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TACOMA

CHARTING OUR COURSE UW TACOMA'S STRATEGIC PLAN 2016-2021





A GUIDE & A CATALYST

One of the most exciting opportunities for me as I joined the UW Tacoma family was that the institution was on the cusp of celebrating its 25th anniversary and therefore poised to look ahead toward the next 25 years. The outpouring of support and appreciation that our campus experienced from all parts of our community during our 25th anniversary year was energizing and humbling. As we reached this milestone the questions arose: What's next? What's in store for our students, our campus and our region?

The time was right to focus our energy, to make sure we're all working toward the same goals.

We set about answering those critical questions and more over the past year. In distinctly UW Tacoma fashion, we reached out across our campus as well as our community. The effort was led by a diverse committee of 30 individuals drawn from faculty, staff, students, alumni and community. Working together over 10 months, they did a remarkable job. The result is *Charting Our Course: UW Tacoma Strategic Plan 2016-2021*.

Charting Our Course successfully captures the hopes and aspirations for our next 25 years. It builds on our past while articulating a bold new shared vision and mission honed through dozens of meetings, forums, surveys and discussions. It lays out strategic priorities and impact goals with indicators that will help us gauge our progress. Together it gives us an action framework for our next five years and beyond.

As you review *Charting Our Course*, you will see that we are sharpening our focus on:

- UW Tacoma's compelling urban-serving mission
- Our passion for access as the central value of UW Tacoma
- The commitment to meaningful, measurable results

Charting Our Course is a beginning, a guidepost and a call to action co-created by a campus and community intent on continuing to advance our shared mission.

I am excited to be creating our future together.

Mark A. Pagano
Chancellor

PROCESS & PLANNING

PROCESS
INVITING, INCLUSIVE

Shortly after UW Tacoma celebrated its 25th year in July 2015, Chancellor Pagano launched a strategic planning process for the campus. He enlisted leaders to define a shared vision and clear direction for UW Tacoma. He appointed Dr. Bonnie Becker, Associate Dean of Curriculum and Academic Initiatives, School of Interdisciplinary Arts & Sciences, and Richard Wilkinson, Associate Vice Chancellor for Organizational Effectiveness & Development, to serve as co-chairs of the Strategic Planning Steering Committee. They chose consultant Kathleen Deakins, President of JayRay, as their partner. Their charge: Lead an open, inclusive and transparent process that clarifies the vision for the campus' next 25 years and charts the initial course toward achieving that vision.

They took the charge to heart. They committed to co-creating the plan with broad participation. It started with the formation of the 30-person Strategic Planning Steering Committee of faculty, staff, students, alumni and community members. They reached out to the campus' many stakeholders in over 100 meetings and untold individual conversations—on and off campus—and through a half dozen different surveys, through what they termed an iterative process which took just over 10 months.

MISSION
WE ARE URBAN-SERVING

“As an urban-serving university, what positive role can UW Tacoma play in achieving your aspirations?” That “Big Question” posed by the Strategic Planning Steering Committee drew more than 1,000 responses. Stakeholders on and off campus expressed that they care deeply about the contribution UW Tacoma can make to the future of the South Sound.

In 65 facilitated discussions and through online and paper surveys, faculty, staff, students, alumni and community member voices were heard. They shared hundreds of ideas and comments.

The “urban-serving” description in particular hit a chord. Some 86 percent of those responding indicated they strongly or somewhat strongly identify with UW Tacoma as urban-serving. The campus continued the conversation in open forums that were rich, diverse, and insightful.

PRIORITIES AND GOALS A FRAMEWORK FOR ACTION

Key themes emerged as the committee went back to our communities through meetings, emails, and surveys. In all, stakeholders suggested nearly 300 action items. Through careful evaluation and lively debate, the committee identified six strategic priorities under the themes Students, Communities, Scholarship, Equity, Culture and Growth.

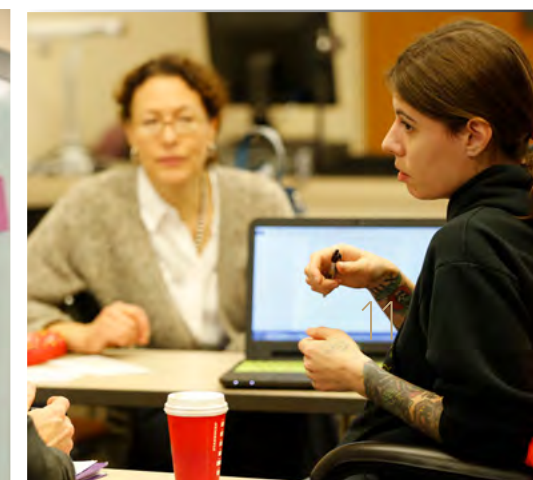
As the committee began to address what UW Tacoma would do in the coming years to pursue these priorities, they evaluated how best to proceed. Committee members were eager to be concrete in their plan and wary the resulting document might gather dust. At the same time, they were mindful that detailed planning is most effective when it involves those closest to the work.

The committee chose to try to inspire—to issue a call to action—rather than to prescribe. They crafted thoughtful “wildly impactful goals” and defined Indicators of success, rather than detailed initiatives.

The Strategic Planning Steering Committee members completed their work in June 2016, recommending *Charting Our Course* to the Chancellor.

VALUES
ACCESS AT THE CENTER

Over and over again, the committee heard from stakeholders that UW Tacoma has an essential role in providing access to education and opportunity. Access became a central theme in committee discussions. Embracing the ethos, the committee identified Access as the central value of UW Tacoma, and also affirmed the campus' long-articulated values of Community, Diversity, Innovation and Excellence. These deeply held values are manifest throughout *Charting Our Course*.



PROCESS & PLANNING CONTINUED

A BEGINNING IMPLEMENTATION

Chancellor Pagano then formed the Strategic Plan Coordinating Committee to guide implementation of *Charting Our Course* over the years ahead. Leading the committee are co-facilitators Kathleen K. Farrell, Ed.D., Interim Associate Vice Chancellor for Student and Enrollment Services, and Marcie Lazzari, Ph.D., Professor Emerita. The Coordinating Committee is broadly representative of campus and committed to co-creating a process that integrates *Charting Our Course* into the fabric of UW Tacoma's operations and culture. The faculty, staff and student members of the committee include co-champions for each of the six Impact Goals, as well as at-large student and staff representatives.

Members will help prioritize and support unit-level and campus-level initiatives, facilitate collaboration and evaluate plan progress. Their initial focus is on identifying, celebrating and optimizing existing plan-aligned work.

***Charting Our Course* is a dynamic plan.** Our stakeholders, on and off campus, will continue to have opportunities to participate throughout its implementation. These include learning about key initiatives, celebrating our impact and reflecting on how changes we encounter over time should shape our work.

We will share our progress and opportunities to engage with you on the website, in quarterly forums and through routine campus communications.





OUR ROLE & OUR IMPACT

VISION

The University of Washington Tacoma fosters a thriving and equitable society by educating diverse learners and expanding knowledge through partnership and collaboration with all our communities.

MISSION

As an **urban-serving university**, we:

- Expand access to higher education in an environment where every student has the opportunity to succeed
- Foster scholarship, research, and creativity to address the challenging problems of our time and place
- Partner and collaborate for common good
- Catalyze the economic and social vitality of the region

VALUES



STRATEGIC PRIORITIES

- Students**
Advance student success academically, professionally and personally.
- Communities**
Partner in advancing strong and diverse communities.
- Scholarship**
Expand and support a range of research, scholarship and creative activity.
- Equity**
Promote and model equity, inclusion and social justice.
- Culture**
Foster a climate and culture where we are inspired to do our best work.
- Growth**
Grow strategically and sustainably.



IMPACT GOALS & SUCCESS INDICATORS

STUDENTS

The UW Tacoma experience empowers students to achieve their dreams.

Educating learners is why we exist. Our alumni's accomplishments in their lives, their careers and their service to our communities are the ultimate measures of our institution's success. Achieving this takes the whole University, the foundation of which is excellent teaching. The range and depth of our support for students and the quality of experiences available to them outside the classroom completes this commitment.

We'll know we're making progress as we...

- A. Strengthen persistence to graduation for all student populations.
- B. Demonstrate continuous improvement in all pathway programs for K-12 schools and community colleges, particularly in the South Sound.
- C. Increase use and assessment of high-impact educational practices across all programs and for students in all stages of their studies, including co-curricular and global learning.
- D. Use best practices to evaluate, support and recognize teaching excellence and continuous improvement in teaching.
- E. Demonstrate continuous improvement in student learning through assessment of student learning outcomes.
- F. Increase student awareness of and satisfaction with the availability and accessibility of UW Tacoma resources, support and infrastructure.
- G. Increase financial aid, scholarships, fellowships and work study opportunities.
- H. Improve post-graduation success of our alumni, as measured by established indicators.

SCHOLARSHIP

We champion publicly engaged scholarship.

Discovery is at the heart of the University. We value and support a range of scholarly and creative activity broadly defined: Discovery, integration, application, and teaching and learning. Our focus on engaged scholarship bridges the gap between theory and practice. Involving students in the scholarship of the institution enriches their experience and gives our work relevance beyond our disciplines. Publicly engaged scholarship builds on mutually beneficial partnerships and creates positive impacts beyond the campus and academy, connecting the South Sound with the world at large.

We'll know we're making progress as we...

- A. Increase the number of faculty, students and staff involved in publicly engaged scholarship.
- B. Increase the visibility of scholarship and creative activity across the campus and in the community.
- C. Increase faculty satisfaction with the support and infrastructure for all types of scholarship, including global/international.
- D. Continuously improve the infrastructure that connects faculty, community members, students and staff as scholarly partners.
- E. Increase the number, breadth and activity of interdisciplinary, collaborative scholarly centers that address problems of our time and place.
- F. Increase the number of students participating in research, scholarship and creative activity, including producing publications, public presentations and creative works.
- G. Assess and increase our research, scholarly and creative impact using an evidence-based indicator of publicly engaged scholarship.

COMMUNITIES

Our community partnerships are transformational and synergistic.

UW Tacoma was borne of an engaged community, which informs our orientation today. The most successful UW Tacoma-community partnerships are transformative and result in each partner achieving more together than they can alone. Partnerships flourish when they are supported with infrastructure including organizational processes, communication channels, staffing and funding.

We'll know we're making progress as we...

- A. Increase community members' awareness of how to engage UW Tacoma.
- B. Increase the satisfaction of faculty, staff, students and community partners with the structures and resources supporting mutually beneficial engagement.
- C. Increase the application and assessment of best practices by students, faculty and staff in community engagement.
- D. Increase the number of community partnerships, including those that connect global and local communities.
- E. Increase community members' recognition of UW Tacoma as a valued thought leader and convener that addresses the problems of our time and place.
- F. Increase the number of students graduating with high-impact community engagement and leadership experience such as internships.
- G. Increase alumni engagement in community service and leadership.



EQUITY

We are grounded in social justice and embrace the assets of our diverse communities.

UW Tacoma prides itself on the diversity of our students, and the enriching campus life and learning such diversity brings. Yet our staff and faculty ranks do not reflect a comparable composition. Systematically assessing the experiences of students, faculty and staff will allow us to take evidence-based actions to support their retention and success. Embracing the changing demographics of higher education will help us move closer to fulfilling the promise of our vision and values. As we do so, we will become an engaged, civil and just university.

We'll know we're making progress as we...

- A. Improve the satisfaction of traditionally underrepresented students, especially racial/ethnic minority students, with the UW Tacoma experience.
- B. Increase the number and percentage of traditionally underrepresented racial/ethnic minority faculty members and staff by rank or position, and achieve equity in relation to promotions, compensation and workload.
- C. Better systematize and regularize the reporting of data incorporating the intersectionality of students, faculty and staff identities to inform our decision making and benchmark our activities.
- D. Reduce disparities in achievement, experience and opportunity across diverse groups of faculty, staff and students.
- E. Increase the percentage of faculty and staff with demonstrated expertise and experience in multicultural competency, inclusive pedagogy and culturally responsive curriculum design.
- F. Increase opportunities for students to understand and embrace the assets of our diverse communities through local and global learning and engagement experiences.

IMPACT GOALS & SUCCESS INDICATORS CONTINUED

CULTURE

Our campus is respectful, productive and inclusive.

Quality relationships are the foundation of a great workplace. Employees benefit from infrastructure that keeps them informed, makes their work more efficient and highlights their accomplishments. UW Tacoma aspires to be an employer of choice by cultivating trust, care and mutual accountability. These require investments in effective communication, shared governance and administrative processes.

We'll know we're making progress as we...

- A. Align promotion and evaluation criteria to reflect UW Tacoma's mission.
- B. Increase confidence among students, faculty and staff that UW Tacoma cares about and is responsive to the concerns of occupational and demographic groups.
- C. Improve the UW Tacoma work experience to meet the criteria of a great place to work or other recognized benchmarks.
- D. Foster an ethic of continuous learning and professional growth for both faculty and staff.
- E. Improve satisfaction of faculty, staff and students with the clarity and efficiency of our processes and procedures.
- F. Improve satisfaction of faculty, staff and students with the quality of relationships on campus, characterized by respect, civility, courtesy and a conflict-positive orientation.
- G. Improve internal communication mechanisms that increase awareness and connection among faculty, staff and students.

GROWTH

Our innovation drives our growth, energizing us and our region.

To thrive, the University must grow. Yet growth alone is not the goal. Our growth is a measure of the relevance of our work to the future of the South Sound and the exciting promise we offer to potential students. Our growth means we are fulfilling our mission as an urban-serving university in ways that are ever more varied and valued.

We'll know we're making progress as we...

- A. Grow our campus, programs and learning pathways to support anticipated opportunities and respond to community needs.
- B. Increase the regional economic activity attributable to UW Tacoma.
- C. Improve and expand facilities, technology and resources as the campus grows.
- D. Increase the satisfaction among students with student life infrastructure, such as options for parking, dining, housing and recreation.
- E. Increase retention rates of currently enrolled students toward timely graduation.
- F. Continue implementation of best practices in environmental sustainability as we grow.





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