1. **Metaphors of the Future**
   The colorful chart below captures the many metaphors of UW Tacoma’s future imagined by Steering Committee members.

2. **Individual Visions for UWT’s Future**
   The vision statements below were crafted by individual Steering Committee members during one of the exercises.

   A. We are an innovative urban serving institution, grounded in social justice and a model for equity and inclusion that transforms the lives of students, staff, faculty, and the local and global community.

   B. UW Tacoma serves as a catalyst and support for diverse students and communities to thrive socially, culturally and economically for generations by expanding knowledge and scholarship.

   C. As a nationally recognized urban-serving university, UW Tacoma catalyzes social and economic mobility by education leaders and life-long learners.

   D. A world where equal opportunity won’t be so hard. UW Tacoma becomes a place where we gain excellence through opportunity, inclusion, a global view, innovation, and inquiry, transforming lives and communities. [We] invest in access, inclusion/equity, and involvement in frontline research, for student success here and beyond.

   E. UW Tacoma will be a model of an urban-serving university, contributing to the development of a thriving community where people want to be. Our research and service, and integrated
relationship with our alumni, will improved the quality of life in the South Sound, the USU community through research, and the UW as we are able to contribute best practices for first generation, diverse, and engaged education.

F. UW Tacoma will be an internationally recognized institution with a learner-centric culture that influences the South Sound to promote building a more economically diverse community.

G. UW Tacoma creates an environment in which scholarship informs the creation and development of socially responsible communities that thrive emotionally, culturally, economically, and intellectually.

H. UW Tacoma builds generative pathways to connect our students locally and globally, creating mutual feedback loops fostering learning, growth, and wellbeing.

I. UW Tacoma will become the nation’s premier urban-serving campus that gains global recognition for the breadth and depth of its local impact through the engaged work and learning of its people.

J. UW Tacoma strives to be a model for the 21st century urban-serving university; a knowledge oasis for students, scholars, and community.

K. UW Tacoma can be an institution that embodies and fosters the knowledge, community, dignity, and opportunity that serve as a foundation for a just and equitable world.

L. UW Tacoma focuses on serving the needs of the community from diverse social and economic experiences to produce experts, leaders, and innovators.

M. Create an institution that makes the South Sound a better place economically, socially, and culturally through building high-quality connections with our communities. An enabling nexus, or catalyst, for change of the community.

N. Economically and socially progressive international city; an engine for ongoing innovation and progress; working with partners to develop educated citizens and economic impact; all of UW and other cities can learn from us.

O. Leading and bringing people together to create and realize a vision for Tacoma’s and the South Sound’s future. Best in class for success for first generation in careers. Transform individuals, families, and community. Employer of choice; model of continued growth and development. Best in class in town and gown partnerships.

P. UWT trains leaders.

3. Current University Description

This description of UW Tacoma appears in the online course catalogue, among other places. It is included here as a point of reference as the Steering Committee continues its strategic planning and visioning work.

The University of Washington Tacoma is a catalyst for our region, providing access to students in a way that transforms families and communities. As an urban-serving university, we impact and inform economic development through community-engaged students and faculty. We conduct research that is of direct use to our community and region. And, most importantly, we seek to be connected and relevant to our community’s needs and aspirations.