STANDING COMMITTEES

Academic and Student Affairs Committee

Charting Our Course: UW Tacoma Strategic Plan 2016-2021

INFORMATION

This item is for information only.

BACKGROUND

It began with a question, “What positive role can UW Tacoma play in achieving your aspirations?” This presentation will provide an update on the UW Tacoma strategic planning process, beginning in the summer of 2015 to its completion and subsequent implementation.

As an urban-serving university we expand access to higher education in an environment where every student has the opportunity to succeed. We foster scholarship, research and creativity to address the challenging problems of our time and place. We catalyze the economic and social vitality of the region and we partner and collaborate for common good. We value access, excellence in teaching, diversity, innovation and deep connections with our community.

Through our planning process we identified six impact goals. These goals will drive our future actions. Co-champions will move the plan forward by identifying and highlighting plan-aligned work, prioritizing and supporting unit-level and campus-level new initiatives, realigning existing resources and identifying possible new ones and finally evaluating the plan progress and identifying and filling in gaps.

We bring an asset-based focus to the goal of empowering our diverse student population to achieve their goals and dreams.

Attachments
Charting Our Course Strategic Plan 2016-2021
Presenters’ Biographical Information
CHARTING OUR COURSE
Strategic Plan 2016-2021
UW TACOMA
Shared Vision

New Chancellor’s Vision, Education, Career Experience, Knowledge and Ideas in Higher Ed and USU, Campus Advocacy
WA State, UW BOR, UW Seattle, UW Bothell, President, Provost, UWT Advisory Board, Tacoma & Puget Sound Communities and organizations

Global, National and State Issues in the Disciplines & Service Areas, Faculty Executive Council, ASUWT, UWTSA

Historical Strengths and Foundational Tenets of UWT

Tacoma Historic Warehouse District
STRATEGIC PLANNING PROCESS

- Organized summer 2015 – Kicked off fall 2015
- Planning committee was comprised of staff, faculty, students, and community members and worked together across campus and around the community
- Open, inclusive and transparent
- Refined the vision, mission and values
- Created impact goals, success indicators, and framework for implementation
DRAFT TIMELINE 2015/16

**NOV**
- Stakeholders answer the Big Question

**DEC**
- CREATE Vision

**JAN**
- IDENTIFY Strategic Priorities
- IDENTIFY Wildly Important Goals

**FEB**
- TARGETED Stakeholder CONSULTATION
- SELECT Initiatives

**MAR**
- DRAFT Strategic Plan

**APR**
- Stakeholder FEEDBACK

**JUN**
- FINALIZE Strategic Plan

**SUMMER**
- ASSESS Resource Requirements
- CREATE 2016/17 Action Plan
- ESTABLISH Monitoring Team

**AUTUMN**
- Monday, October 17th 3:30-5:00 pm
- ROLL-OUT
THE BIG QUESTION

As an urban-serving university, what positive role can UW Tacoma play in achieving your aspirations?

- Students
- Faculty
- Staff
- Community members
- Alumni

More than 1,000 responses and 65 facilitated discussions
PLAN FOCUS

- UW Tacoma’s compelling urban-serving mission came into sharper focus
- Our passion for access was added as a central value for UW Tacoma (Compass rose idea was born)
- A commitment to meaningful, measurable results was solidified
VISION, MISSION & VALUES
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.
- Catalyze the economic and social vitality of the region.
- Partner and collaborate for common good.
VALUES

EXCELLENCE

DIVERSITY

ACCESS

COMMUNITY

INNOVATION
CONNECTION TO UW STRATEGIC PLAN

- Shared core values
- Focus on students and collaboration
- Impact goals linked to UW key initiatives in:
  - Community Engagement
  - Husky Experience
  - Race & Equity
  - Teaching & Learning
  - Population Health
IMPACT GOALS

Dr. Bonnie Becker
Co-Chair, Strategic Planning Steering Committee
Associate Professor, School of Interdisciplinary Arts & Sciences
STUDENTS

The UW Tacoma experience empowers students to achieve their dreams.
SCHOLARSHIP

We champion publicly-engaged scholarship.
Our community partnerships are transformational and synergistic.
We are grounded in social justice and embrace the assets of our diverse communities.
CULTURE

Our campus is respectful, productive and inclusive.
GROWTH

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

Dr. Mark A. Pagano
Chancellor
THREE CRITICAL FACTORS NECESSARY FOR A STRATEGIC PLAN TO SUCCEED

1. Performance and health of the organization
   IQ (Institutional Quotient)

2. Motivation and the role of the leadership
   MQ (Motivational Quotient)

3. Alignment or “putting it into practice”
   EQ (Executional Quotient)

(Adapted from: Steven Aronowitz, Associate principal, McKinsey Co)
IMPLEMENTATION

- Coordinating Committee led by Kathleen Farrell and Marcie Lazzari
- Co-champions for each of the six impact goals as well as three constituent representatives
- Identify and highlight “plan-aligned” work (Braiding)
- Prioritize and support unit-level and campus-level new initiatives
- Realign existing resources and Identify possible new ones
- Evaluate plan progress and identify and fill in gaps
IMPLEMENTATION

Implementation process needs to be clear, simple, and easily blended into normal work flow.

- Inform Decisions
- Feedback
- Initiatives
- VCs / Units / Governance / Communities Groups
- Execution
  (Specific Initiatives and SP - inform daily work)
STUDENTS

Karl Smith
Associate Vice Chancellor for Student & Enrollment Services & Chief Admissions Officer

UNIVERSITY of WASHINGTON | TACOMA
WHERE OUR STUDENTS COME FROM
• 48% of students come from minority backgrounds. (29.5% of Pierce County residents come from minority backgrounds)

• 24% of students come from underrepresented minority backgrounds
RallyPoint/6 is a partnership between UW Tacoma, Metropolitan Development Council, and 9 other Pierce County colleges to help veterans navigate postsecondary options and employment resources. An education services navigator position is jointly funded.
Pathways to Promise is an outreach and admission partnership between UW Tacoma and the following school districts:

- Bethel School District
- Kent School District and King County Housing Authority
- Federal Way Public Schools
- Franklin Pierce School District
- Puyallup School District
- Tacoma Public Schools
- Tahoma School District

The partnerships features early outreach, college planning, and assured admissions.
Currently Enrolled Transfer Students by Last Institution:
Pierce College and Tacoma Community College Combined

- Pierce College and Tacoma Community College: 34%
- All Other Institutions: 66%
IMPACT GOALS

STUDENTS
The UW Tacoma experience empowers students to achieve their dreams.

EQUITY
We are grounded in social justice and embrace the assets of our diverse communities.
TAKE AN ASSET-BASED APPROACH

How do we help college students who find it hard to get involved, who have doubts about their ability to succeed or who have been invalidated in the past to succeed?
ASSET-BASED APPROACHES AT UW TACOMA

> Faculty Assembly

> Student Leadership Development

> Student Success Task Force
ASSET-BASED APPROACHES IN THE FIRST YEAR

Low-income, first-generation students and ‘traditional’ students experience transitions to college very differently

(Rendón 1994)
VALIDATION THEORY
(Rendón & Muñoz 2011)

> Intentional, proactive affirmation

> Validate personal identities inside and outside the classroom

> Developmental process

> Early experiences most critical
GALLUP STRENGTHSQUEST

> Help students discover, understand, and optimize their strengths

> Identify skills, talents and knowledge (strengths)

> 5 unique talent themes
2016 PILOT:
STRENGTHSQUEST FOR FRESHMEN

> Cross-Campus Partners
  – Student Transition Programs
    > New Student & Family Programs
    > Career Development
  – Academic Advising Center
  – Office of Undergraduate Education
Exploring my strengths helped me feel more confident about my potential for success in college (n = 368)
The most helpful thing about exploring my strengths was...

> Learning about myself (63%)
> Learning about my strengths (46%)
> Learning something new about myself (32%)

“Bringing out my strengths as something more obvious. I didn't really see these strengths before and now I do!”

“Knowing what my strengths really are could help me be more interactive with my community”

“I got to learn more about myself and what might help me succeed in college”
ASSET-BASED APPROACHES: WHAT’S NEXT?

> Freshmen Strengths-based events through the school year
> Revisiting Strengths at Freshmen re-orientation in Spring
> Comparing persistence of students who participated in Jump Start to those who did not
> Expanding to all incoming new students
Dr. Bonnie Becker, Associate Dean of Curriculum and Academic Initiatives and Associate Professor
Bonnie is an associate professor in marine ecology at UW Tacoma in the School of Interdisciplinary Arts and Sciences since 2006. Her research focuses on marine conservation biology, including invertebrate larval connectivity, remediation and restoration, and habitat monitoring. She teaches courses focused on ecology, zoology, and conservation biology and she is interested in experiential-and service-based learning in undergraduate education. Bonnie served as co-chair of the Strategic Planning Steering Committee 2015-2016. She is now on a well-deserved sabbatical.

Amanda Figueroa, Director of Student Transitions Programs
Amanda Figueroa is the Director of Student Transition Programs at the University of Washington Tacoma, where she leads Pre-College Programs, New Student and Family Programs, and Career Development. Amanda’s professional experience has centered on advocating for equity in education, and creating bridges between universities, K-12, and informal learning environments, with a special emphasis on STEM. Amanda has a BS in Biological Sciences (2003) and a MS in Aquatic and Fisheries Science (2010), both from the University of Washington.

Karl Smith, Associate Vice Chancellor for Student and Enrollment Services and Chief Admissions Officer
Karl Smith earned a Bachelor of Arts degree in mathematics and a Masters in Teaching from the University of Washington. His career started in the UW Office of Minority Affairs & Diversity as an outreach and recruitment coordinator in 2001. Currently Karl Smith is the Co-Interim Associate Vice Chancellor for Student and Enrollment Services/Chief Admissions Officer at the University of Washington Tacoma. In his current role Karl scope of responsibility includes the offices of admissions, registrar, financial aid, and student transition programs at UW Tacoma. Karl has worked at the UW since 2001 and has become a highly-valued member of the University of Washington community.