# Office of **Mission** Integration

ONE YEAR UPDATES

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# WESTERNU 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.*

## OFFICE OF MISSION INTEGRATION (OMI)

# MISSION STATEMENT

The Office of Mission Integration **supports** Western University of Health Sciences' mission by ensuring exceptional coordination of shared resources (OMI), exemplary educational practices (CETL & CDHP) and research related activities (Library), **guides** university decision-making (IRE), and **promotes** community engagement and success in the health professions (ACE).

**Building a Culture of Focused Integration**

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**Return on Mission**

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**Return on Investment**

# Mission Integration University– Level Projects

OMI OPERATES AS A CENTRALIZED RESOURCE TO GUIDE, SUPPORT, AND PROMOTE MISSION-CRITICAL SPECIAL PROJECTS AND EDUCATIONAL-EX-CELLENCE SHARED SERVICES WITH THE GOAL OF MANAGING AND MOVING THE MISSION

## *GUIDES*

### HUMANISM SPG

OMI guides and promotes the Humanism SPG team as part of the Delta Phase of WesternU strategic planning. The team will respond to the report delivered by Inclusion & Humanism Taskforce, define Humanism at WesternU, and develop projects that increase the culture of Humanism at WesternU. The team will be active for one year providing time to research, develop detailed project plans, and deploy initiatives
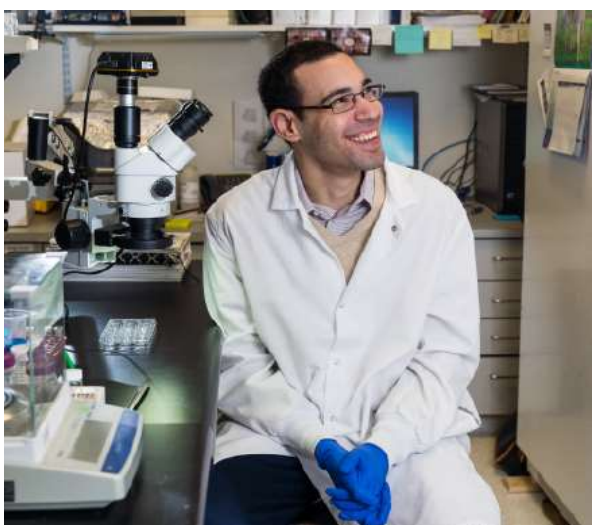
to impact faculty/staff work-life and student experience. The expected outcome of this team is a continued response to the WASC recommendation of strategic planning for inclusion. The team also responds to

*SUPPORTS*

### RESEARCH SPG



OMI supports the Research SPG to work toward growing the research enterprise at WesternU as a major part of the mission in the areas of Accreditation and Curriculum.

The charge to the new Research SPG team is to offer suggestions that derive from a broad review of the WesternU Research enterprise. That is, how we may best strengthen operations and infrastructure so that our research mission flourishes. Return on Mission and Return on Investment (ROM/ROI) of University resources is a key lens for any

the call for ensuring that the legacy and mission of WesternU as a Humanistic institution endures, not just as in term used, but as an active practice and confirmed through stakeholder experiences.

and all suggestions. Our research should be closely tied to our mission, externally funded, and have prospects for monetization. Specific areas to be considered include:

- How best to grow basic, translational, clinical, pedagogic, and policy research
- Whether and how to develop research degrees
- Optimal configuration of the College of Graduate
- Biomedical Sciences
- Research best practice policies and standard operating procedures (SOP)
- Lean process improvement to maximize research resources
- Research and intellectual policy/ technology transfer
- Reporting to enhance safety, compliance, accountability, productivity and transparency
- Change management to enhance collaboration and confidence

*GUIDES*

## NEW & EXPANDED PROGRAMS SPG

The Degree and Non-Degree Expansion Focus Area group created and developed an algorithm to determine the prioritization of programs submitted. The goal was to develop an effective and efficient strategy for new program submission, review and consideration. This algorithm will continually update stakeholders and be able to detect delays in submissions. In addition, student experience will be enhanced via increased opportunities including, but not limited to continuing education, inter-professional and dual degrees. In addition to the algorithm, there was a need for the development of a computerized program submission process that is streamlined, transparent and user friendly. This type of p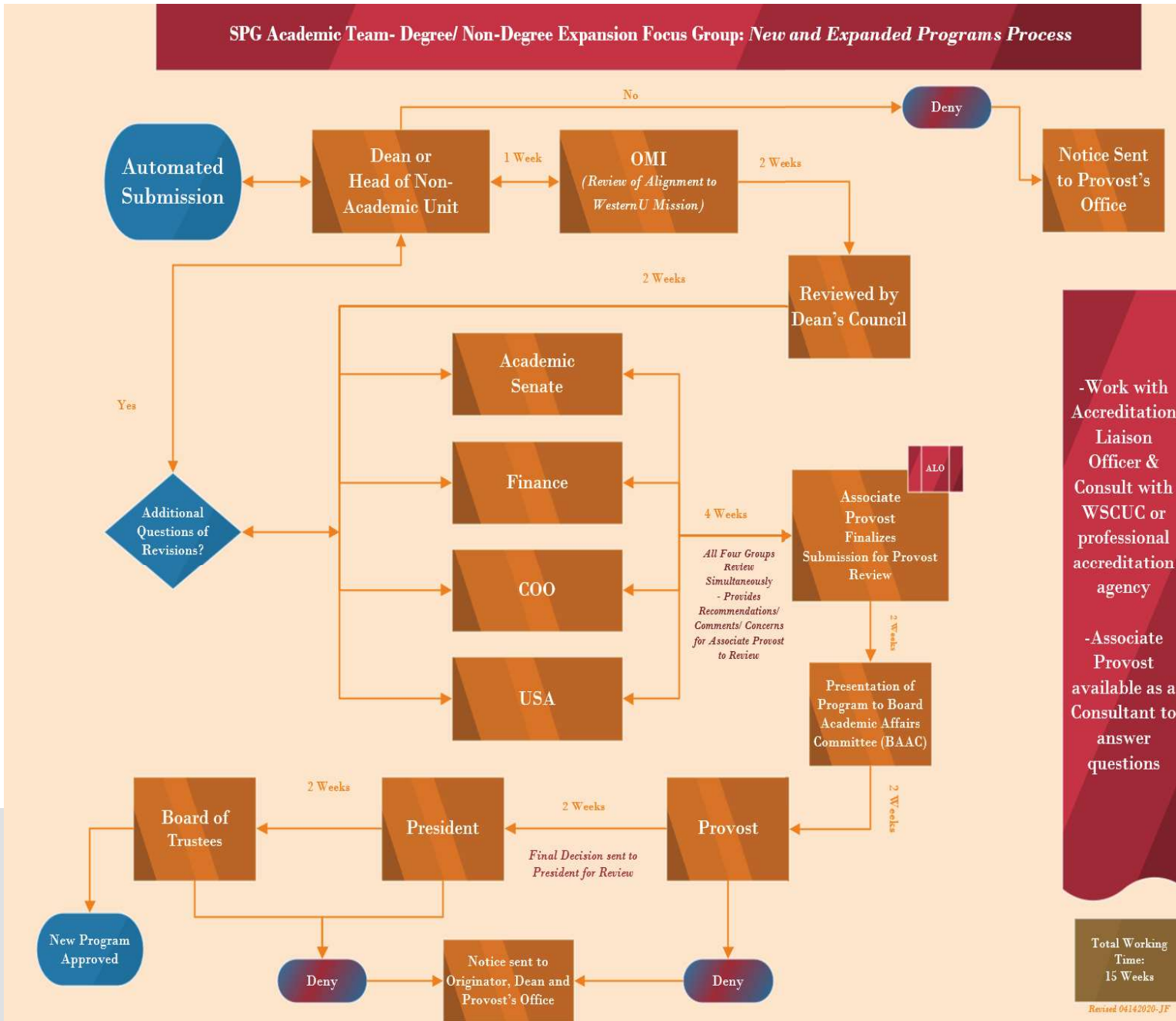rogram submission process will provide a seamless, streamlined, and transparent submission, allow detailed management, and a status tracking process. This can efficiently decrease the average length of time of submission to decision and provide a wider measure of success. The algorithm places alignment with mission at the forefront of new and expanded program submission. Placing mission criteria as an initial decision point optimizes efforts in evaluation of new programs. It also requires the author to factor mission into new program development from the beginning so that our investment in growth builds on the institution's program portfolio. Such alignment with core competencies and a unified vision will result in the greatest return on mission.

**OMI guides the New and Expanded Programs Process workflow.** The algorithim was created to depict the structural breakdown of the project. There are multiple lines of communication paths that will intersect and coincide in order to carry out the project's implementation. The platform is fully designed and is currently in its implementation phase. The next phase of development is to create the content data and further beta test the system across the campus community.

SPG Academic Team - Degree/ Non-Degree
Expansion Focus Group: New and Expanded Programs Process

## *Please Note: the Algorithm below is being updated*



SPG Academic Team- Degree/ Non-Degree Expansion Focus Group: *New and Expanded Programs Process*

A NEW ALGORITHIM IS BEING DEVELOPED FOR NON-DEGREE PROGRAMS

*GUIDES*

## SKILL SHARE



During these uncertain times, it is crucial that our WesternU community stay actively engaged in University projects while our teams are working remotely. Certain roles are unable to maintain the same level of output as COVID-19 continues. With this in mind, we believe that the best way to ensure all university resources are being utilized in the most efficient and effective way possible, we are instituting the Skill Share program. This program is designed to repurpose employees who are unable to perform their usual tasks during this time and assign them to other university projects. This will require close collaboration between department supervisors to ensure individuals are assigned to projects that best meet their range of skillsets. Our hope is that this program will offer amazing learning opportunities and the chance for employees to collaborate with colleagues that they have not worked with before.

After project handoff from the Center for Innovation, the Office of Mission Integration will serve a critical role in maintaining and growing the program through oversight of the project bank, program promotion, balanced program participation, and impact reporting to leadership. The outcome of this program demonstrates to the WesternU Family that all faculty and staff are valued and given the opportunity to make a difference. While corporations may seek to reduce staffing during downturns, it is WesternU's mission to put People First and engage with Humanistic compassion and inclusion.

## *GUIDES*

### UNIVERSITY BUDGET ADVISORY COMMITTEE (UBAC)

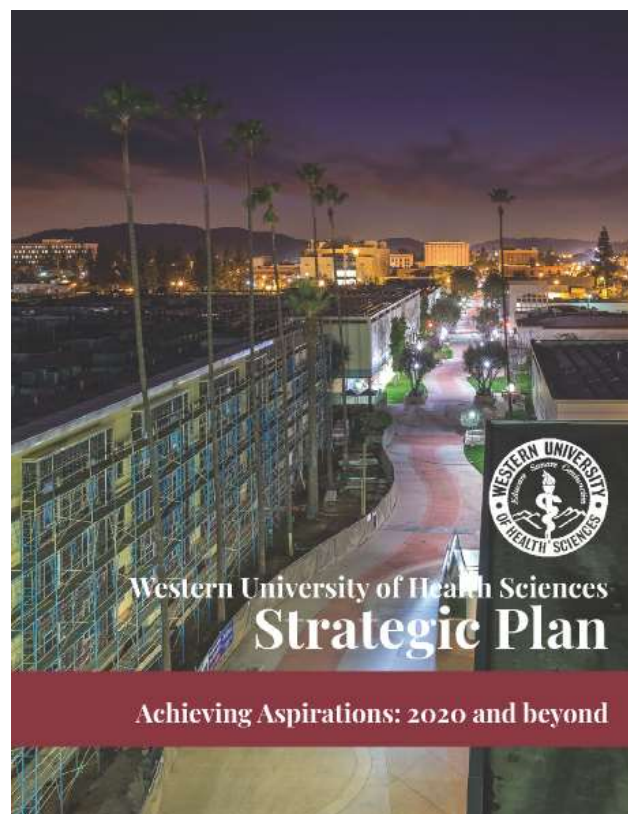UBAC ensures financial and resource investments align with the university's mission and vision of growth. This includes financial stewardship to identify opportunities for cost-saving as a means of freeing up resources for impactful mission-centric investment.

## *GUIDES & SUPPORTS*

### INTEGRATED STRATEGIC PLANNING

Integrated strategic planning will be a collection of documents that communicates each college and department vision for the next 5 years. The distribution and deployment of the plans will enable good reportability to the Board of Trustees, consistency with stated priorities, alignment with mission and strategic pillars, measurability against BOT-approved KPIs, and synchronization with shared resources including research, marketing, financial models.

OMI is engaged in review and feedback of all strategic plans to ensure the University's efforts and resources are dedicated to the movement of WesternU's mission. OMI works closely with the Center for Innovation and each department and college stakeholder to optimize and finalize plans.



Western University of Health Sciences
**Strategic Plan**
Achieving Aspirations: 2020 and beyond

## *PROMOTES*

### EXECUTIVE DEVELOPMENT

To improve operational excellence, it is important that WesternU invests in the development of its people. The Office of Mission Integration hosts educational development programs to increase our ability to foster an inclusive culture, inspire and motivate teams, and build management models to improve productivity and impact. As a People First institution, it is the empowerment of our WesternU community that will take us far into the future.

## *GUIDES*

### POLICIES AND PROCEDURES

OMI works in unison with the policies and procedures committee to ensure alignment of all units of the university and mission.

## *SUPPORTS & PROMOTES*

### SHARED GOVERNANCE MODEL

Organizations tend to function most effectively when stakeholder communication is thorough and consistent. According to research by the Chronicle of Higher Education, this is also the case among Shared Governance organizations. "When a college's shared-governance model is documented properly, communicated clearly, and assessed regularly, it can strengthen alignment across the institution. It is no surprise that Honor Roll institutions do exceptionally well on the survey statement "Faculty, administration, and staff are meaningfully involved in institutional planning." (See full article, "Achieving a Culture of Communication on Campus.")

OMI will review, improve, and promote the WesternU Shared Governance Model to foster productive relationships built on the spirit of humanism and inclusion between administration, faculty, and staff. The cultural strength built on a sense of inclusion and boundaries of accountability will lend to moving the mission forward more confidently and efficiently.

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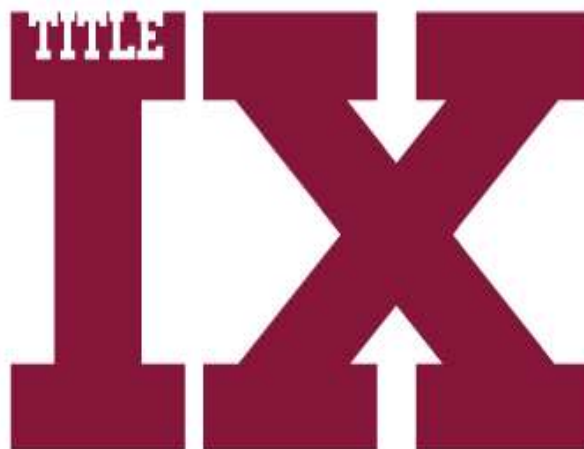
The Chronicle of Higher Education

## *SUPPORTS*

### TITLE IX

WesternU is committed to providing a safe and non-discriminatory educational and working environment for all members of the WesternU Community.

Chief of OMI works with the Title IX Committee to ensure that the Mission of WesternU is upheld and a humanistic investigation occurs for the accused and the accuser.

*GUIDES*

## OMI EDUCATIONAL SUB-UNIT ACCOMPLISHMENTS

OMI manages sub-units primary to supporting educational excellence. These include the Center for Excellence in Teaching and Learning (CETL), providing faculty improvement resources and learning technology; the Pumerantz Library and Resource Center (LRC), currently evolving to support students in the digital age; Office of Institutional Research & Effectiveness (IRE), critical to accreditation and the measurement of academic outcomes; the Harris Family Center for Disability and Health Policy (CDHP), providing accessibility services to students for effective learning; and Academic Community Engagement (ACE), working to increase the impact of Health Career Ladder and Summer Heatlh Professions Education Program.

## ACADEMIC COMMUNITY ENGAGEMENT (ACE)

Completed academic year of community educational programming on and off-campus to underrepresented and/or underserved students, reaching 393 Health Career Ladder scholars and over 3,000 regional students.

Completed Summer Health Professions Education Program (SHPEP) admissions cycle, receiving and reviewing 457 applications for 80 scholar seats; the program for 2020 will be online and non-residential, pending additional developments due to COVID-19

Assisted Palomares Academy of Health Sciences to achieve National Academy Foundation's (NAF) Distinguished Academy Award

## CENTER FOR EXCELLENCE IN TEACHING AND LEARNING (CETL)

Extensive COVID-19 planning preparations.

Partnered with Online Learning (OLL) for Learning Management Systems migration and rollout of two new LMS for WesternU- Canvas and Elentra.

Delivered full-calendar of learning events for faculty & staff.

3D Printing Cornea for Laser Simulation is being created for the College of Optometry.

3D/Virtual Reality Clinical Case Simulation ongoing.
Virtual Surgery Room brought to final phase, published in the Journal of Podiatric Medicine.

Formative Assessment App (Platform v.1.0 completed with research through the College of Pharmacy.

Delivered team-based IPE curriculum to 1st & 2nd year students

Delivered new IPE content: simulations, experiential learning

## HARRIS FAMILY CENTER FOR DISABILITY AND HEALTH POLICY (CDHP)

Completed assessment and identified improvements for student accommodation process.

Redesigned CDHP webpage is being created.

Researched and identified adaptive technology software to enhance accessibility for student accommodations.

## INSTITUTIONAL RESEARCH & EFFECTIVENESS (IRE)

Authored institutional research reports for external data collection (IPEDS).

Delivered dashboard data with key institutional information.

Completed survey reports and evaluations, including Inclusion & Humanism Report, COP Administrator Evaluations, Pulse Survey and Graduating Student Reports.

## PUMERANTZ LIBRARY

Harriet K. & Philip Pumerantz Library and Learning Resource Center continues to promote critical thinking and provide resources in support of teaching and research to the WesternU campus.

The Library Redesign project has been a priority in updating our current facility to a 21st century library, with enhancements such as new furniture, open study space with natural light, more study rooms and amenities where students, faculty and staff collaborate in a shared space as part of a learning community hub.

Improved digital experience for students and faculty by developing a variety of Articulate modules in the areas of student orientation for colleges, in-course content for the Colleges of Dental Medicine and Optometry, and copyright and plagiarism tutorial for faculty.  Created

a new Electronic Resources webpage that allows for faster updates and improved navigation.

Supported scholarship by creating a Writing for Publication Research Guide for the WesternU community.

Improved access to the University Archives collection content by uploading 100+ OMM lecture and demonstration video tapes onto Mediasite for the NMM/OMM Department.

# Office of Mission Integration