

W UNIVERSITY of WASHINGTON | TACOMA

Strategic Planning: Reaffirming Priorities, Setting Bold New Goals

UW Tacoma is partnering with Keeling & Associates, LLC (K&A) for its 2026-2027 strategic planning process, through which the University will reaffirm its mission, vision, values, and priorities and establish bold, new goals and assessment metrics for the next five years.

Through the 2022-2027 Strategic Plan, the University has positioned itself as a national model for a regional public university that combines student success, community impact, and applied scholarship. However, like its peers, UW Tacoma faces challenges in the years ahead, including a volatile legislative and regulatory environment, changing student expectations, and misperceptions about the value of higher education. Through this process, the University will develop bold new goals that leverage its progress, respond to student and community needs, reflect its aspirations, and align with UW-wide and campus master plans. K&A will facilitate a trustworthy, equity-centered process so faculty, staff, students, and community partners have meaningful opportunities to shape the renewed plan.

The five strategic priorities in the 2022-2027 Strategic Plan will continue to guide the University:

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.

Timeline & Activities



August–November 2026:

- ▶ Inclusive stakeholder engagement
- ▶ Internal data review and external research



December 2026–February 2027:

- ▶ Data synthesis and analysis
- ▶ Visioning sessions and thematic work groups
- ▶ Strategic planning summit
- ▶ Preliminary goals and proposed metrics



March–April 2027:

- ▶ Campus-wide reflection and feedback
- ▶ Draft of refreshed strategic plan
- ▶ Implementation framework



May 2027:

- ▶ Refreshed strategic plan and new implementation roadmap

Guiding questions to consider before interviews with K&A include the following:

- ▶ What are the most important ideas, concerns, and opportunities that UW Tacoma must address to advance its strategic priorities in the next five years?
- ▶ What achievements from the 2022–2027 strategic plan must the University preserve and build upon? Where must UW Tacoma make better or more progress?
- ▶ What external trends—among students, in the workforce and/or South Puget Sound, etc.—pose the greatest challenges or opportunities for the University?
- ▶ Where must UW Tacoma focus its efforts to ensure all members of the community can thrive?
- ▶ What should become true about UW Tacoma in the next five years that is not yet true today?

K&A has facilitated strategic planning projects with more than 115 institutions of higher education, including several of UW Tacoma's peers in the Coalition of Urban Serving Universities. Learn more at www.keelingassociates.com.

Contact Eric Narburgh, vice president and senior consultant, at enarburgh@keelingassociates.com with confidential questions or comments.

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