



**REPORT TO THE NORTHWEST
COMMISSION ON COLLEGES AND UNIVERSITIES**

Policies, Regulations, and Finances Review

September 1, 2025

Report of Central Washington's
compliance with the NWCCU
requirements outlined in Standard 2.



Central
Washington
University

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Introduction

Located 100 miles east of Seattle in the center of the State of Washington, Central Washington University (CWU) is a regional comprehensive university dedicated to student success, engagement, belonging, and stewardship. With its main campus in Ellensburg, CWU offers a vibrant learning environment where students are supported, challenged, and prepared to thrive in an ever-changing world.

In Academic Year 2025, CWU served 8,509 students, including 7,720 undergraduates, 295 post-baccalaureate students, and 494 graduate students. Additionally, 12,583 high school students were served through dual enrollment programs such as College in the High School and Running Start.

CWU's student body reflects the university's mission of access and opportunity. Fifty-three percent of students identify as female and 47% as male, with nearly half of all undergraduates identifying as first-generation college students. CWU is proud to be recognized as an Emerging Hispanic-Serving Institution, with nearly 25% of undergraduates identifying as LatinX. This diverse and dynamic community is central to CWU's commitment to empowering students from all backgrounds to succeed academically and professionally.

CWU offers 135 undergraduate majors and 32 graduate programs through four distinguished academic colleges:

- College of Arts and Humanities
- College of Business
- College of Education and Professional Studies
- College of the Sciences

The university also houses the William O. Douglas Honors College, which provides an enriched academic experience for high-achieving students.

In addition to its Ellensburg campus, CWU operates seven university centers located in Lynnwood, Des Moines, Pierce, JBLM, Yakima, Wenatchee, and Moses Lake. These centers expand access to quality higher education and offer career-relevant programs tailored to regional workforce needs.

CWU's academic offerings are further enriched by a broad array of minors, certificates, and professional credentials that support career advancement and lifelong learning.

At Central Washington University, we are building a community of belonging, innovation, and opportunity—empowering students to create their futures and make meaningful contributions to the world.

Mission Fulfillment

At Central Washington University (CWU), our vision is to be a model learning community of access and opportunity. This vision is realized through our mission:

To build a community of access and opportunity, Central Washington University fosters high impact practices, sustainability, and authentic community partnerships that are grounded in meaningful relationships.

CWU fulfills this mission through intentional efforts that span academic programs, student support services, and operational practices. Guided by our unifying value of Student Success, we are committed to inclusive learning environments, meaningful relationships, and empowering students to thrive academically, professionally, and personally. Our progress is tracked annually through the [Annual Accountability Report](#), which includes key performance indicators aligned with institutional goals.

The university is removing barriers to access and persistence by developing equitable pathways into and through the university. Strong partnerships with K-12 schools, community colleges, and regional employers support students, particularly those from historically underserved backgrounds, in pursuing a high-quality education. CWU uses disaggregated data to identify and close equity gaps in retention and graduation rates, while expanding access to High-Impact Practices (HIPs) such as undergraduate research, service learning, and internships that enrich student learning and development.

CWU's commitment to sustainability is evident in both its institutional practices and academic programs. Through the implementation of a university-wide [Sustainability & Climate Change Action Plan](#), the university is embedding sustainability and environmental justice into its curriculum, operations, and long-range planning. These efforts reflect our broader commitment to responsible leadership and stewardship of resources.

Authentic community partnerships are another cornerstone of CWU's mission. We collaborate with regional communities, tribal nations, and public agencies to expand educational and economic opportunity across the state. These relationships are grounded in mutual respect and designed to create long-term value for both the university and its partners.

Belonging is central to CWU's identity. We foster a supportive campus culture by building meaningful relationships, creating opportunities, and ensuring that all members of the university community feel valued and engaged. We are also advancing initiatives that support our transition toward becoming a Hispanic Serving Institution. Through student groups, inclusive training programs, and leadership development, CWU fosters a sense of pride and connection among students, faculty, and staff.

CWU aligns its programs, resources, and initiatives with its mission through a strategic plan that is operationalized through our values: Student Success, Engagement, Belonging, and Stewardship. In doing so, CWU is building a more inclusive, sustainable, and impactful future for all members of the university community.

INSTITUTIONAL REPORT CERTIFICATION FORM



Institutional Report Certification Form

On behalf of the Institution, I certify that:

- There was broad participation/review by the campus community in the preparation of this report.
- The Institution remains in compliance with NWCCU Eligibility Requirements.
- The Institution will continue to remain in compliance throughout the duration of the institution's cycle of accreditation.

I understand that information provided in this report may affect the continued Candidacy or Accreditation of my institution. I certify that the information and data provided in the report are true and correct to the best of my knowledge.

(Name of Institution)

(Name of Chief Executive Officer)

A. James Wohlschlag

(Signature of Chief Executive Officer)

(Date)



Governance

2.A.1 The institution demonstrates an effective governance structure, with a board(s) or other governing body(ies) composed predominantly of members with no contractual, employment relationship, or personal financial interest with the institution. Such members shall also possess clearly defined authority, roles, and responsibilities. Institutions that are part of a complex system with multiple boards, a centralized board, or related entities shall have, with respect to such boards, written and clearly defined contractual authority, roles, and responsibilities for all entities. In addition, authority and responsibility between the system and the institution is clearly delineated in a written contract, described on its website and in its public documents, and provides the NWCCU accredited institution with sufficient autonomy to fulfill its mission.

Central Washington University (CWU) maintains an effective governance structure beginning with its [Board of Trustees](#), which is composed predominantly of members with no contractual, employment, or personal financial interest in the institution. This structure ensures impartial oversight and protects the integrity of university decision-making.

CWU has only one governing board. The CWU Board of Trustees is comprised of eight members, including one student trustee. The Board elects a chair and vice chair annually to preside over its meetings. All regular members are appointed by the Governor of Washington State with the consent of the State Senate. Trustees serve six-year terms, except for the student trustee, who serves a one-year term.

The onboarding process for new members of the Central Washington University Board of Trustees is designed to provide a comprehensive introduction to the university's leadership, strategic priorities, and institutional operations. Prior to their campus visit, trustees receive digital access to a curated set of materials, including Board policies, financial reports, strategic planning documents, accreditation information, and institutional effectiveness resources. Once on campus, they typically participate in a full-day orientation that includes individual meetings with cabinet members overseeing areas such as enrollment management, operations, academic affairs, and financial services. The day concludes with a debrief with the President and Chief of Staff. The student trustee is onboarded through a different process and receives a binder of key information and an orientation led by the Chief of Staff and Secretary to the Board of Trustees.

The Board's responsibilities are defined by [State regulations](#) and further outlined in [university policy governing the Board](#), the [Constitution of the Board of Trustees](#), and the [Bylaws of the Board of Trustees](#). These documents provide clear guidance on the roles and responsibilities of the Board in areas such as fiscal oversight, policy development, strategic planning, and presidential evaluation.

The CWU Board of Trustees is the only shared governance group at Central Washington University with final authority. As the state-designated governing body, the Board maintains decision-making authority over all aspects of university operations. This includes final authority for hiring and evaluating the university president, approving the mission, vision, values, and strategic goals of the institution, authorizing new degree programs and academic majors, and approving the university's budget. While the Board retains this ultimate authority, it delegates operational oversight to the university president, who in turn delegates to divisional leadership across the institution. This delegation model allows the university to function efficiently while ensuring that all major institutional decisions remain under the Board's purview. The Board also determines and communicates appropriate methods for faculty, staff, and student participation in areas of decision-making where they formally and directly exercise their authority, especially in matters related to presidential leadership.

The Board meets regularly, typically four times per year, either in person on the CWU Ellensburg campus or via Zoom. The meetings are open to the public. Major policy reviews and governance updates are included in the agenda of at least one of these quarterly meetings.

Information related to Board activities, including meeting agendas, supporting documents, and public comment policies, is made available on the [CWU Board of Trustees webpage](#) to ensure transparency and public access.

The Board also reviews the university's mission, vision, and strategic priorities on an annual basis to ensure institutional direction remains aligned with the evolving needs of students and the broader community.

Exhibits:

[Institutional Policies and Procedures](#)

[Bylaws of the Board of Trustees](#)

[Constitution of the Board of Trustees](#)

[Board of Trustees Webpage](#)

[State Authorization Referencing Governance Structure](#)

2.A.2 The institution has an effective system of leadership, staffed by qualified administrators, with appropriate levels of authority, responsibility, and accountability who are charged with planning, organizing, and managing the institution and assessing its achievements and effectiveness.

CWU operates within a [structured organizational framework](#) consisting of four primary divisions: the President's Division, Academic Affairs, Finance and Administration, and

Student Engagement and Success (SES). The Vice Presidents of [Academic Affairs](#), [Finance and Administration](#), [Student Engagement and Success](#), and [University Advancement](#) make up much of the Executive Leadership Team (ELT).

The Executive Leadership Team (ELT), convened by the university's president and situated within the President's Office, includes vice presidents and executive directors. These individuals are highly qualified professionals with extensive experience in higher education and related fields. Each holds well-defined roles that include responsibility for strategic planning, operational oversight, and institutional performance assessment. The ELT collaborates closely with the president, academic leaders, and the Board of Trustees to guide university-wide initiatives and ensure institutional alignment with CWU's mission and goals.

Members of the ELT meet regularly with the president and actively participate in Board of Trustees meetings. This structure facilitates continuous communication, coordinated leadership, and alignment of institutional planning with governance priorities. Currently, the ELT is undergoing a shift in its organization and membership to align more intentionally with key institutional priorities identified as critical to CWU's future. These adjustments are designed to strengthen leadership capacity and ensure continued progress on mission-driven goals.

Vice presidents are appointed by the president following a rigorous search process that includes broad opportunities for university community members to engage with candidates and provide feedback. CWU employs comprehensive evaluation methods for senior-level hires, which emphasize educational qualifications, relevant professional experience, demonstrated ethical standards, and a clearly articulated vision for advancing CWU's mission, often presented in public forums as part of the selection process.

Through this system of leadership, CWU ensures that institutional planning, operations, and assessment are managed effectively by a qualified team of administrators who are held accountable for institutional success.

2.A.3 The institution employs an appropriately qualified chief executive officer with full-time responsibility to the institution. The chief executive may serve as an ex officio member of the governing board(s) but may not serve as its chair.

The [president of CWU](#) is responsible for advancing the university's mission, overseeing operations, and ensuring strategic alignment with both institutional priorities and regional needs.

Dr. Jim Wohlpart brings extensive leadership and academic experience to his role as President of Central Washington University. He previously served as Provost and Executive Vice President for Academic Affairs at the University of Northern Iowa, where he also held the role of Interim President. Prior to that, he served in multiple leadership roles at Florida

Gulf Coast University, including Dean of Undergraduate Studies, Associate Dean of the College of Arts and Sciences, and Chair of the Division of Humanities and Arts. Throughout his career, he has fostered collaborative, inclusive, and data-informed decision-making while advancing institutional priorities related to academic excellence, student success, and community engagement. In addition to his administrative leadership, Dr. Wohlpart is a tenured professor of English with a long record of teaching and scholarship, bringing a deep understanding of the academic enterprise to his presidential role.

Dr. Wohlpart serves as an ex officio, non-voting member of the Board of Trustees and is not the chair. In this capacity, the president works closely with the Board to implement policy, guide institutional direction, and support effective governance.

In addition to internal leadership responsibilities, Dr. Wohlpart serves as CWU's primary external representative, actively engaging with the Washington State Legislature, state agencies, and higher education partners. He advocates for the university's interests and helps shape state-level higher education initiatives and priorities.

Dr. Wohlpart also cultivates partnerships with alumni, donors, employers, and civic leaders, and represents the university in regional and national forums to enhance CWU's visibility and impact.

The Board of Trustees conducts an annual performance evaluation of the president using written criteria developed collaboratively and aligned with the employment contract. Each spring, the Board administers an anonymous survey to assess the president's leadership effectiveness and progress toward established goals. The president also submits a written self-assessment in advance of the July Board meeting, which the Board reviews confidentially as part of the [evaluation process](#). The actual evaluation occurs at the Board of Trustees' summer meeting and a [summary of the evaluation](#) is circulated to the CWU community shortly after the meeting.

The curriculum vitae of [Dr. Jim Wohlpart](#), is available on CWU's website.

2.A.4 The institution's decision-making structures and processes, which are documented and publicly available, must include provisions for the consideration of the views of faculty, staff, administrators, and students on matters in which each has a direct and reasonable interest.

Shared governance is a foundational principle at Central Washington University (CWU) and is embedded across the institution's decision-making structures. The university's governance model—including definitions of final, primary, and joint authority, as well as the roles of stakeholder groups—is outlined in the publicly available document [Shared](#)

[Governance at Central Washington University: Aligning Priorities to Advance the University's Vision and Mission](#), which was approved by the Board of Trustees.

This statement was the product of a two-and-a-half-year effort by the Shared Governance Study Committee, which included representatives from faculty, staff, student leadership, administration, and the Board of Trustees. The committee studied national best practices and examined CWU's own governance structures to develop a shared understanding of effective governance at the university. A draft of the statement was shared broadly with the campus community for feedback during winter and spring 2025, with the final version posted to the CWU Shared Governance website in April and submitted to the Board for formal review.

CWU's governance framework engages a wide range of representative groups, including the Executive Leadership Team, Academic Affairs Council, Faculty Senate, Academic Department Chairs Organization (ADCO), ASCWU Student Government, Exempt Employee Association, and the Classified Employee Council. These bodies serve as formal channels for faculty, staff, students, and administrators to provide input on policies, initiatives, planning, and institutional priorities.

The Faculty Senate, operating under authority delegated by the Board of Trustees, is the university's primary body for curriculum oversight, working through its executive committee and standing committees. ADCO provides a venue for academic department chairs to exchange information, identify challenges, and support professional development.

Staff contribute operational insight through their respective representative groups. The Exempt Employee Association and Classified Employee Council participate in institutional planning, budgeting, and policy review and meet quarterly with the President. ASCWU provides a voice to student issues; the President of ASCWU meets monthly with the President. Leadership from many of these groups also meet regularly with the provost to ensure communication and coordination.

Institutional coordination is further supported by presidential advisory committees. The University Policy Advisory Committee (UPAC) evaluates proposals and makes policy recommendations to the President or relevant vice presidents. The President's Budget Advisory Committee (PBAC) advises on institutional budgeting and financial stewardship. These committees include representatives from faculty, staff, administration, and student leadership to ensure broad-based consultation and shared responsibility.

This inclusive governance structure ensures that the views of all university constituencies are considered in matters of direct and reasonable interest. CWU's governance culture emphasizes collaboration, trust, transparency, academic freedom, and mutual

accountability, advancing the university's mission through meaningful engagement and shared responsibility.

Exhibits:

[Faculty Code and Faculty Senate Bylaws](#)

[Collective Bargaining Agreement \(CBA\)](#)

[ASCWU-SG Bylaws](#)

[Shared Governance Committee Updates](#)

[Shared Governance Committee and Documents](#)

[Exempt Employee Association](#)

[Classified Employee Council](#)

Academic Freedom

2.B.1 Within the context of its mission and values, the institution adheres to the principles of academic freedom and independence that protect its constituencies from inappropriate internal and external influences, pressures, and harassment.

CWU upholds the principles of academic freedom and independence for faculty and students through multiple policies and procedures aligned with its mission and values. The [CWU Faculty Code \(Section II.A.1.c\)](#) affirms academic freedom in accordance with the [1940 AAUP Statement of Principles](#) and its 1970 interpretive comments. Academic freedom is also addressed through [Article 6 of the Collective Bargaining Agreement](#) with the United Faculty of Central, which reinforces these freedoms in teaching, scholarship, and research dissemination. Institutional independence is maintained through shared governance structures and oversight by the Board of Trustees, which ensures that academic decisions are made without undue influence from political, financial, or other external entities.

The [CWU Board of Trustees Statement on Academic Freedom](#) expresses institutional commitment, stating it is a “prime objective” to foster such freedom for both faculty and students, while establishing only those regulations essential to institutional quality and order.

Student academic freedom is further protected through the CWU Student Conduct code which is aligned with [WAC 132Z-112-070](#) and [WAC 160-125-007](#), last amended in 2024. The Student Conduct Code affirms the university's commitment to students' freedom to learn, including rights to inquiry, expression, assembly, educational choice, fair evaluation, and a harassment-free environment, while also detailing due process protections. It also provides procedural guidance on due process, review hearings, and disciplinary actions, ensuring these rights are upheld. The statement on Shared Governance also supports academic freedom at CWU by stating that:

We will maintain a strong commitment to academic freedom as a cornerstone to the teaching and learning experience that faculty provide for students and to the scholarly endeavors of faculty as they seek to expand the boundaries of knowledge. Academic freedom exists within the disciplinary areas of faculty to support their expertise in teaching and scholarship.

Together, these documents demonstrate CWU's commitment to academic freedom, institutional independence, and protection from internal and external pressures for all university constituencies.

2.B.2 Within the context of its mission and values, the institution defines and actively promotes an environment that supports independent thought in the pursuit and dissemination of knowledge. It affirms the freedom of faculty, staff, administrators, and students to share their scholarship and reasoned conclusions with others. While the institution and individuals within the institution may hold to a particular personal, social, or religious philosophy, its constituencies are intellectually free to test and examine all knowledge and theories, thought, reason, and perspectives of truth. Individuals within the institution allow others the freedom to do the same.

Central Washington University fosters an environment that affirms the freedom of its faculty, staff, and students to pursue and disseminate knowledge. The policies and procedures referenced in Standard 2.B.1—including the Faculty Code, the Collective Bargaining Agreement, the Board of Trustees Statement on Academic Freedom, and the Student Conduct Code—collectively articulate and uphold the principles of academic freedom and intellectual independence. These documents also establish appropriate processes for addressing violations that may compromise this environment.

Aligned with [CWU's mission, vision, and strategic plan](#), particularly the commitment to being a “model learning community of access and opportunity”, these protections are not only codified in [policy](#) but are also actively reinforced through institutional communication and leadership. For example, the message distributed by the President and Provost on October 1, 2024, reaffirms [CWU's dedication to academic freedom](#), free speech, and the responsibilities that accompany them. It underscores the university's obligation to safeguard open inquiry, including the right to explore controversial topics, while maintaining a learning environment rooted in respect, civic dialogue, and content-neutral application of institutional policy.

Together, CWU's formal policies and its ongoing communication efforts reflect a deeply embedded culture of intellectual freedom, where the university community is both protected in and responsible for the open pursuit of knowledge.

Policies and Procedures

2.C.1 The institution's transfer-of-credit policy maintains the integrity of its programs and facilitates the efficient mobility of students desirous of completing their educational credits, credentials, or degrees in furtherance of their academic goals.

Central Washington University (CWU) maintains the integrity of its academic programs while supporting student mobility through its articulated transfer-of-credit policies, as outlined in CWU's policy governing the [Acceptance of Transfer Credits](#). Under this policy, CWU generally accepts transfer credits for college- and university-level courses from institutions accredited by a recognized regional or national accrediting body.

To facilitate efficient student mobility, CWU allows for the transfer of up to 135 credits toward the 180-credit minimum required for graduation, including up to 105 lower-division credits. In addition, elective credit may be awarded for high scores on Advanced Placement (AP) and International Baccalaureate (IB) exams, as determined by the appropriate academic department or program. CWU also recognizes prior military learning, granting up to 30 credits for military educational experiences recommended by the American Council on Education.

In the fall of 2024, CWU admitted 689 transfer students who had completed, on average, 98.14 credits and 602 first year transfers who brought in, on average, 46.6 credits.

Central Washington University (CWU) actively tracks and supports the enrollment and academic pathways of high school students participating in dual credit programs, including Running Start and College in the High School (CiHS). These programs provide an important bridge between secondary and postsecondary education, and CWU is committed to ensuring that students who begin their academic journey through these opportunities experience a smooth transition to university-level coursework.

Over the past three spring quarters, CWU has significantly expanded its High School Dual Enrollment (HSDE) offerings, growing from 5,993 in 2023 enrollments to 12,583 this spring. This growth reflects increased partnerships with regional high schools and a focused effort to articulate degree pathways, align general education and major prerequisites, and offer targeted advising support for dual credit students. As a result of these efforts, 22% of incoming first-year students in fall 2024 entered CWU with previously earned HSDE credit.

CWU's general education program is fully aligned with the Washington State UCORE framework, which allows seamless applicability of these credits both toward programs at CWU or programs at other state institutions.

In addition, CWU supports student mobility and degree completion through its Prior Learning Assessment (PLA) process. Students with substantial prior learning experiences,

such as workplace training, professional development, independent study, or community service, may request assessment of a portfolio that demonstrates competency in course-level learning outcomes. Credit awarded through PLA is reviewed and approved by qualified faculty in the relevant discipline, ensuring academic integrity while providing flexible pathways to degree attainment.

Exhibits:

[Acceptance of Credit Options](#)
[Academic and General Regulations](#)

2.C.2 The institution's policies and procedures related to student rights and responsibilities should include, but not be limited to, provisions related to academic honesty, conduct, appeals, grievances, and accommodations for persons with disabilities.

Central Washington University maintains clearly articulated, publicly available policies and procedures that affirm and protect student rights and responsibilities. These policies are easily accessible through university websites and are administered in a fair, equitable, and timely manner.

Academic Honesty

CWU upholds academic integrity through a transparent framework that defines, addresses, and resolves incidents of academic dishonesty. The [Washington Administrative Code \(WAC\) 106-125-020](#) outlines expectations for student conduct, including specific provisions on cheating, plagiarism, and fabrication. Further clarification is provided in CWU's [Academic and General Regulations](#) which details types of dishonest behaviors and associated consequences. Procedures for addressing violations, from faculty reporting to resolution, are defined in Appendix D of that policy.

Student Conduct

CWU clearly communicates student behavioral expectations and disciplinary processes through the [WAC 106-125](#), which outlines standards for conduct and the procedural framework for addressing alleged violations. The [Student Conduct Process page](#) describes steps for reporting, investigation, hearings, and appeals. Additional transparency is offered via the [Possible Sanctions and What They Mean](#) guide, which explains disciplinary outcomes and their implications.

Sexual Misconduct and Title IX

CWU takes a comprehensive and student-centered approach to preventing and addressing sexual misconduct. The [Sexual Misconduct Website](#) provides centralized access to policies, reporting options, and support services related to Title IX. Students involved in conduct processes may bring a support person, as outlined in the [Student Conduct Process FAQs](#). Title IX-related procedures are governed by [discrimination and sexual misconduct policy with Appendix A and B](#) and further addressed in [WAC 106-125](#), which ensures due process and equitable treatment.

Appeals and Grievances

CWU provides multiple mechanisms for students to submit appeals and grievances in areas such as discrimination, conduct decisions, or academic issues. The [Student Rights Policies and Resources page](#) consolidates information about student rights and relevant procedures. Students may report bias through the [Student Discrimination Complaint Process Website](#) which offers guidance for students filing discrimination-related complaints. Appeals of conduct or rights-related decisions are outlined on the [Student Rights Appeals Website](#). Academic grievances are resolved according to section 2 of the [Academic and General Regulations](#) policy, ensuring clear procedures for dispute resolution.

Accommodations for Persons with Disabilities

CWU is committed to fostering an inclusive campus and learning environment by ensuring access and support for students with disabilities. [Disability Services](#) provides academic and housing accommodations, resources for academic success, and guidance for faculty on inclusive practices. Students may register for accommodations through an accessible intake process and can access detailed support information, including frequently asked questions and contact information, directly from the site.

2.C.3 The institution's academic and administrative policies and procedures should include admission and placement policies that guide the enrollment of students in courses and programs through an evaluation of prerequisite knowledge, skills, and abilities to ensure a reasonable probability of student success at a level commensurate with the institution's expectations. Such policies should also include a policy regarding continuation in and termination from its educational programs, including its appeal and re-admission policy.

Central Washington University (CWU) maintains [admission and placement policies](#) that ensure students possess the prerequisite knowledge, skills, and abilities to succeed in academic programs. These policies are articulated in the [Undergraduate Admissions Policy](#) and the [Acceptance of Transfer Credit Policy](#). All applicants must meet minimum admission standards established by the State of Washington and CWU, including completion of the College Academic Distribution Requirements (CADRs) and a minimum cumulative GPA of 2.0. ACT/SAT scores are not required for admission. In the most recent academic year, CWU

denied admission to 231 undergraduate students, mostly because of low GPAs or missing CADRs.

Placement into appropriate coursework is supported by directed self-placement tools for [Writing](#) and [Mathematics](#) within CWU's General Education program. These tools use student-reported experiences and practices in reading, writing, and math to provide informed recommendations for course enrollment that promote academic success.

Applicants who do not meet standard admission criteria may be reviewed by the Admissions Review Committee under an [admissions appeal](#). In such cases, a holistic review is conducted to determine the likelihood of success at CWU. An admissions appeal process is available for applicants with unique circumstances who demonstrate potential for academic achievement.

Continuation in and termination from academic programs are guided by CWU's academic standing policy found in section 35 of the [Academic and General Regulations](#) policy. Students are classified as in Good Standing, on Academic Warning, on Probation, or on Academic Suspension based on cumulative GPA from the courses taken at CWU. Students placed on suspension are denied enrollment for one academic year but may appeal if extenuating circumstances impacted their academic performance. Readmission after suspension is not automatic and is contingent on demonstrated readiness to succeed.

Students returning after a prolonged absence may apply for Academic Forgiveness through the Office of the Registrar. To qualify, the student must have been absent from CWU for at least five years and previously earned grades below a C-. Forgiveness may be granted once, and denials must be documented in writing to the student.

CWU's policies also support clear procedures for separation and re-enrollment. Undergraduate and post-baccalaureate students are granted a one-term leave of absence automatically; those seeking consecutive terms must submit a Leave of Absence request. Students who do not enroll for two or more consecutive quarters (excluding summer) without an approved leave must reactivate their major status when they return. For graduate students, failure to enroll for two full quarters is considered separation from the university. Re-entry requires reapplication for admission.

The [Academic Appeal process](#), defined by Faculty Senate policy and overseen by the Provost's designee, outlines procedures for students who seek review of academic decisions. It includes the roles and responsibilities of both students and faculty in the appeal process.

[Satisfactory Academic Progress \(SAP\) policies](#), managed by the Office of Financial Aid, align with academic standing requirements. Students must maintain an academic status of Good

Standing, Warning, or Probation to retain financial aid eligibility. Financial aid is not available to students on academic suspension. SAP appeals may be submitted to the Financial Aid Office for consideration of reinstatement.

Together, these policies ensure that CWU admits students with a strong likelihood of success, supports their progress through appropriate placement and academic monitoring, and provides clear pathways for appeal, continuation, or readmission when necessary.

2.C.4 The institution's policies and procedures regarding the secure retention of student records must include provisions related to confidentiality, release, and the reliable backup and retrievability of such records.

Central Washington University (CWU) maintains policies and procedures that ensure the secure retention, confidentiality, appropriate release, and reliable backup and retrieval of student records in accordance with the Family Educational Rights and Privacy Act (FERPA) of 1974. Every employee is required to complete FERPA training annually through the Central Learning Academy.

Confidentiality

The university's [student records policy](#) governs the protection of student education records, including admission, academic, financial aid, grades, schedules and placement records. The [Central Washington University Records Retention Schedule](#) determines how long those records are retained. In compliance with FERPA, CWU does not disclose personally identifiable information without the student's written consent, unless an exception permitted under federal law applies. Personally identifiable information includes a student's name, student ID number, address, or other data that could identify the individual. University officials with a legitimate educational interest may access such records internally.

External disclosure without student consent is limited to specific exceptions under FERPA, such as in cases involving transfer to another institution, compliance with a judicial order, or health and safety emergencies. FERPA also permits parental access under specific conditions, such as when a student under 21 has violated laws or policies related to alcohol or controlled substances.

Release

The [Student Records Policy](#) also specifies the circumstances under which CWU may release student records. These include disclosures related to certain disciplinary actions involving crimes of violence or non-forcible sex offenses, as well as disclosures to researchers or external organizations conducting studies for or on behalf of CWU. In such cases,

agreements must ensure the confidentiality of the data and require that records be returned or destroyed upon completion of the study.

Backup and Retrieval

CWU maintains secure electronic systems for the storage and backup of student records. The institution follows best practices in data security, ensuring that records are backed up regularly and can be recovered in the event of data loss or system failure. Student records are stored in centralized systems managed by CWU's Information Services department, with access limited to authorized personnel. Additionally, students have the right to inspect and review their education records by submitting a request to the Office of Student Engagement and Success. The University responds within 45 days and arranges for access at a specified time and place.

Through these policies and procedures, CWU ensures compliance with federal regulations and maintains the integrity, privacy, and security of student records.

Exhibits:

[Excerpt from 2023 Disaster Response and Recovery Plan](#)

Institutional Integrity

2.D.1 The institution represents itself clearly, accurately, and consistently through its announcements, statements, and publications. It communicates its academic intentions, programs, and services to students and to the public and demonstrates that its academic programs can be completed in a timely fashion. It regularly reviews its publications to ensure accuracy and integrity in all representations about its mission, programs, and services.

Accurate, up-to-date information about CWU's academic programs, services, and policies is published on the CWU website and in the official Course Catalog. These resources communicate clear pathways to degree completion, including sequencing and expected timelines, supporting students in progressing toward graduation in a timely manner. Program maps and advising checkpoints are available to help students understand the steps to complete their degrees efficiently.

CWU ensures accurate and consistent representation of its academic programs through coordinated efforts across multiple offices. The Office of the Registrar maintains the official catalog and collaborates year-round with academic departments, the Provost's Office, and other campus units to ensure that program, course, and policy information is current and aligned with approved curriculum. This includes formal communication with Admissions, Career Services, and Institutional Effectiveness to verify that external materials and reports

match catalog content. Marketing and Communications (MarCom) supports accuracy in promotional materials by verifying the list of approved programs annually with deans, department chairs, and the Provost's Office, and updates web content as needed when mid-year changes occur. Web Services supports a distributed content model, in which departments maintain their own pages and are responsible for ensuring alignment with catalog and printed materials. While Web Services provides tools to identify outdated content, it is the designated content managers within each unit who ensure accuracy. Collectively, these processes support institutional integrity and ensure that CWU's academic offerings are represented clearly, accurately, and consistently across all platforms.

Additionally, the MarCom maintains editorial and visual identity standards and provides tools such as brand guidelines, an editorial style guide, and social media standards to support consistent messaging across departments. The new CWU website, launched in Fall 2023, consolidated and standardized webpages to ensure a consistent and accessible presentation of content.

The Office of Institutional Effectiveness, Research, and Planning (IERP) publishes information of interest to the public, including retention and graduation rates, through the Common Data Set, IPEDS, and other state and federal reporting tools. These reports are publicly available and help ensure transparency in CWU's representation of its mission, performance, and academic offerings.

Exhibits:

[CWU Website](#)

[CWU Course Catalog](#)

[Office of Marketing and Communications](#)

[Office of Institutional Effectiveness, Research, and Planning](#)

2.D.2 The institution advocates, subscribes to, and exemplifies high ethical standards in its management and operations, including in its dealings with the public, NWCCU, and external organizations, including the fair and equitable treatment of students, faculty, administrators, staff, and other stakeholders and constituencies. The institution ensures that complaints and grievances are addressed in a fair, equitable, and timely manner.

As an institution of higher education, CWU is committed to performing all of the university's mission-related roles with integrity and in accordance with high ethical standards. CWU is committed to finding ways to ensure that all students, regardless of race, ethnicity, first-generation status, or economic status, experience the same opportunities to learn and grow. As outlined in CWU's [Vision, Mission, and Values](#), the university is committed to:

- providing its employees with positive and productive work environments, which include a strong emphasis on shared governance;
- creating learning environments for students and faculty that promote the free exchange of ideas and respect for individual differences; and
- maintaining high standards of fiscal integrity and stewardship.

The university's current Vision, Mission, and Values, approved by the Board of Trustees in July 2023, pair with an extensive list of [Policies](#), which provide a detailed overview about the university's support for integrity and honesty. Throughout various policies, such as the [Student Code of Conduct](#) and the [Faculty Code](#), CWU affirms that the university is committed to an environment free from harassment and other forms of discrimination. Central Washington University provides a structured process for students, faculty, staff, and external stakeholders to report concerns involving members of the university community. Individuals may submit a [Behavior of Concern](#) report, which is routed to the appropriate university office for review and follow-up in accordance with institutional policies and procedures.

The policies and resources contained in the university's catalog on the [Student Rights webpage](#) state that expressions or actions that disparage others are contrary to the university's Vision, Mission, and Core Values. The university's policies and procedures align closely with federal and state laws, and a [professional code of ethics](#) helps guide the ethical behaviors of CWU faculty, staff, students, administrators, and board members.

The university recently updated its processes for handling complaints related to gender-based violence prevention and established the [Culture of Respect Council](#) in Fall 2023 to ensure all complaints are addressed appropriately and efficiently. The formation of the council was preceded by the CWU Safe Workgroup, which was tasked with ensuring physical and psychological safety for all members of the university community. The workgroup submitted an update to the Board of Trustees and completed a set of final recommendations in 2025. The next phase will be to form a team responsible for implementing these recommendations.

The university also has improved its processes for handling Title IX-related complaints involving faculty and staff members by revising its [policies and procedures](#), its approach to case management, and providing adequate staffing to handle complaints in a timely manner. In addition, the university has prioritized the importance of survivor support by increasing staffing and resources for [PATH](#) (Prevention, Advocacy, Training, and Healing) and secured additional state funding in 2024 to provide more permanent staffing to support survivors of gender-based violence.

CWU secured additional "basic needs" funding from the 2024 state legislative session that led to the hiring of new staff needed to help students navigate housing insecurity, gender-based violence, and the financial aid system. The university also received funding to support its food pantry allowing for one full-time staff member and a number of student

workers. One of the university's priorities contained in its newly updated Vision, Mission, and Core Values is providing holistic support to its students that will lead to improved outcomes in academics and in life.

Among the university's top priorities is stewardship. As stated in its Core Values, CWU is committed to advancing "environmental, social, and economic sustainability in ways that support an ecologically and socially responsible world and that honor the Indigenous peoples who have resided here since time immemorial and who continue to reside here." CWU faculty, staff, and administration also seek to nurture internal talent through professional development opportunities, coaching and mentoring, and accountability that are enacted with care and compassion.

The programs and resources listed above, and the supporting resources below, provide CWU with a strong foundation to pursue each of these objectives.

Exhibits:

[Faculty Senate Bylaws](#)

[Washington State Student Conduct Code](#)

[Student Rights & Appeals](#)

[Public School Employees Collective Bargaining Agreement](#)

[Faculty Collective Bargaining Agreement](#)

[Washington Federation of State Employees Collective Bargaining Agreement](#)

[Campus policy prohibiting harassment and sexual misconduct](#)

[Ethical Conduct Standards](#)

[Ethics in Public Service](#)

[Board of Trustees Statement of Professional Ethics](#)

[Employee Participation in Political Affairs](#)

[Personnel Records](#)

[Code of Ethics \(Exempt Employees\)](#)

[Recruitment, Retention, and Hiring](#)

[Workplace Violence](#)

[Student Discrimination Complaint](#)

[University Employees Request for Disability Accommodations](#)

2.D.3 The institution adheres to clearly defined policies that prohibit conflicts of interest on the part of members of the governing board(s) administration, faculty, and staff.

Central Washington University (CWU) adheres to clearly defined policies that prohibit [conflicts of interest](#) for members of its governing board, administration, faculty, and staff. The university follows the [Washington State Ethics in Public Service Act](#), which outlines standards related to the use of public resources, acceptance of gifts, and personal gain from

public positions. These standards apply to all university employees and are reinforced through institutional policies and procedures.

CWU oversees protection from conflicts of interest for all employees, including faculty, staff, and members of the Board of Trustees. The [Trustees Conflict of Interest Standards Policy](#) and [Board of Trustees Bylaws](#) outline expectations for board members, while faculty are subject to the policy on [Research Ethics and Conflicts of Interest](#). Other institutional policies address conflicts in relationships and general employee conduct.

Internal Audit oversees the university's annual Conflict of Interest (COI) disclosure process. Employees and faculty submit COI disclosures each year, which are reviewed to assess potential conflicts and determine if mitigation is needed. In cases where a conflict exists, Internal Audit works with unit leadership to develop, document, and monitor mitigation plans. These plans are signed by involved parties and regularly reviewed to ensure compliance.

Through these measures, CWU ensures that all members of the university community operate within a transparent framework of accountability and ethical governance.

Exhibits:

[Conflict of Interest - All Employees](#)

[Conflict of Interest in Relationships](#)

[Trustees Conflict of Interest Standards Policy](#)

[Ethics Policy for Exempt Employees](#)

[Research Ethics and Conflicts of Interest - Faculty](#)

[Bylaws of the Board of Trustees](#)

[Constitution of the Board of Trustees](#)

[Board of Trustees Statement of Professional Ethics](#)

[Board of Trustees Legal Power and Responsibility](#)

[Advisory and Legislative Function of the Board of Trustees](#)

[Statement of Rights and Responsibilities of the Board of Trustees](#)

Financial Resources

2.E.1 The institution utilizes relevant audit processes and regular reporting to demonstrate financial stability, including sufficient cash flow and reserves to achieve and fulfill its mission.

Central Washington University utilizes relevant audit processes and financial reporting to demonstrate fiscal stability and its capacity to fulfill its mission. Each year, CWU prepares an [Annual Comprehensive Financial Report \(ACFR\)](#), which is audited by the Washington

State Auditor’s Office. For over two decades, CWU has consistently received an unqualified (clean) opinion, affirming the accuracy and transparency of its financial statements.

In addition to external audits, CWU undergoes annual review by [Moody’s Investors Service](#). The most recent Moody’s Credit Opinion highlights strong state operating and capital support, a stable demand environment, and steady enrollment trends. Challenges identified in the review, such as modest operating margins, elevated leverage, and relatively low liquidity, are well understood by institutional leadership and are addressed in CWU’s 2023–2028 Strategic Plan. Specifically, Goal 3 of the strategic plan outlines initiatives to improve operating performance, strengthen cash flow, and reduce financial risk.

CWU maintains a diversified revenue portfolio that includes tuition and fees, state appropriations, auxiliary operations, grants and contracts, and investment income. The CWU Foundation further supports institutional financial health through philanthropic activity aligned with the university’s mission.

The university maintains board-approved financial policies governing investment, reserves, and debt issuance. These include the University Investment Policy, Reserve Policy, and Debt Issuance and Repayment Policy. These policies establish parameters to ensure prudent fiscal management and long-term stability.

Collectively, CWU’s audit processes, credit rating reviews, and adherence to institutional financial policies provide clear evidence of financial stability, sufficient reserves and cash flow, and the ability to fulfill the university’s mission and strategic priorities.

Exhibits:

[2024 Audited Financials with Management Letter and Cash Flow Balance Sheets](#)

[University Investments](#)

[Debt Issuance and Repayment](#)

[Audited Financial Statements](#)

[Reserve Policy](#)

[Financial Activity Policies](#)

[Annual Development Financial Impact](#)

[Tuition and Other Revenue](#)

2.E.2 Financial planning includes meaningful opportunities for participation by stakeholders and ensures appropriate available funds, realistic development of financial resources, and comprehensive risk management to ensure short term financial health and long-term financial stability and sustainability.

Meaningful Stakeholder Participation

Central Washington University provides multiple opportunities for meaningful engagement in financial planning. A key example is the development of CWU's revised Vision, Mission, and Strategic Plan, which took place over a two-year period and involved broad campus consultation. Approved by the Board of Trustees in July 2023, this plan now serves as the foundation for programmatic and resource allocation decisions across the institution.

In recent years, CWU transitioned from a Responsibility Centered Management (RCM) budget model to a Values-Based Budgeting (VBB) approach. While RCM involved extensive bi-weekly meetings with over 20 campus representatives, it ultimately proved ineffective for CWU's goals. Before implementing the new model, the Provost and CFO held small-group, in-person sessions with every academic department to gather targeted feedback on RCM and ensure faculty voices shaped the new framework.

The [VBB](#) model incorporates faculty input and emphasizes academic needs. It prioritizes funding for each college based on historical trends in student credit hours and current enrollment, thereby preserving instructional freedom and respecting disciplinary differences. It also aligns with CWU's commitment to small class sizes and complies with the collective bargaining agreement. The model was developed collaboratively by representatives from finance and academic leadership, with consultation from the Deans.

At Central Washington University (CWU), the budget is developed and communicated through a comprehensive and inclusive process that engages stakeholders at every level. Crafted each spring, the budget is first shared with administrative leadership in the summer, followed by broader dissemination across campus. The president and CFO regularly discuss budget priorities and developments during the annual State of the University address, in leadership meetings, in town halls, and through frequent university-wide communications. The provost shares [budget information](#) with faculty leadership and individual colleges, where deans and department chairs review [monthly budget statements](#) and engage in collaborative budget discussions to guide informed decisions. Each division actively monitors progress against budgetary targets and holds regular discussions led by divisional leadership. In addition to these administrative processes, structured stakeholder engagement occurs through a number of standing governance groups, including the [President's Budget Advisory Committee](#), which holds monthly [open meetings](#), the Budget Development Team, and the Exempt and Classified Employee Councils. These groups promote transparency, provide regular opportunities for feedback, and ensure that diverse perspectives are incorporated into the university's budgetary planning and oversight.

In 2024, CWU launched a focused position review process to manage resources in light of recent enrollment declines. Faculty budgets were aligned with enrollment trends and historical norms. For staff and non-teaching roles, a vacancy review process helps ensure that workforce levels align with institutional needs while maintaining essential services. These reviews support long-term financial health and sustainability.

Financial Planning and Risk Management

CWU's financial planning integrates annual and quarterly assessments of key resources, primarily tied to enrollment and student engagement. This process aligns with the State of Washington's biennial and supplemental budget cycles, during which CWU advocates for funding that supports both state and university priorities.

Enrollment forecasting, which incorporates high school graduation trends, retention data, and tuition waiver projections, is central to aligning revenue expectations with budget planning. Key cost drivers, including compensation, instructional needs, and inflationary pressures, are regularly reviewed, and a draft budget is developed based on the University's priorities and financial philosophy.

To track and mitigate risks, budgets are monitored monthly to identify and address variances. Quarterly, broader financial updates and analyses are presented to the university community, maintaining transparency and accountability. The budget is reviewed regularly with the Board of Trustees.

Risk management is an essential component of CWU's financial stewardship. The University maintains policies and procedures that align with state regulations and promote long-term sustainability. Units such as Business Services and Contracts, the Office of Policy and Ethics, and Internal Audit play key roles in this effort. Additionally, CWU undergoes an annual accountability audit to ensure compliance and financial integrity.

Exhibits:

[Financial Activity Policies](#)

[President's Budget Advisory Committee](#)

[Agendas from Recent PBAC Meetings](#)

[Budget Calendar, Support, and Model](#)

[Risk Management](#)

[Budget Package Reports](#)

2.E.3 Financial resources are managed transparently in accordance with policies approved by the institution's governing board(s), governance structure(s), and applicable state and federal laws.

Central Washington University (CWU) manages its financial resources with transparency and accountability, adhering to institutional policies approved by the Board of Trustees,

established governance structures, and all applicable state and federal regulations. The institution's financial practices are designed to promote trust, support informed decision-making, and ensure both compliance and sustainability.

CWU provides extensive public access to financial planning information through its [Budget Office](#) website. This site includes the annual budget calendar, definitions of the university's current budget model, and other explanatory materials to help stakeholders understand the budgeting process. This approach ensures that students, faculty, staff, and community members have insight into how financial decisions are made and how resources are allocated.

In addition to high-level summaries, CWU shares detailed financial data, including revenues, expenditures, and funding sources, through both internal and public-facing platforms. These include regular budget package reports which are disseminated to campus leaders and made available for university-wide review. These reports help link resource use to institutional priorities and provide a transparent view of budget performance.

CWU ensures that a broad range of perspectives informs its financial decisions. The [President's Budget Advisory Committee \(PBAC\)](#) plays a key role in this process. The PBAC meets regularly to receive financial updates, discuss fiscal strategies, and provide recommendations. Members of the PBAC are also responsible for sharing financial information with their respective divisions or groups, extending financial transparency beyond the committee itself and into the broader campus community.

As a public institution, CWU undergoes rigorous financial review processes to ensure compliance with applicable state and federal requirements. The university participates in a series of scheduled audits, including:

- [Washington State Auditor's Office – Accountability Audit](#)
- [Washington State Auditor's Office – Financial Opinion Audit](#)
- [Federal Single Audit](#) (for federal financial aid and other federally funded programs)
- [CWU Foundation Financial Statement Audit](#)
- [Internal Audit Program](#) guided by a risk-based annual plan

The findings from these audits are shared with the CWU Board of Trustees and made publicly available, reinforcing CWU's commitment to oversight and fiscal responsibility. The Internal Audit Office, in particular, works independently to identify risks, monitor compliance, and recommend improvements in internal controls and financial procedures.

CWU's financial practices are grounded in [institutional policies](#) approved by the Board of Trustees and consistent with guidance from the State of Washington's Office of Financial Management (OFM) and other regulatory bodies. Financial actions taken by the university,

such as budgeting, contracting, procurement, and use of funds, are governed by these policies to ensure legal compliance and proper stewardship of public resources.

CWU utilizes data extensively to inform financial decisions and ensure alignment with its mission and strategic priorities. The university tracks enrollment trends, state revenue forecasts, retention data, and institutional performance metrics using tools like the [CWU Institutional Dashboards](#). These tools allow campus leaders to anticipate shifts in resource needs and adjust plans accordingly. Budgetary decisions are made in the context of this data to ensure that limited resources are allocated in a way that supports long-term institutional effectiveness.

Human Resources

2.F.1 Faculty, staff, and administrators are apprised of their conditions of employment, work assignments, rights and responsibilities, and criteria and procedures for evaluation, retention, promotion, and termination.

At Central Washington University, all employees receive clear information about their conditions of employment, work assignments, and rights and responsibilities at the time of hire. This information is conveyed through formal job descriptions and reinforced during onboarding programs. New employees attend New Employee Welcome (NEW), offered twice monthly, while new faculty attend New Faculty Welcome (NFW) each fall. Faculty who begin mid-year receive equivalent information via an online course. These onboarding sessions include guidance on employment policies, compensation, benefits, leave, and the alignment of each role with CWU's mission and values.

To support integration into the university community, new employees are also paired with onboarding ambassadors who help orient them to CWU's culture and operational processes. These activities reinforce CWU's commitment to service excellence and student success, as articulated in the [Wildcat Way](#).

Faculty teaching, scholarship, service, and artistic creation procedures are governed by the [Collective Bargaining Agreement \(CBA\)](#) between the university and the United Faculty of Central. Standards for teaching, scholarship, and service are further defined by individual colleges and departments. Academic freedom is ensured through multiple policies summarized in the [President and Provost's statement on Academic Freedom](#). New faculty are automatically enrolled in an online course that introduces institutional expectations and provides access to a 10-week professional development schedule facilitated by Academic Affairs and other university partners.

For staff and administrators, performance expectations and evaluation procedures are established through institutional policies and, where applicable, collective bargaining agreements. In 2024, CWU implemented a revised performance evaluation model that

emphasizes continuous feedback and alignment with the university's values and strategic plan. This model replaces a retrospective review system and is designed to foster professional development and engagement and increase evaluation completion rates.

As part of this broader effort, Human Resources collaborated with supervisors across the institution on an initiative to review, update, and finalize all position descriptions for civil service and exempt employees. The purpose of this initiative was to provide clarity on the responsibilities of their positions and to ensure that position descriptions are current, accurate, and consistent across the university. By incorporating values-based language and institutional accountabilities, CWU strengthened role clarity for employees and reinforced alignment between individual responsibilities and the university's mission and vision.

Together, these structures ensure that all CWU employees are apprised of their responsibilities, work conditions, and the criteria by which performance, retention, and advancement decisions are made.

Exhibits:

[Human Resources Policies](#)

[Collective Bargaining Agreement](#)

[Labor Relations Page](#)

2.F.2 The institution provides faculty, staff, and administrators with appropriate opportunities and support for professional growth and development.

Central Washington University (CWU) provides faculty, staff, and administrators with structured opportunities and resources to support professional growth and development, in alignment with the institution's mission and strategic priorities. These opportunities are offered through multiple university offices, including Human Resources, the [Center for Excellence in Teaching and Learning \(CETL\)](#), the [Multimodal Education Center \(MEC\)](#), and the online [Central Learning Academy \(CLA\)](#). Professional development for staff and administrators is guided by the university's [training and development plan](#), while faculty development aligns with Article 18 in the [Collective Bargaining Agreement](#).

CLA offers 24/7 access to a library of e-learning resources, including certification preparation, diversity and inclusion training, software tutorials, and courses in leadership, project management, and conflict resolution. CLA also curates monthly focus topics that highlight resources related to institutional goals such as mentoring, change management, and emergency preparedness. Human Resources supplements these offerings through First Friday talks and department-specific training facilitated by its Learning and Development team.

Additionally, over the past two years, CWU hosted two [Supervisor Summits](#) designed to help leaders connect their work more directly with the university's vision, mission, values, and strategic plan. The first summit, held in 2024, brought together 168 employees for a day of learning, collaboration, and reflection. The second summit in 2025 welcomed 165 supervisors and continued the focus on building shared understanding and leadership alignment. In January 2025, a follow-up Supervisor Workshop engaged 138 employees in a more focused setting to explore practical ways to apply what they've learned. Together, these events are helping supervisors strengthen their leadership and stay grounded in CWU's direction and purpose.

Faculty-specific professional development is supported by CETL and Multimodal Learning. CETL offers a tiered certificate program (Associate, Fellow, and Scholar) focused on inclusive pedagogy, student success, and high-impact teaching practices. Multimodal Learning delivers quarterly professional development activities, including the Master Online Teacher and Mentor certifications, workshops, innovation showcases, and a faculty community of practice centered on instructional technology and universal design for learning.

Institutional support for faculty professional development is codified in the faculty Collective Bargaining Agreement (CBA), which allocates \$1,200 annually for each tenured/tenure-track faculty member and maintains a \$25,000 fund for non-tenure-track faculty. In addition, a \$25,000 pool of funds is available through a competitive grant process for pre-tenured faculty to supplement their professional development beyond the CBA allocation. These financial resources are complemented by the availability of workshops, consultations, and pedagogical resources aligned with academic advancement and student success.

Through this integrated network of programs, CWU ensures that all employee groups have access to appropriate, relevant, and ongoing professional development opportunities that foster institutional effectiveness, employee engagement, and academic excellence.

Exhibits:

[CWU Required Training](#)

[Learning and Development Plan](#)

[Center for Excellence in Teaching and Learning](#)

[Multimodal Education Center](#)

[Central Learning Academy](#)

2.F.3 Consistent with its mission, programs, and services, the institution employs faculty, staff, and administrators sufficient in role, number, and qualifications to achieve its organizational responsibilities, educational objectives, establish and

oversee academic policies, and ensure the integrity and continuity of its academic programs.

Central Washington University (CWU) employs faculty, staff, and administrators in sufficient number and with appropriate qualifications to support its mission, deliver academic programs and services, and ensure institutional continuity. The university is organized into four divisions including the President's Office, Academic Affairs, Finance and Administration, and Student Engagement and Success. Each of these is led by a senior executive and supported by units that work to ensure the division is aligned with CWU's strategic objectives. Institutional oversight is provided by the Executive Leadership Team (ELT), which works closely with the president and Board of Trustees to coordinate university operations and initiatives.

The Division of Academic Affairs, led by the Provost and Executive Vice President, oversees the university's four academic colleges, University Libraries, Douglas Honors College, School of Graduate Studies and Research, and several support units such as Academic Planning and Assessment, the Office of the Registrar, and International Programs. Through this structure, CWU ensures that academic policies are established, monitored, and implemented by appropriately credentialed personnel with clear roles and responsibilities.

As of fall 2024, CWU employed 298.7 full-time equivalent (FTE) tenured faculty, 48 FTE tenure-track faculty, and 196.5 FTE non-tenure-track faculty. In addition, CWU employed 577.2 FTE classified staff, 413.6 FTE exempt staff, and approximately 1,525 student employees working part time. CWU's historic level of student-to-faculty ratio of 20:1 is intended to maintain continuity and personalized instruction; CWU currently operates at 17:1 due to the drop in enrollment from COVID-19.

Qualifications for all positions are reviewed at the time of hire. Human Resources maintains documentation of required qualifications for staff and administrative positions and ensures compliance through the recruitment and onboarding process. For faculty hires, Academic Affairs maintains publicly available terminal degree requirements for each discipline, and compliance is verified during the search and appointment process.

Faculty who are teaching in most degree programs are expected to hold the terminal degree in their respective fields. However, in professionally focused programs where extensive industry experience is deemed particularly valuable, a waiver of the terminal degree requirement may be considered. In such cases, the appointing college must submit a formal request along with a detailed justification highlighting the relevance and significance of the candidate's professional qualifications. The final decision to approve a terminal degree waiver is made by the provost.

In response to a nearly 25% decline in full-time equivalent enrollment since the COVID-19 pandemic, CWU has undertaken a strategic reassessment of staffing to ensure alignment with institutional needs. This process includes updating position descriptions and

selectively managing new faculty appointments to maintain quality instruction and operational effectiveness. Since fall 2021, the number of tenure and tenure-track faculty has decreased by only 14%, primarily through retirements and voluntary departures, with hiring focused on high-need areas aligned with enrollment and programmatic priorities.

CWU's organizational structure, staffing levels, and qualification verification processes ensure that the university remains equipped to meet its educational mission and uphold the integrity of its academic programs.

Exhibits:

[Instructional Staff](#)

[Non-Instructional Staff](#)

[Organizational Chart – Academics](#)

[Organizational Chart – Finance and Administration](#)

[Organizational Chart – Student Engagement and Success](#)

[Organizational Chart – University Advancement](#)

[Organizational Chart – Colleges and Departments](#)

2.F.4 Faculty, staff, and administrators are evaluated regularly and systematically in alignment with institutional mission and goals, educational objectives, and policies and procedures. Evaluations are based on written criteria that are published, easily accessible, and clearly communicated. Evaluations are applied equitably, fairly, and consistently in relation to responsibilities and duties. Personnel are assessed for effectiveness and are provided feedback and encouragement for improvement.

Central Washington University (CWU) conducts regular and systematic evaluations of faculty, staff, and administrators to ensure alignment with institutional mission and goals, educational objectives, and established policies and procedures. Evaluation criteria are published, clearly communicated, and applied equitably based on defined responsibilities.

In 2023–24, CWU transitioned its staff and administrator evaluations to a performance framework that promotes continuous dialogue between employees and supervisors. This model replaces the previous annual review process and emphasizes timely, developmental feedback tied to CWU's strategic priorities. The framework encourages growth through regular check-ins, shared goal setting, and alignment with CWU's core values.

Administrators are evaluated through a hierarchical structure designed to ensure accountability and alignment with institutional goals. The Board of Trustees evaluates the President; the President evaluates the Vice Presidents; and each Vice President is responsible for evaluating the unit heads within their respective divisions. For example, the provost evaluates the associate vice presidents and academic deans. This structure

promotes consistent oversight and supports leadership development across all areas of the university.

Faculty are evaluated through the reappointment, tenure, promotion, and post-tenure review processes outlined in Article 24 of the [Collective Bargaining Agreement \(CBA\)](#). Tenure-track faculty are evaluated during their 2nd, 4th, and 6th years, with the tenure decision typically occurring in the 6th year of full-time employment. These evaluations are based on criteria developed at the university, college, and department levels, all of which are aligned with CWU's mission and discipline-relevant standards. Faculty submit a professional record for each review, which includes documentation of teaching, scholarship, and service. In some cases, faculty may be eligible for early tenure consideration if they demonstrate exceptional performance or have prior qualifying experience. The final decision on tenure is made by the Board of Trustees, based on recommendations from multiple levels of review.

Once tenure is granted, faculty undergo a post-tenure review (PTR) every five years. These reviews evaluate continued effectiveness in teaching, scholarship, and service, with consideration for any atypical workloads. Outcomes of PTR may include "continued," "continued with recognition of excellence," or "continued with reservations." If performance concerns are identified, the faculty member works with their department to create a Professional Development Plan (PDP) and is re-evaluated within four quarters. The process ensures that tenured faculty remain aligned with institutional expectations and are supported in their ongoing professional development.

Across all employee groups, CWU ensures that evaluations are fair, transparent, and consistent, and that personnel receive constructive feedback to support continuous improvement and professional development.

Exhibits:

[Performance Management Policy](#)
[Collective Bargaining Agreement](#)

Student Support Resources

2.G.1 Consistent with the nature of its educational programs and methods of delivery, and with a particular focus on equity and closure of equity gaps in achievement, the institution creates and maintains effective learning environments with appropriate programs and services to support student learning and success.

Central Washington University (CWU) aspires to be a model learning community of access and opportunity by removing barriers and creating clear pathways for students to reach their educational goals. With this in mind, CWU collaboratively developed a new [vision](#).

[mission, and strategic](#) plan with the unifying value of student success. Aligning educational programs, delivery methods, and commitment to closing achievement gaps, CWU fosters high impact learning environments through a range of coordinated programs and services designed to promote student learning and success.

CWU's cross-divisional efforts are central to this work. The Divisions of Academic Affairs and Student Engagement and Success, along with other campus partners, work collectively to implement initiatives that promote academic achievement and student development. Programs and services are intentionally designed to meet the diverse needs of CWU's student population, guided by a commitment to equity-minded practices and data-informed decision-making.

Academic Programs and Support

CWU continuously evolves its academic offerings and teaching methods to serve a diverse student population. In addition to programs across the sciences, education, professional studies, business, arts, and humanities, the university offers interdisciplinary programs—such as Africana and Black Studies, American Indian Studies, Asian Studies, El Centro Latinx, and Women, Gender, and Sexuality Studies—that center the experiences of historically marginalized communities.

The [Learning Commons](#) delivers individualized tutoring, peer mentoring, and academic support designed to promote student achievement, enhance learning outcomes, and close achievement gaps. Over the past academic year, the learning commons assisted 708 students in the fall quarter, 719 during the winter, and 623 in the spring.

Student Programming and Support

The Diversity and Equity Center provides identity-affirming support, culturally responsive programming, and inclusive community events such as Día de los Muertos, Parade of Nations, and Black History Month. In addition, CWU offers an institutional Speaker Series throughout the academic year, giving students the opportunity to listen and learn from speakers who come from across the country to share historically relevant insights on culture, human rights, and societal advocacy. These speakers include award-winning scholars and bestselling authors who offer diverse perspectives on the pressing issues facing society today. Collectively, these efforts are intentionally designed to foster a sense of belonging, enrich the overall learning experience, and provide meaningful support for student learning and success beyond the classroom across all student populations.

Student Wellbeing and Holistic Support

Under the President's Division, CWU established a centralized [Civil Rights Compliance](#) office to advance a safe, inclusive, and equitable environment, going beyond compliance with Title IX, ADA, and related policies. The Basic Needs program helps students access food, housing, clothing, and emergency financial assistance. The Office of [Student Rights](#)

[and Responsibilities](#) uses restorative justice practices to promote accountability, learning, and personal growth.

Wildcat Pantry

Located in the library building, a central and accessible space on campus, the [Wildcat Pantry](#) plays a vital role in addressing food insecurity among students. Designed to support students' basic needs, the Pantry offers a robust selection of food, hygiene products, and household essentials. In the most recent academic year, over 1,000 unique students accessed the Wildcat Pantry, demonstrating its critical importance to the CWU community. The Pantry distributed thousands of pounds of items exclusively through its main location, along with other locations around campus. The overall impact of the Pantry is to provide essential, equitable support to students navigating financial hardship.

Behavioral and Mental Health Support

The [Behavioral Intervention Team](#) (BIT) and Case Management services provide individualized support for students facing complex challenges. [Student Counseling Services](#) and the [Office of Health Promotion](#) offer comprehensive resources to promote student wellbeing and success. University Recreation complements this support by promoting holistic wellbeing through inclusive health and wellness opportunities.

Career Preparation and Success

[Career Services](#) empowers students through individualized career counseling, resume and cover letter support, mock interviews, and job search strategies tailored to each student's goals. The department also offers career readiness workshops, internship coordination, and networking opportunities through career fairs and employer panels. Recognizing the diverse needs of CWU's student body, Career Services is committed to providing equitable pathways to employment by partnering with faculty, employers, and campus organizations to ensure inclusive access to resources and professional development opportunities. These efforts help students build confidence, make informed career decisions, and successfully transition from college to career.

Additionally, during the 2024-25 academic year, Career Services organized six major [career fairs](#). These events supported students across disciplines by connecting them with regional and national employers representing diverse industries. In total, 312 employers and approximately 1,201 students participated in these fairs.

Assessment data collected from student and employer surveys indicated high levels of satisfaction and perceived value. Students cited gains in professional networking, increased confidence in career exploration, and enhanced understanding of job and internship opportunities. Employer feedback highlighted the preparedness and professionalism of CWU students.

Access and Retention Initiatives

Programs such as [Jumpstart](#) extend orientation programming to foster retention and community for underserved students. CWU's designation as an Emerging Hispanic Serving Institution (HSI) has driven efforts to identify and remove barriers to success and expand opportunities for Hispanic/Latinx and Native American students.

As part of a recent campus-wide [Retention Project](#), every department at CWU implemented one or two targeted strategies to improve student engagement and persistence. These collective efforts led to a two-point increase in the fall-to-winter retention rate for first-time, full-time students, from 91% to 93%, the highest rate since the COVID-19 pandemic. Notably, this success was also equitable; students of color retained at rates exceeding the overall average.

Federal and Grant-Funded Programs

The [College Assistance Migrant Program](#) (CAMP) provides financial and academic support to students from migrant and seasonal farm-working backgrounds. [TRIO Student Support Services](#) (SSS), also federally funded, supports first-generation, low-income, and disabled students. Additional federally funded programs under the Office of Student Engagement and Success include HEP, EOC, and MASA, all of which aim to close achievement gaps and ensure opportunity for all students.

CWU's approach to student success is deeply aligned with the nature of its educational programs and delivery methods. Through in-person, hybrid, HyFlex, and online learning environments, CWU ensures that its programs and services are accessible, inclusive, and responsive to the evolving needs of its students. The university continues to expand staffing, enhance curricula, dedicate facilities, and prioritize the holistic wellbeing of its students in pursuit of its mission.

Exhibits (Annual Updates):

[CAMP](#)

[Career Services Data](#)

[CRC Title IX Annual Data](#)

[CRC Title IX Student Compliance](#)

[CWU Office of Health Promotion Status](#)

[DEC FY2024 Accomplishments Update](#)

[JumpStart Program](#)

[Office of Case Management](#)

[TRIO SSS](#)

2.G.2 *The institution publishes in a catalog, or provides in a manner available to students and other stakeholders, current and accurate information that includes: institutional mission; admission requirements and procedures; grading policy;*

information on academic programs and courses, including degree and program completion requirements, expected learning outcomes, required course sequences, and projected timelines to completion based on normal student progress and the frequency of course offerings; names, titles, degrees held, and conferring institutions for administrators and full-time faculty; rules and regulations for conduct, rights, and responsibilities; tuition, fees, and other program costs; refund policies and procedures for students who withdraw from enrollment; opportunities and requirements for financial aid; and the academic calendar.

Central Washington University (CWU) is committed to expanding access and success for all students. CWU provides an [electronic catalog](#) that serves as the official source for academic programs, courses, and university policies. The catalog is the comprehensive record of curriculum and forms the basis for all academic programs, courses, and program requirements for each academic year. The catalog also provides [CWU's institutional vision and mission statements](#).

CWU offers admission to qualified students through a rolling admissions process, with [admission requirements and procedures](#) clearly outlined in the catalog. Applicants must meet minimum standards established by the State of Washington. Additional standards for initial admission are set by the Academic Affairs Committee of the Faculty Senate, in consultation with the Vice President of Student Engagement and Success.

CWU's [grading policy](#), academic programs, and courses—including degree and program completion requirements, expected learning outcomes, required course sequences, and projected timelines to completion—are published in the [Academic and General Regulations](#) section of the catalog. The frequency of course offerings is also provided in the university's published course schedules and within individual program descriptions in the catalog.

A complete listing of [CWU personnel](#)— including Trustees, Executive Officers, faculty, and key administrators—is included in the catalog. For each faculty member, names, titles, degrees held, and conferring institutions are provided.

CWU's rules and regulations for [student conduct, rights, and responsibilities](#) are also published in the catalog under Academic Policies. Students have access to resources including: Academic Appeal Procedures, Alcohol and Drug Policy, Discrimination Complaint and Resolution Policy, Equal Opportunity Policies and Programs, Reasonable Accommodations for Persons with Disabilities, FERPA policies, Student Rights and Responsibilities, and the Student Sexual Assault Response Policy.

CWU's general tuition and fee rates are established by the university, with mandatory and miscellaneous fees approved by the CWU Board of Trustees. Refund policies and procedures are also included in the [tuition and fees section](#) of the catalog. Approximately 80 percent of CWU students receive financial aid. Opportunities and requirements are clearly defined in the [Financial Aid and Scholarships](#) section of the catalog.

To support student success, CWU provides students with up-to-date information on the [Academic Calendar](#), including Priority Registration Dates and the Final Exam Schedule. These resources are easily accessible through the online catalog.

2.G.3 Publications and other written materials that describe educational programs include accurate information on national and/or state legal eligibility requirements for licensure or entry into an occupation or profession for which education and training are offered. Descriptions of unique requirements for employment and advancement in the occupation or profession shall be included in such materials.

Publications and written materials that describe Central Washington University's educational programs include accurate information on national and/or state legal eligibility requirements for licensure or entry into relevant occupations or professions.

Information is available throughout CWU's website and in official publications such as the online academic catalog. For out-of-state students, CWU provides an [Out of State Licenses and Certification webpage](#), which includes the following statement:

In accordance with local legislature and guidance from the National Council for State Authorization and Reciprocity Agreements (NC-SARA), Central Washington University makes every effort to determine whether programs resulting in professional licensure or certification are recognized outside of Washington State.

This information is intended to guide both in-state and out-of-state students and may inform their degree, licensure, and professional practice decisions; however, it is not intended to serve as legal advice. Students are encouraged to consult their local licensing authority as well as the CWU academic department offering the program.

The contact list provided on this page offers current and prospective students guidance regarding out-of-state licensure requirements. It also provides direct links to the websites of CWU programs that lead to, or may potentially lead to, professional licensure, including:

- [Teacher License](#)
- [Certified Child Life Specialist](#)
- [Certified Financial Planner](#)
- [Child Development Certification](#)
- [Career and Technical Education Certification](#)
- [Licensed Mental Health Counselor](#)
- [Paramedic Certification and Registration](#)
- [Registered Dietitian](#)
- [School Psychologist State Certification](#)

Program websites, such as the [Teacher License and Endorsement Disclosure](#), provide detailed information on specific licensure pathways and programmatic accreditations, as

well as CWU's determinations regarding out-of-state recognition. These pages also list reciprocity determinations CWU has made for individual states and territories.

Additionally, the CWU online catalog includes information regarding Teacher Licensure:

The National Association of State Directors of Teacher Education and Certification (NASDTEC) has negotiated licensure [reciprocity agreements](#) among states. This means that if a student earns licensure in Washington, they may be able to obtain licensure in another state based on proof of a valid Washington license.

CWU also advises students:

Requirements for licensure may change without notice. Therefore, it is important to contact your State Department of Education to confirm current reciprocity and licensing requirements in your state.

2.G.4 The institution provides an effective and accountable program of financial aid consistent with its mission, student needs, and institutional resources. Information regarding the categories of financial assistance (such as scholarships, grants, and loans) is published and made available to prospective and enrolled students.

Central Washington University's Financial Aid and Scholarships Office provides an effective and accountable [program of financial assistance](#) that aligns with the university's mission of expanding access and supporting student success. The office helps students finance their education through a variety of [federal, state, and institutional aid options](#), including loans, grants, scholarships, tuition waivers, and work-study programs. Financial aid services are designed to meet student needs and are delivered in accordance with institutional resources and regulatory requirements.

Staff members work directly with students, parents, and other stakeholders to explain available programs, answer questions, and provide individualized assistance. Accountability for financial aid and scholarship funds is maintained through regular internal, state, and federal audits, as well as through ongoing policy review and compliance with all institutional, state, and federal reporting requirements.

Comprehensive information about the categories of financial assistance—including scholarships, grants, and loans—is published and made available to both prospective and enrolled students. Financial aid options are communicated through admission packets, published brochures, financial aid offer letters, orientation presentations, and the CWU [Financial Aid and Scholarships](#) website.

The website and other resources are actively promoted through individual letters, emails, text messages, and campus presentations. Additional outreach is conducted at regional high schools and community organizations, with a particular focus on underserved populations, first-generation students, and foster/homeless youth.

Information about the required steps to receive aid and details about individual aid offers are provided via personalized communications and are also available on demand through CWU's secure student portal. The Financial Aid Office continuously monitors program integrity through ongoing policy maintenance and periodic audits to ensure compliance and eligibility standards are met.

Exhibits:

[Financial Aid Award Letter - HAN](#)

[Conditions of Award PDF – HCA](#)

[Loan Disbursement Notice – F46](#)

[Exit Counseling Notice – FL5](#)

[Consumer Information Disclosure – FCI](#)

[Direct Loan Policy](#)

[Direct Loan Quality Assurance Policy](#)

[Higher Education Act Consumer Information Disclosure](#)

2.G.5 Students receiving financial assistance are informed of any repayment obligations. The institution regularly monitors its student loan programs and publicizes the institution's loan default rate on its website.

Central Washington University ensures that students receiving financial assistance are fully informed of any repayment obligations. Institutional loan default rates and student loan programs are regularly monitored, and CWU's loan default rate is publicized on the [CWU Financial Aid and Scholarships](#) website, consistent with federal disclosure requirements. Students receive information on repayment in their [award letter](#) and, also, in an [end-of-year letter](#).

All student loan recipients are required to complete both entrance and exit counseling through [StudentAid.gov](#). Students are notified of these requirements via email, and corresponding "To Do List" items are posted to their MyCWU student portal. Direct links to the Federal Direct Loan webpages are also provided through the CWU Financial Aid and Scholarships website to facilitate completion of entrance and exit counseling.

The Financial Aid and Scholarships Office regularly monitors all student loan programs through daily processing, monthly reconciliation, and annual federal reporting. Staff members also conduct orientation sessions and provide individual counseling to support students in understanding loan repayment responsibilities. Additional information is provided to students regarding short-term institutional loans, Federal Pell Grant over-awards, and private education loans.

Exhibits:

[Financial Aid - Loans](#)

2.G.6 The institution designs, maintains, and evaluates a systematic and effective program of academic advisement to support student development and success. Personnel responsible for advising students are knowledgeable of the curriculum, program and graduation requirements, and are adequately prepared to successfully fulfill their responsibilities. Advising requirements and responsibilities of advisors are defined, published, and made available to students.

Central Washington University (CWU) has taken intentional steps to design, maintain, and evaluate a systematic and effective [advising program](#) that supports student development and success. Recognizing the essential role advising plays in student progression and degree completion, CWU implemented a decentralized advising model in 2019, relocating professional advisors from a central office to individual academic colleges.

The goals of adopting this model were to promote greater collaboration between faculty and advisors, improve the accuracy and relevance of advising, and strengthen the integration of academic support within each college. This structural change fosters closer connections between advisors, academic programs, and faculty, enabling more program-specific advising that is responsive to disciplinary requirements and student needs.

Operating under the authority of section 3 of [Academic and General Regulations](#), the Academic Advising Council (AAC) is a group of advising leaders who are responsible for “establishing and maintaining required advising practices and procedures.” Advising directors from the four degree-granting colleges (CEPS, CB, COTS, CAH), Exploratory Advising, the Douglas Honors College, and International Advising meet weekly with the Dean of Undergraduate Studies to promote collaboration and ensure consistent advising practices that meet AAC and university standards.

The AAC sets standards for advisor training and development. The Undergraduate Academic Advising Collaborative (UAAC) supports these efforts by offering ongoing professional development opportunities. The UAAC’s learning community facilitates the sharing of effective advising practices, campus resources, curriculum updates, and university-wide communication. This collaborative approach results in well-trained and knowledgeable advisors who are equipped with curricular structures, graduation requirements, and institutional policies. Advisors also attend national and regional conferences and the recommendations contained in the review of advising, discussed below, include an advisor career ladder with associate professional development.

Advisor and student expectations are clearly defined, published, and made accessible through multiple platforms, including CWU’s website and advising guides. Additionally, advisors utilize Canvas, CWU’s learning management system, to provide resources and support.

To enhance advising services, CWU utilizes Inspire, a comprehensive advising platform that improves communication, case management, and early intervention. Inspire enables advisors to track student interactions, document advising sessions, and assign student risk

levels using data-informed retention indicators. Integrated with CWU's PeopleSoft system, Inspire provides real-time access to essential student data, improving workflow and academic guidance. The platform also allows advisors to text students in alignment with preferred communication practices.

As part of CWU's commitment to continuous improvement, and in response to recommendations from its mid-cycle NWCCU review, the university initiated a comprehensive evaluation of its advising model. In December 2024, CWU hosted a consultant from the American Association of State Colleges and Universities (AASCU) to conduct a [full review of advising operations](#). The consultant engaged with key campus stakeholders and provided recommendations to improve coordination, communication, and overall advising effectiveness.

Following this review, CWU convened a cross-functional team composed of representatives from advising, faculty, student services, and administration. This team is tasked with evaluating the consultant's report and creating [recommendations](#) intended to fill the gaps identified in the AASCU report. Their ongoing work reflects CWU's dedication to regularly assessing and refining its advising systems to ensure that all students receive timely, accurate, and personalized academic support.

CWU continues to work toward its goal of delivering an advising experience that is student-centered, collaborative, and outcomes focused. Through structural alignment, advanced technological tools like Inspire, and regular assessment of advising practices, the university continues to build an advising program that promotes student development, retention, and academic achievement across all colleges and locations.

2.G.7 The institution maintains an effective identity verification process for students, including those enrolled in distance education courses and programs, to establish that the student enrolled in such a course or program is the same person whose achievements are evaluated and credentialed. The institution ensures that the identity verification process for distance education students protects student privacy and that students are informed, in writing at the time of enrollment, of current and projected charges associated with the identity verification process.

Verifying Student Identity

Central Washington University (CWU) fully complies with federal and NWCCU standards regarding the verification of student identity in all courses, including those offered through distance education.

The university employs a [multi-factor authentication](#) (MFA) system as a core component of its cybersecurity infrastructure. MFA requires students to provide multiple forms of verification before accessing their accounts, including the learning management system

(Canvas), online exams, and academic records. This ensures that the student accessing the course is the same individual whose achievements are evaluated and credentialed.

CWU's implementation of MFA supports academic integrity while protecting student privacy. The MFA system adheres to institutional data privacy and security policies, ensuring that personal information used in the authentication process is safeguarded and not shared with third parties.

There are no additional charges to students for identity verification; MFA and related verification services are provided as part of CWU's standard technology infrastructure, and students are informed of this through enrollment materials and the CWU website.

Through these combined measures, CWU maintains an effective and privacy-conscious identity verification process that ensures compliance with accreditation and federal requirements and supports the integrity of academic credentials.

Ensuring Regular and Substantive Interaction in Online Courses

Central Washington University (CWU) actively fosters regular and substantive interaction (RSI) between faculty and students in online courses, reinforcing the university's commitment to high-quality instruction and student engagement.

While CWU's approach to RSI is grounded in flexibility and faculty autonomy, expectations for meaningful faculty-student engagement are clearly embedded in university policy and practice. Specifically, the relevant CWU [policy](#) affirms that online courses must include instructional time equivalent to that of face-to-face courses, ensuring that online learning environments are rich with interaction, support, and academic rigor.

Faculty regularly incorporate practices that ensure RSI, such as providing timely, substantive feedback on assignments, facilitating discussion forums, maintaining consistent communication through announcements and messaging, and offering virtual office hours or individual consultations. These strategies are integral to creating a dynamic and responsive learning experience for students.

CWU supports continuous improvement in online teaching through self-reflection, peer feedback, and responsiveness to student perspectives. When questions about RSI arise, department chairs and academic deans collaborate with faculty to ensure that appropriate resources and guidance are provided.

In support of monitoring and continuous improvement, CWU's Multimodal Education team provides data on instructor participation and page views in the learning Canvas management system, which serve as useful indicators of faculty engagement. Using these metrics, the university has identified potentially noncompliant online sections from the most recent quarter and shared that information with academic deans for further review

and follow-up. Additionally, CWU is currently reviewing its Distance Education Policy to clarify how RSI is defined and operationalized within the institution.

Exhibits:

[Acceptable and Ethical Use of University Information Technology](#)

[Identity and Access Management Policy](#)

[Information Security Controls](#)

[Student Records Policy](#)

[Information Security and Privacy Roles and Responsibilities](#)

[Data Privacy Office](#)

[Curriculum Rules for Implementation](#)

Library and Information Resources

2.H.1 *Consistent with its mission, the institution employs qualified personnel and provides access to library and information resources with a level of currency, depth, and breadth sufficient to support and sustain the institution's mission, programs, and services.*

Central Washington University Libraries plays a central role in advancing the university's mission by supporting academic, scholarly, and student success. The Libraries' 2025 [mission and guiding principles](#) align with the values of the Division of Academic Affairs and positions the libraries as an integrated partner in teaching, learning, and research.

The James E. Brooks Library, located on the Ellensburg campus, serves as the primary library facility and offers a range of services, including diverse study spaces, technology lending, tutoring, advising, the Wildcat Pantry, and access to library professionals. Students and faculty may access these services both in person and virtually, ensuring support extends to online learners and those located at CWU Centers. Users benefit from desktop computers, printers, reservable group and individual study rooms, and 24/7 access to digital resources through the [Libraries' website](#). A second library at the CWU Lynnwood Center also serves students and faculty in that region.

CWU Libraries employs [21 qualified personnel](#), including faculty librarians, exempt professionals, and classified staff. In addition, the libraries employ 12–15 undergraduate student workers and 3 graduate assistants annually. All employees meet qualifications defined in the Academic Affairs policy, faculty collective bargaining agreement, and State of Washington personnel classifications. Following staffing reductions from 2020 to 2025 as a result of the loss of students from the pandemic, the libraries are engaged in a strategic rebuilding process designed to restore and enhance service levels.

The libraries maintain a robust collection of physical and electronic resources that support the curricular, research, and personal information needs of the university community. According to the 2024 ACRL Library Survey, holdings include over 550,000 print books, 1.2 million e-books, 550 databases, and extensive collections of media, serials, and government documents. The CWU Archives and Special Collections, along with the ScholarWorks institutional repository, further promote scholarly engagement and preservation of regional history. Access to additional materials is supported through interlibrary loan and partnerships such as the Orbis Cascade Alliance, as well as RapidILL and Rapido for resource sharing.

While CWU Libraries has not recently conducted comprehensive collection assessment due to staffing limitations, the recent hire of an Associate Dean of Collection and Technology Strategies in 2025 marks the beginning of renewed efforts in this area. With appropriate personnel now in place, CWU Libraries will begin proactively analyzing the collection for relevance and alignment with the curriculum, university priorities, and the goal of developing culturally relevant and representative collections. Collection development also continues through curriculum integration, stakeholder input, and the work of the Active Collections Working Group, which engages the campus community through thematic displays and targeted resource procurement. Collection development is informed by user input, curriculum mapping, and equity-minded practices that support the creation of culturally relevant and inclusive collections.

CWU Libraries is a central partner in advancing information literacy. [Instruction](#) is embedded across the curriculum through course-integrated sessions, credit-bearing courses, workshops, online tutorials, and subject-specific research guides. The libraries offer a one-credit Research Fundamentals course and a four-credit Research Methods in the Digital Age course, both of which are part of the Library and Information Science certificate program. Instructional support is aligned with information literacy outcomes in foundational general education courses such as PADstone 184 and Academic Writing I and II. Librarians collaborate with instructional faculty to deliver instruction synchronously, asynchronously, and through integrated modules in Canvas.

Library faculty are also engaged in efforts to support equitable access and reduce the cost of course materials. The Affordable Course Materials Librarian leads a task force focused on promoting open educational resources (OER) and the adoption of affordable content. This work includes partnering on the CWU Wildcat Shop's future flat fee course materials program, identifying licensed resources, and supporting faculty adoption of OER to improve affordability and student success.

CWU Libraries continues to enhance student belonging and access through both programming and facility improvements. Recent renovations to the Brooks Library have created more inclusive and accessible spaces, including the addition of all-gender

restrooms, accessible entries, and flexible learning environments such as The Attic and the Reflection Space.

Through qualified staffing, active collaboration with faculty, developing collection management practices, and comprehensive instructional and support services, CWU Libraries provides a level of currency, depth, and breadth sufficient to sustain the institution's mission, programs, and services.

Physical and Technology Infrastructure

2.I.1 Consistent with its mission, the institution creates and maintains physical facilities and technology infrastructure that are accessible, safe, secure, and sufficient in quantity and quality to ensure healthful learning and working environments that support and sustain the institution's mission, academic programs, and services.

Central Washington University (CWU) maintains physical and technological infrastructure that is accessible, safe, secure, and sufficient in quality and quantity to support and sustain the institution's mission, academic programs, and services. The Ellensburg campus spans 402 acres and includes 196 owned facilities, totaling 3.5 million gross square feet, with 60 academic buildings and 136 auxiliary facilities. CWU also operates centers co-located with six community colleges across Washington State, along with a site at Joint Base Lewis/McChord, to serve transfer and place-bound students. Extensive green spaces, athletic facilities, and recreational areas support the health and well-being of students, faculty, and staff.

CWU's Facilities Management Department oversees the planning, maintenance, and improvement of campus infrastructure. Capital Planning and Projects (CPP) leads major renovation and construction initiatives guided by the university's [Capital Budget Priorities](#), which are currently undergoing an update to reflect decarbonization and deferred maintenance priorities. Recent projects include the North Academic Complex, Black Hall renovation, and campus-wide infrastructure upgrades to mechanical systems, water lines, and energy metering. Facilities Maintenance staff conduct regular assessments and preventative maintenance to ensure that buildings remain operational, efficient, and compliant with safety standards.

To ensure accessibility and safety, CWU employs a comprehensive building access and [public safety strategy](#). Academic and administrative buildings have controlled access after hours, while residence halls are secured 24/7. CWU Police Services operates as a full-service law enforcement agency, supported by Blue Light emergency phones, mutual aid agreements, and campus-wide emergency communication systems managed by the Office of Emergency Management. Environmental Health and Safety ensures regulatory

compliance and risk mitigation through training, environmental monitoring, and proactive safety practices.

CWU provides robust technological infrastructure to meet the academic and operational needs of its community. The Information Services and Security (ISS) department manages core IT functions, including network services, data security, enterprise applications, instructional technology, and end-user support. The IT Strategic Plan (2023–2025) outlines priorities for service sustainability, collaboration, student experience, and data privacy. IT governance is coordinated through the Enterprise Information Systems Committee and its sub-councils, ensuring that decisions are aligned with institutional strategy and academic priorities.

Instructional technology and multimodal learning are supported by a dedicated academic unit that oversees services such as Canvas, digital media production, connected classrooms, and faculty development. Faculty are trained and certified in online teaching and mentorship through the Center for Excellence in Teaching and Learning (CETL), while strategic innovation is driven by faculty fellows and guided by assessment data. These efforts ensure that CWU’s technology infrastructure continues to evolve in support of teaching effectiveness, equitable access, and student success.

CWU systematically evaluates facilities and equipment for replacement or renovation, using tools such as the AiM asset management system and Uniformat-based condition assessments. Biennial capital requests are submitted to the state to fund prioritized projects that support instructional quality, safety, and long-term stewardship of university resources. Through integrated planning, ongoing assessment, and strategic investment, CWU maintains the infrastructure necessary to provide a healthy and effective learning and working environment consistent with its mission.

Exhibits (technology):

[Computer Equipment Replacement and Disposal](#)

[Computer Center Access and Maintenance](#)

[IT Strategic Plan](#)

[Digital Security](#)

[Cybersecurity](#)

Exhibits (safe and secure facilities)

[Fire Protection](#)

[Campus Police and Public Safety](#)

[Physical Security – Lock Shop](#)

[Clery Act Compliance](#)

[Hazardous Waste Management Procedures](#)

Moving Forward

Central Washington University strives to be a model learning community of access and opportunity. Our path forward is guided by our commitment to our vision, mission, and values, and is operationalized through the 2023–2028 Strategic Plan. As we continue to serve students across Ellensburg and our regional centers, we remain steadfast in our promise to foster equitable access to higher education, deepen student engagement, and promote academic and professional success.

CWU’s mission, to build a community of access and opportunity through high-impact practices, sustainability, and authentic community partnerships, shapes the foundation of all we do. Our unifying value of student success centers on creating pathways that support students from all backgrounds to reach their educational goals. To this end, we have launched several strategic initiatives aimed at increasing enrollment, improving student retention and graduation rates, and closing equity gaps across key indicators of student achievement. These initiatives include the development of clear transfer pathways, the integration of high-impact practices across the curriculum and expanded collaboration with K-12 and community college partners.

Looking ahead, we will continue to assess and improve student learning across all modalities and locations, including College in the High School, through robust program assessment and outcomes-based evaluation. In addition, we are enhancing our assessment of co-curricular learning to better capture the full scope of the student experience and to ensure that engagement outside the classroom contributes meaningfully to students’ growth as professionals and citizens.

We are also deepening our relationships with the communities we serve. Whether in Ellensburg or in our Centers across Washington, CWU is investing in authentic, reciprocal partnerships that promote regional economic development, increase access to educational opportunity, and align our programs with community and workforce needs. Initiatives to strengthen civic engagement, expand experiential learning, and partner with tribal, nonprofit, and governmental organizations are creating new opportunities for students and enhancing the relevance and impact of our academic programs.

Internally, we are building a culture of belonging that affirms the diverse identities, perspectives, and contributions of every member of our community. Our efforts to become a Hispanic Serving Institution, to support historically excluded faculty and staff, and to integrate inclusive teaching practices reflect a long-term commitment to equity and inclusion. These cultural commitments are complemented by a parallel investment in professional development, leadership-in-place, and shared governance, which together promote an environment of trust, accountability, and care.

As good stewards of public resources, CWU will continue to implement values-based budgeting and long-term financial planning to ensure that our fiscal practices are aligned with our institutional mission and are sustainable over time. We are committed to the careful use of our resources to support the university's strategic priorities, while building sufficient reserves to ensure resilience in an environment that is uncertain.

In all that we do, CWU remains committed to our identity as a student-centered, mission-driven institution. With a clear strategic direction, intentional assessment practices, and deep partnerships with our communities, we are confident in our ability to serve more students, close achievement gaps, and advance our mission in the years to come.