aspires to achieve, but by what we accomplish together.