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November 17, 2021

Dear Colleagues,

Thank you for your patience as the Vision, Mission, and Strategic Plan Steering Committee worked through the many rich responses we received to the Vision and Mission survey. We met last Tuesday, November 9 and have an update to provide to the university community regarding next steps. Please read this email closely and if you have feedback, please let any of the Steering Committee members know.

As a reminder, the Steering Committee developed a definition for a vision and a mission here at CWU:

- A vision statement is an aspirational, memorable, future-oriented statement that is big and bold enough to propel the university forward. It should inspire the members of the institution to strive for their dream (what they would like to see the university be) and constituencies outside the institution to support that dream.
- A mission statement captures the university's core purpose and inspires the consistent, high quality, and intentional actions by which the vision will be achieved. It guides strategic planning and decision-making.

These definitions will be guiding our work as we move forward.

Analysis of the Survey Results

The Steering Committee found three concepts that could provide an appropriate focus for a new Vision and Mission repeated regularly throughout the survey feedback. As we have studied what makes a strong vision statement for an organization, we have come to an understanding that it should be concise, provide a true north for the organization, and offer focus and clarity to the organization's efforts.

As we go through the process to decide on a new vision for the university, we will eventually focus on only one of these concepts, though they are not mutually exclusive (the other two would very likely end up in the strategic plan in support of the vision).

- Equity, Diversity, Inclusion, Belonging (to move away from a deficit model and towards a culturally-sustaining/cultural wealth model)
- Sustainability (broadly considered to include people, planet, profit – or social, environmental, financial – also known as the triple bottom line)

Office of the President

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- Engaged Learning (broadly considered to include high impact practices, leadership, active learning, academic rigor and support, critical thinking/communication/collaboration/etc. skills, student success, etc.)

A document with representative quotes from the survey relating to these three concepts will be placed on the [Committee Updates](#) page of the Vision and Mission website. We will also include a SharePoint link to the [full survey results](#) in response to the questions about Vision.

What to Expect Next

As a committee, we will be developing rich descriptions of these three concepts from the survey results as well as possibly from additional research and readings. That work will happen during the remainder of the fall quarter, over the winter break, and possibly into the start of the winter quarter. We will also discuss our next steps and how to continue to share our work with the university community to get your feedback. This may include reaching out to subject matter experts in these three areas.

While the timeline has changed for this process, I do still expect that we will have a new vision, mission, and strategic plan approved by early in the fall quarter of 2022. The rich feedback we have received and the importance of including everyone's voice has necessitated a change to the process. We do truly appreciate your participation, flexibility, and patience.

Please let us know if you have questions.

Jim Wohlpart

On behalf of the Committee:

Elvin Delgado, Former Faculty Senate Chair

Jonathon Henderson, Exempt Employees

Missy Davis, Classified Employees

Madeline Koval, Associated Students of CWU

Jessica Murillo-Rosales, Alumni representing Graduate Students

Jeff Stinson, Provost's Council

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Jennifer Dechaine, Academic Department Chair Council
John Vasquez, Student Success
Lauren Hibbs, University Centers
Laura Dahlby Nicolai, Athletics
Sigrid Davison, Diversity, Equity, and Inclusion
Wendy Iwaszuk, Foundation Board, Alum

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