



Dear Colleagues,

Thank you for your patience as the Vision, Mission, and Strategic Plan Steering Committee reviewed the feedback provided at the November 4, 2022, State of the University address and developed drafts for your review. What we heard from the forums—and elsewhere—was a desire to limit our Values to a manageable and meaningful number (3-4) and to connect and integrate our Vision, Mission, Values, and Strategic Plan.

Our university community also provided a wealth of feedback on content for the Values and the framework for a Strategic Plan. From this feedback, the Steering Committee has developed three draft models designed to help us gather additional input. Two models look similar in terms of their organizational structure and some of the content; the third takes a different approach to the structure. Because the content derives from the feedback we received, it is similar across all three models.

We have two major steps left in completing our Values and Strategic Plan. The first is to gather feedback on the draft Values and Strategic Plan frameworks from the various departments and offices across the university community. As departments and offices gather to review the draft models and identify strengths and weaknesses, we ask that you include staff and students, including graduate students, to ensure that everyone has a voice in this process. Once you have completed your discussion about the three draft models, the facilitator of the discussion should email Dania Cochran ([danialcochran@cwu.edu](mailto:danialcochran@cwu.edu)) to request a link to a Qualtrics survey, where you can input your feedback. **We ask that you complete this step by Friday, March 17.** The three models have been loaded onto the [Committee Updates](#) page of the Vision and Mission website, along with a mock-up of the Qualtrics survey.

The second step will occur after the Steering Committee reviews the feedback from step one and finalizes a Values and Strategic Plan framework. We will share that information with the university community and ask that you have another conversation in your departments and offices so we can develop initiatives and action items for the Strategic Plan, as well as key performance indicators that will help us measure our success. We will then convene all directors, department heads, associate deans, deans, and other campus leaders to have a conversation about these items and begin drafting the Strategic Plan. As you complete this second step in the process, we ask that you develop university-level initiatives or actions, not departmental initiatives or actions. That is, please think institutionally as this is the Strategic Plan for all of CWU. Divisional, college, and departmental strategic plans can follow after this process, and they should flow out of the university's Strategic Plan.

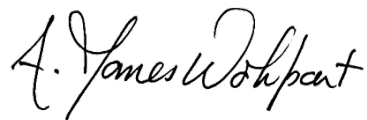
Generally, the horizon for a university's Vision, Mission, and Values is ten years; that is, a community should renew and refresh these statements once per decade. The commitments,

goals, or objectives that fall under a Strategic Plan generally have a five- to ten-year horizon. Specific initiatives or actions have a two- to five-year horizon.

We are nearing the conclusion of a two-year collaborative and inclusive process to develop the Vision, Mission, Values, and Strategic Plan that will guide CWU into the future. I greatly appreciate everyone's participation and involvement.

If you have questions, anyone from the Steering Committee would be happy to assist.

Sincerely,

A handwritten signature in black ink that reads "A. James Wohlpart". The signature is written in a cursive, flowing style.

A. James Wohlpart  
President

Vision, Mission, and Strategic Plan Steering Committee:

- Missy Davis, Classified Employee
- Jessica Murillo-Rosales Davis, Alumni representing Graduate Students
- Laura Dahlby Nicolai, Athletics
- Sigrid Davison, Equity
- Wendy Iwaszuk, Alumni/Foundation Board Member
- Elizabeth Brown, Academic Department Chair Council
- Elvin Delgado, Former Faculty Senate Chair
- Jeff Stinson, Provost's Council
- Jonathon Henderson, Exempt Employee
- Joseph Gabriel Ecolango, Undergraduate Student