



UNIVERSITY *of* WASHINGTON | TACOMA

STRATEGIC PLAN

2022-2027



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MESSAGE FROM THE CHANCELLOR

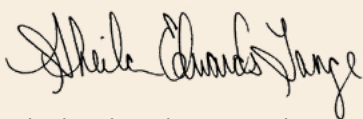
I am very proud to present to you UW Tacoma's 2022-27 strategic plan. It is not just words on your screen. It is a cornerstone on which we are building the UW Tacoma of 100 years from now.

A plan like this is only as strong as the institution's commitment to it. I can assure you, based on my first-year experience as your Chancellor, that we and our community are united and steadfast in our goal to be the best regional university in the nation, providing economic and social mobility to thousands of students and their families.

I urge you to visit this plan online, where you will find the Strategic Plan Dashboard. That set of metrics and measures—tracking persistence and graduation rates, equity gaps, scholarly activity and more—is how you will hold us accountable.

My deep gratitude extends to the hundreds of people who had input on this plan, and also to the many thousands of others who have been a part of the first 32 years of the growth and development of UW Tacoma.

Thank you.



Sheila Edwards Lange, Ph.D.
Chancellor

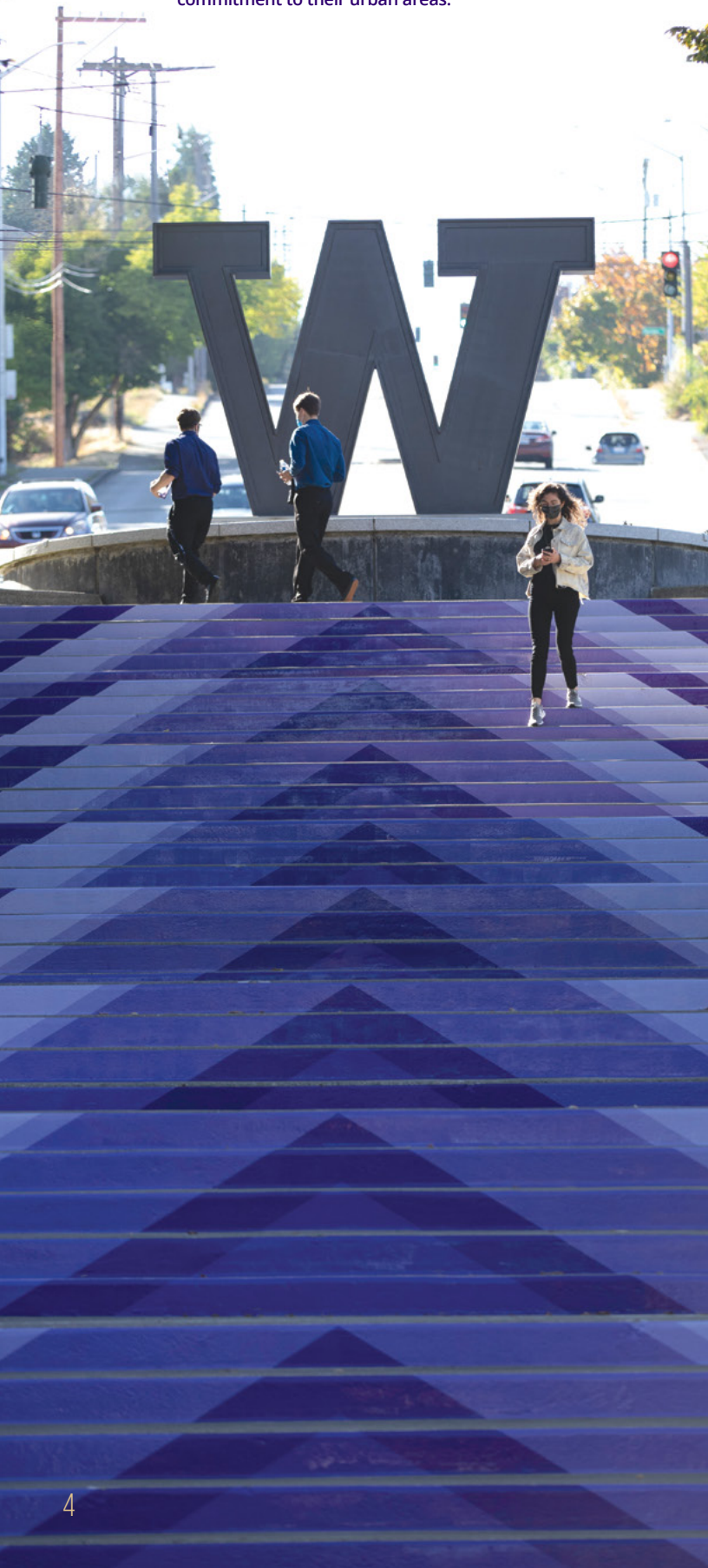
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Coalition of Urban Serving Universities

UW Tacoma is a member of the Coalition of Urban Serving Universities, 42 public urban research universities in 24 states with a demonstrated commitment to their urban areas.



SUSTAINABLE CAMPUS PLANNING

The UW Tacoma 2022-27 Strategic Plan is the cornerstone providing support to all our academic, financial and operational decisions.

Academic Plan: Led by faculty, a process is underway to update our academic plan, a roadmap of the academic programs and courses we need to meet our community's and students' needs and to grow to an enrollment of 10,000 students.

Operational Plan: Pulling together business plans from each academic and business unit, the operational plan is where lofty strategic goals become practical (and measurable) projects.

Financial Plan: Led by the Executive Budget Committee, our financial plan will lay out a process to sustainably finance our academics, operations and growth.

Across campus, departments and units will align their operational plans with the goals and strategies outlined in this plan.



STRATEGIC
ACADEMIC
OPERATIONAL
FINANCIAL



FRAMEWORK FOR GROWTH

Working from the “Charting our Course” document that guided our campus from 2016-2021, the committee affirmed—and in some places—adjusted the Vision, Mission, Values and Strategic Priorities of UW Tacoma.

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 to collaborate for common good

Catalyze the economic and social vitality of the region

VALUES

1. Access
2. Community
3. Diversity
4. Excellence
5. Innovation



OUR PLANNING PROCESS

In November 2021, a Strategic Planning Committee was charged to engage our campus community in renewing our strategic plan. The nine-month process, led in partnership with Praxis HR, included more than 38 strategic discussions producing more than 1,500 data points. Surveys of faculty, staff, students and community partners collected a multitude of perspectives on the future direction of our campus. The goal was to create a plan with specific, measurable goals and strategies to ensure our success in achieving a bold vision.

GOALS & STRATEGIC PRIORITIES

Students

Advance student success academically, professionally, and personally.

Communities

Partner in advancing strong and diverse communities.

Scholarship

Expand and support a broad range of teaching, research and creative innovation.

Equity

Promote and model inclusive excellence and social justice.

Vitality

Build a thriving community that is welcoming and sustainable.



UW Tacoma is recognized as a First-Gen Forward Institution. We address challenges, share resources, and continue to advance the success of our first-generation students.



STUDENTS

**ADVANCE STUDENT SUCCESS ACADEMICALLY,
PROFESSIONALLY AND PERSONALLY**

GOAL 1: INCREASE RECRUITMENT, ENROLLMENT, RETENTION AND GRADUATION RATES WITH A FOCUS ON CLOSING EQUITY GAPS.

Create and implement a strategic enrollment management plan that engages internal and external stakeholders including Community and Technical Colleges and School Districts.

Create institutional teams with shared responsibility for student retention and success.

Remove institutional barriers to student progress.

Ensure every student has opportunities to engage in high impact practices.

GOAL 2: ENHANCE STUDENT WELL-BEING.

Expand student support ecosystems.

Increase housing and dining options on and near campus.



COMMUNITIES

PARTNER IN ADVANCING STRONG AND DIVERSE COMMUNITIES

GOAL 3: STRENGTHEN COLLABORATIVE COMMUNITY PARTNERSHIPS WITH AN EMPHASIS ON DIVERSE COMMUNITIES.

Enhance, incentivize and recognize collaborative community engagement.

Create and strengthen entry points for the community to partner with UW Tacoma.

GOAL 4: ENHANCE THE ECONOMIC VITALITY OF THE REGION.

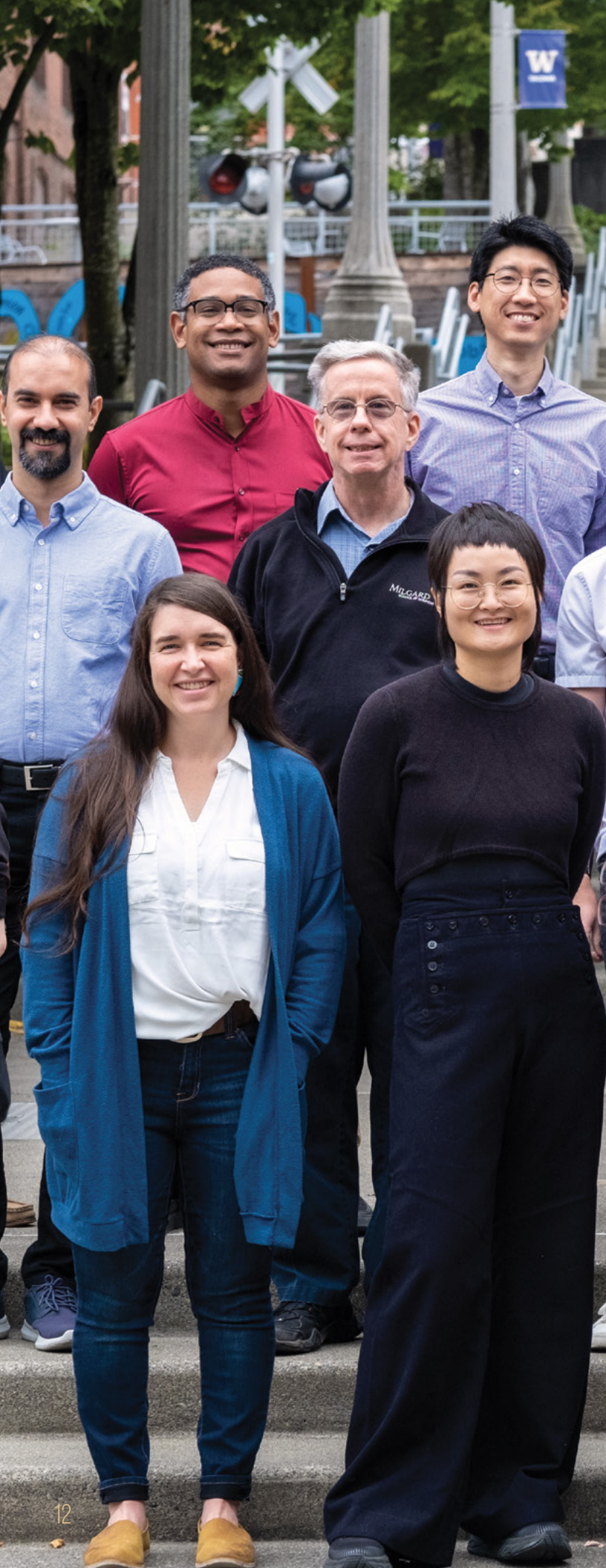
Consistently partner with the workforce development community to ensure alignment with workforce demand.

Intentionally pursue public private partnerships and entrepreneurial activity to generate mutually beneficial economic vitality for our community.

Identify community-based organizations that serve diverse communities and partner with them to support a college-going culture, prioritize access and remove barriers to a UW Tacoma education.



UW Tacoma has received the Carnegie Foundation Classification for Community Engagement, recognizing collaborative work that enriches scholarship, research and creativity; addresses critical societal issues; and contributes to the public good.



SCHOLARSHIP

EXPAND AND SUPPORT A BROAD RANGE OF TEACHING, RESEARCH AND CREATIVE INNOVATION

GOAL 5: BECOME A NATIONAL LEADER IN COMMUNITY-ENGAGED RESEARCH, SCHOLARSHIP AND TEACHING.

Promote and publicize the work that we are doing in community-engaged scholarship regionally and nationally.

Build and support learning communities to integrate best practices in community-engaged teaching.

GOAL 6: INTEGRATE HIGH-IMPACT PRACTICES FOR STUDENTS INTO OUR SCHOLARLY WORK.

Increase opportunities to fund faculty and students doing undergraduate research.

Increase opportunities to fund faculty and students doing community-engaged learning.

GOAL 7: FOSTER A CLIMATE OF CREATIVITY, ENTREPRENEURSHIP AND INNOVATION.

Enhance, incentivize and recognize creativity, entrepreneurship and innovation.

Drive positive change in policies and procedures to incentivize collaborative and entrepreneurial work.



EQUITY

PROMOTE AND MODEL INCLUSIVE EXCELLENCE AND SOCIAL JUSTICE

GOAL 8: CULTIVATE AN ACCESSIBLE, EQUITABLE, RESPECTFUL AND INCLUSIVE CAMPUS CULTURE.

Expand opportunities for students, faculty and staff to engage in the work of social justice and anti-racism.

Expand opportunities for training and community conversations to enhance a culture of inclusive excellence, mutual respect and social justice.

Incentivize and recognize individuals and groups who embody the values of trust, kindness and mutual respect.

GOAL 9: ATTRACT, ENGAGE AND RETAIN A DIVERSE COMMUNITY OF STUDENTS, FACULTY AND STAFF.

Expand opportunities for recruiting diverse communities of students, faculty and staff and support their success.

Prioritize competitive compensation packages for staff and faculty.

Invest in the development, retention and well-being of all UW Tacoma employees.



VITALITY

BUILD A THRIVING COMMUNITY THAT IS WELCOMING AND SUSTAINABLE

GOAL 10: INTENTIONALLY CREATE SPACES, PROGRAMS AND ACTIVITIES THAT ENCOURAGE ENGAGEMENT WITH OUR CAMPUS.

Create and expand opportunities to activate our campus.

Expand and create campus-wide celebrations and recognitions.

Emphasize engagement in the design and use of campus spaces.

Engage our campus and community to enhance and reimagine public safety on and around campus.

GOAL 11: PRIORITIZE FINANCIAL STABILITY AND SUSTAINABILITY.

Foster a culture of shared fiscal accountability, efficiency and transparency.

Diversify our revenue streams beyond student tuition by leveraging our strengths to attract new investment in UW Tacoma.



FOLLOW OUR PROGRESS

We will know if what we are doing is working by measuring our progress against a set of carefully selected metrics. These indicators will tell us if we are headed in the right direction, at the right pace, with the right resources.

tacoma.uw.edu/strategic-plan/metrics



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tacoma.uw.edu/strategic-plan

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