

'STATE *of the* UNIVERSITY

President Jim Wohlpart
October 17, 2025



AGENDA

8:30-10:00	State of the University
10:00-10:15	Break / Rearrange Ballroom
10:15-11:00	Breakout Sessions
11:15-12:00	Breakout Sessions
12:00-1:00	Lunch
1:00-2:00	Strategic Enrollment Management
2:00-3:00	Infusing Equity and Belonging across CWU
3:00-3:30	Closing

THREE TAKEAWAYS

1. CWU's vision, mission, and values provide a clear statement of where we are going together and what we believe in. **This is our statement of excellence.**
2. Our strategic plan provides direction for engaging the challenges in front of us. **The goals in the strategic plan are coming to life.**
3. We have work to do to become a model learning community to live into our aspirational vision. **We must be curious, open to new ideas, and collaborative.**

VISION

Where are we going?

Central Washington University
will be a **model learning
community of access and
opportunity.**

Approved by the CWU Board of Trustees, May 16, 2025

MISSION

How will we do it?

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.

Approved by the CWU Board of Trustees, May 16, 2025

VALUES & SHARED GOVERNANCE

How will we work
together?

Unifying Value: Student Success
Core Values: Engagement,
Belonging, and Stewardship

Aligning Priorities to Advance the
University's Vision and Mission

Approved by the CWU Board of Trustees, May 16, 2025



STUDENT SUCCESS

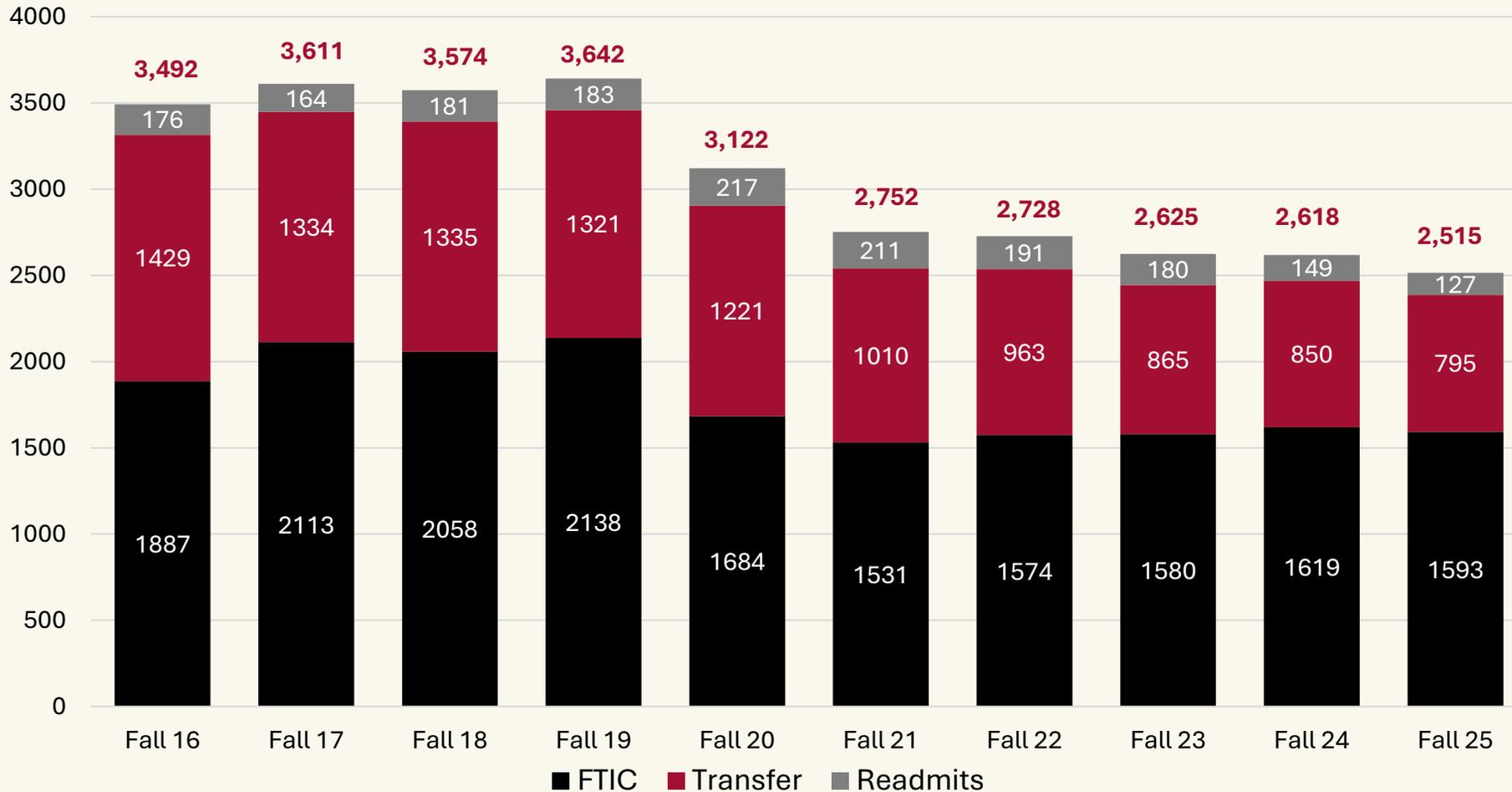
Unifying Value

UNIFYING VALUE: STUDENT SUCCESS

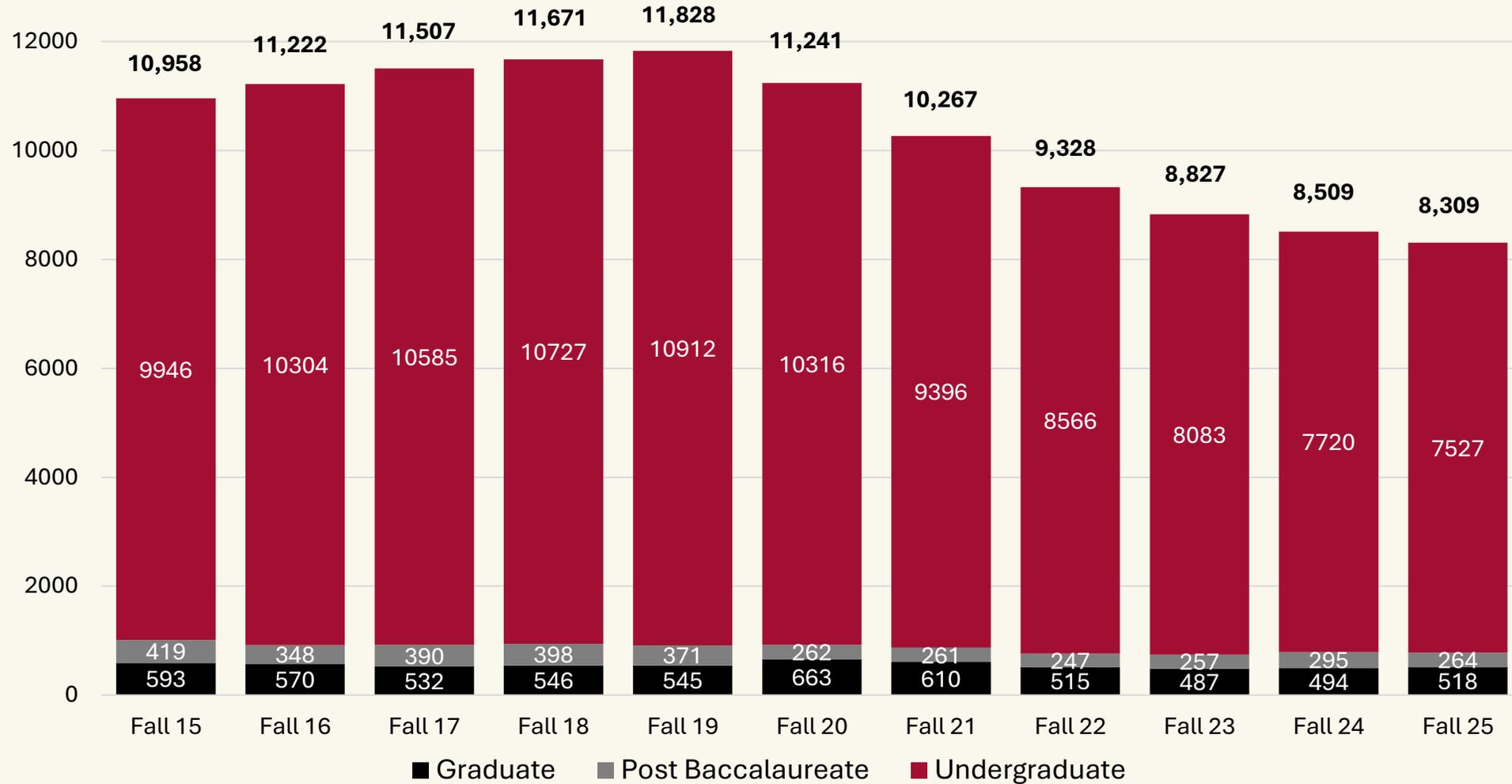
Goal 1: Develop clear pathways into and through the university to ensure equitable access to higher education, enhance student engagement and success, and improve retention and graduation rates.

- **Increase enrollment and retention rates**
- **Improve course completion and graduation rates**
- **Develop pathways into and through the university**
- **Map developmental high impact practices**

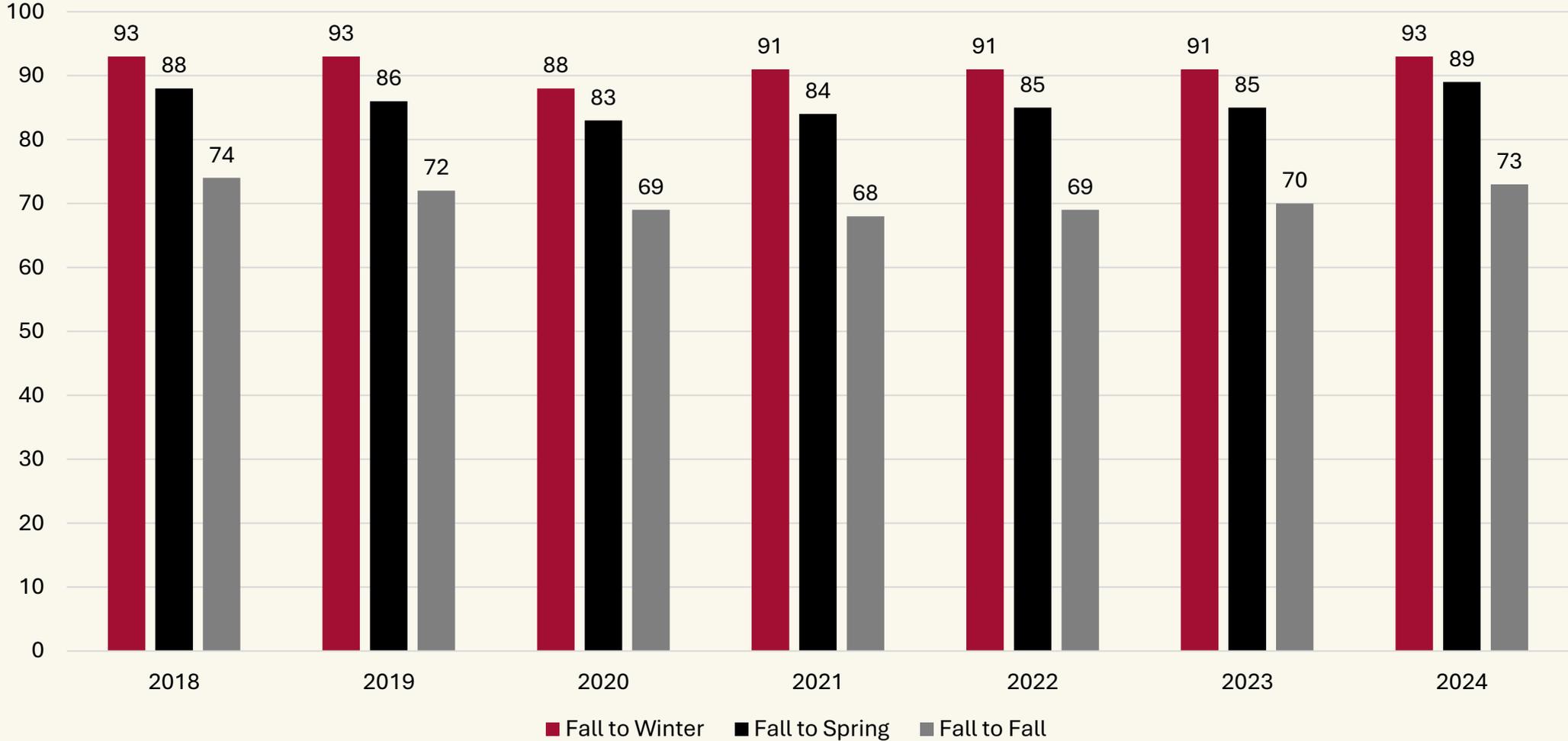
NEWLY ENROLLED UNDERGRADUATE STUDENTS BY TYPE



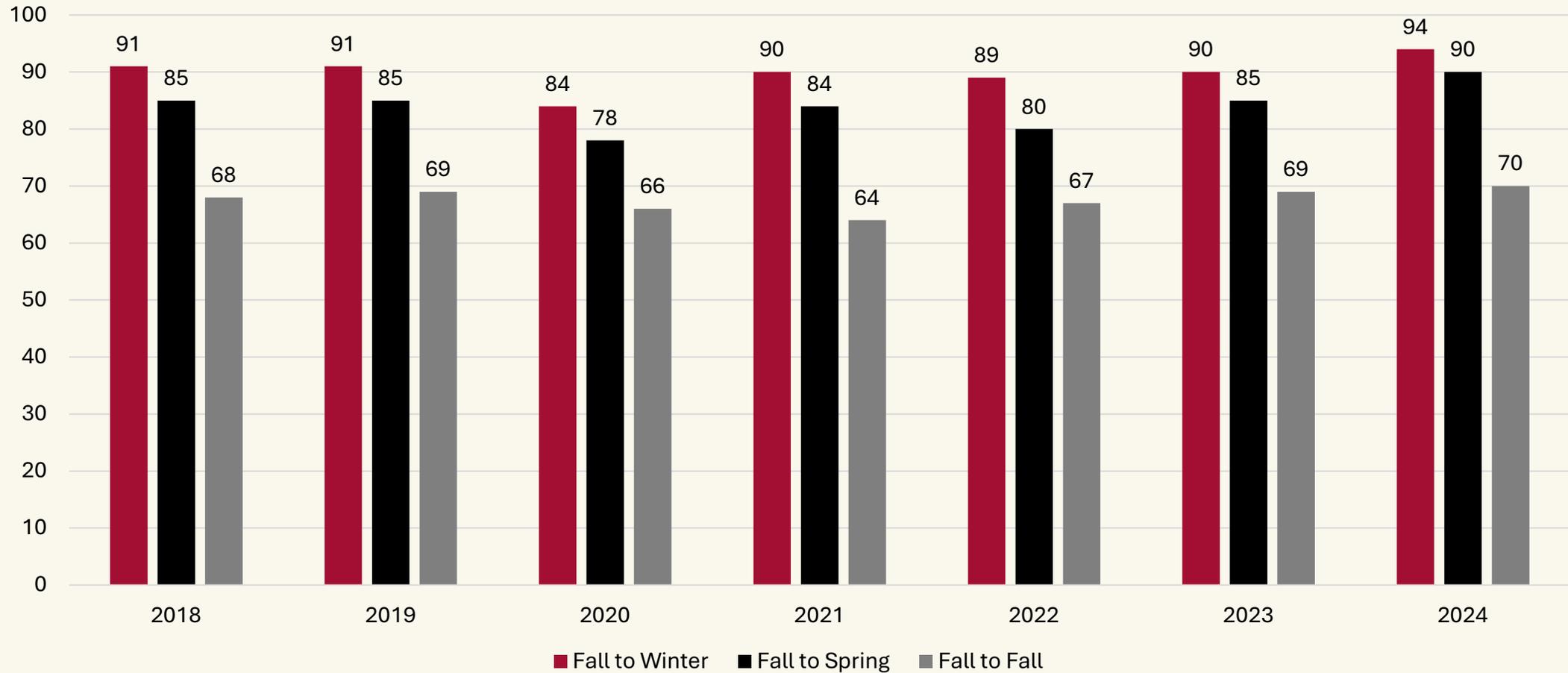
TOTAL ENROLLMENT



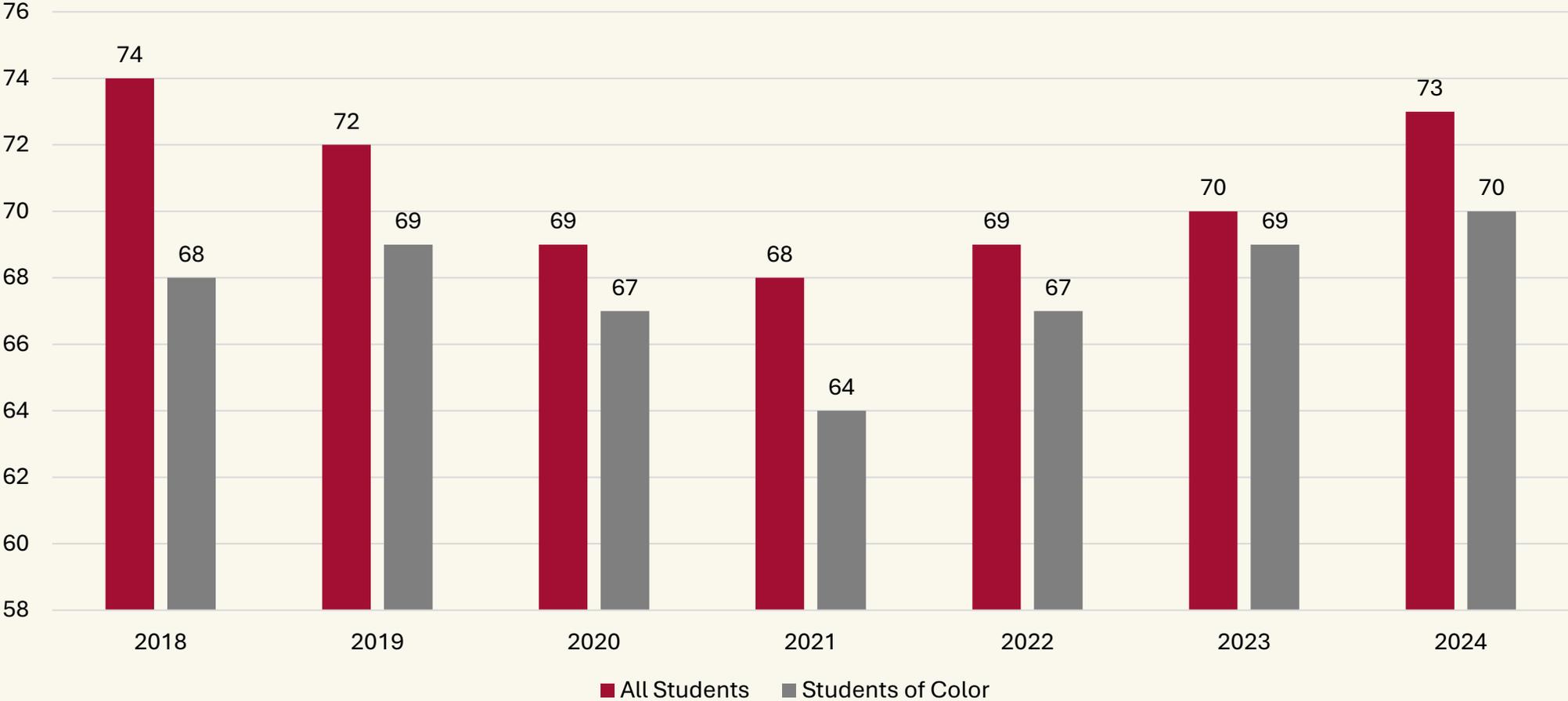
FTIC RETENTION DATA



FTIC RETENTION DATA FOR STUDENTS OF COLOR

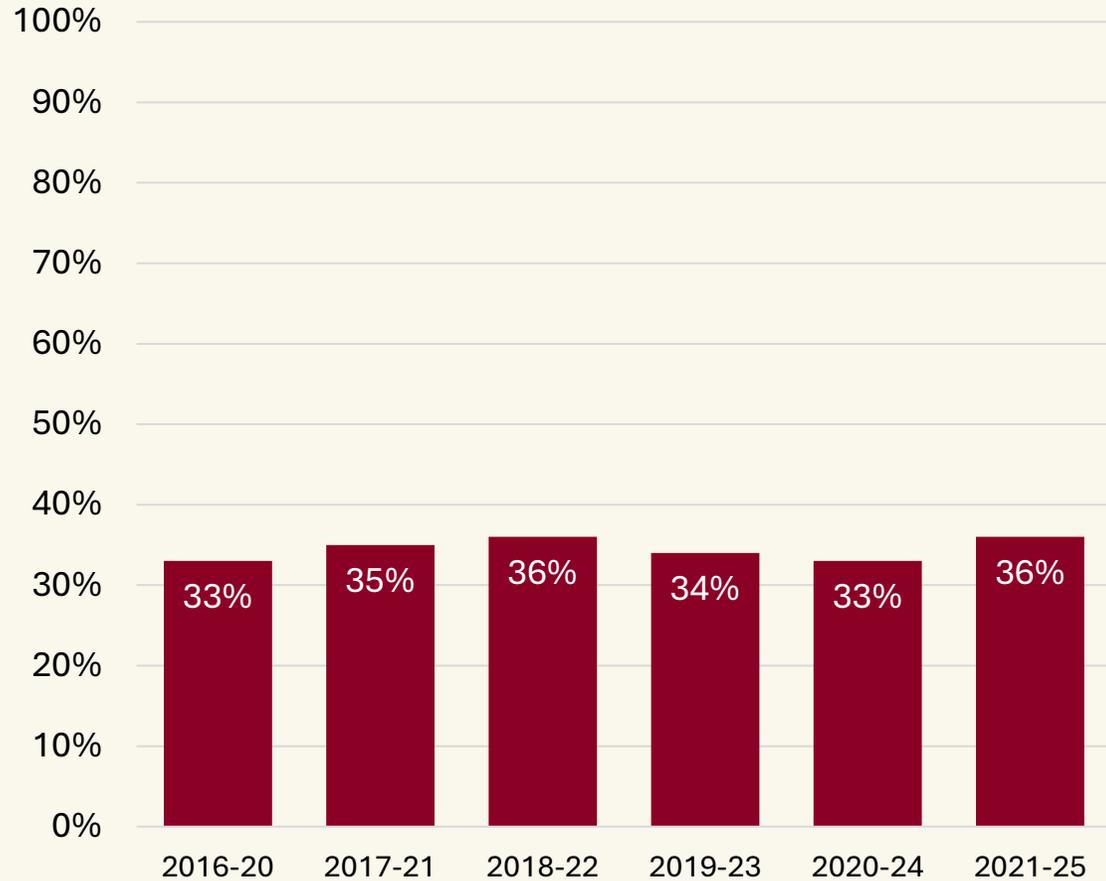


FTIC RETENTION DATA COMPARISON

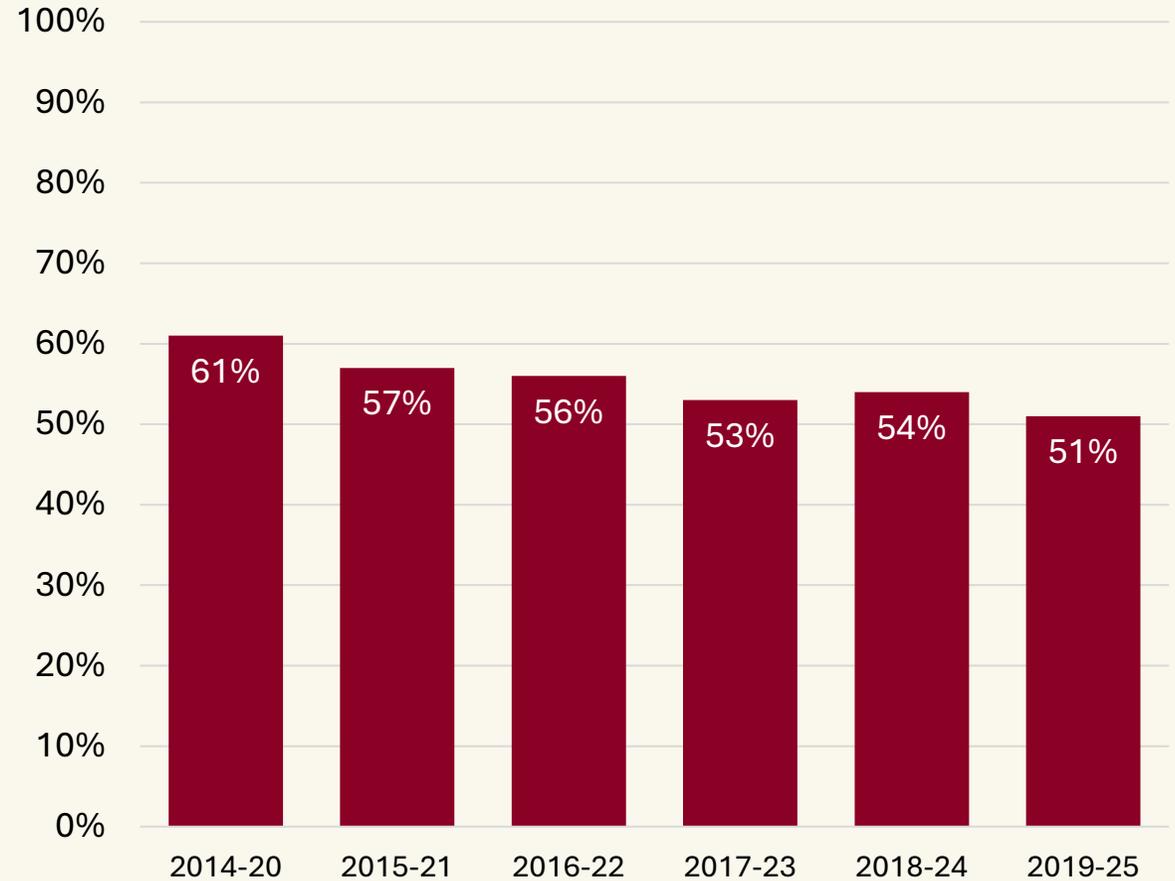


GRADUATION RATES FOR FULL-TIME FTIC

4-Year



6-Year



YVC – CWU ADMISSIONS INITIATIVE

- Unified Application
- One Student: Two Institutions
- Shared data helps students stay on track



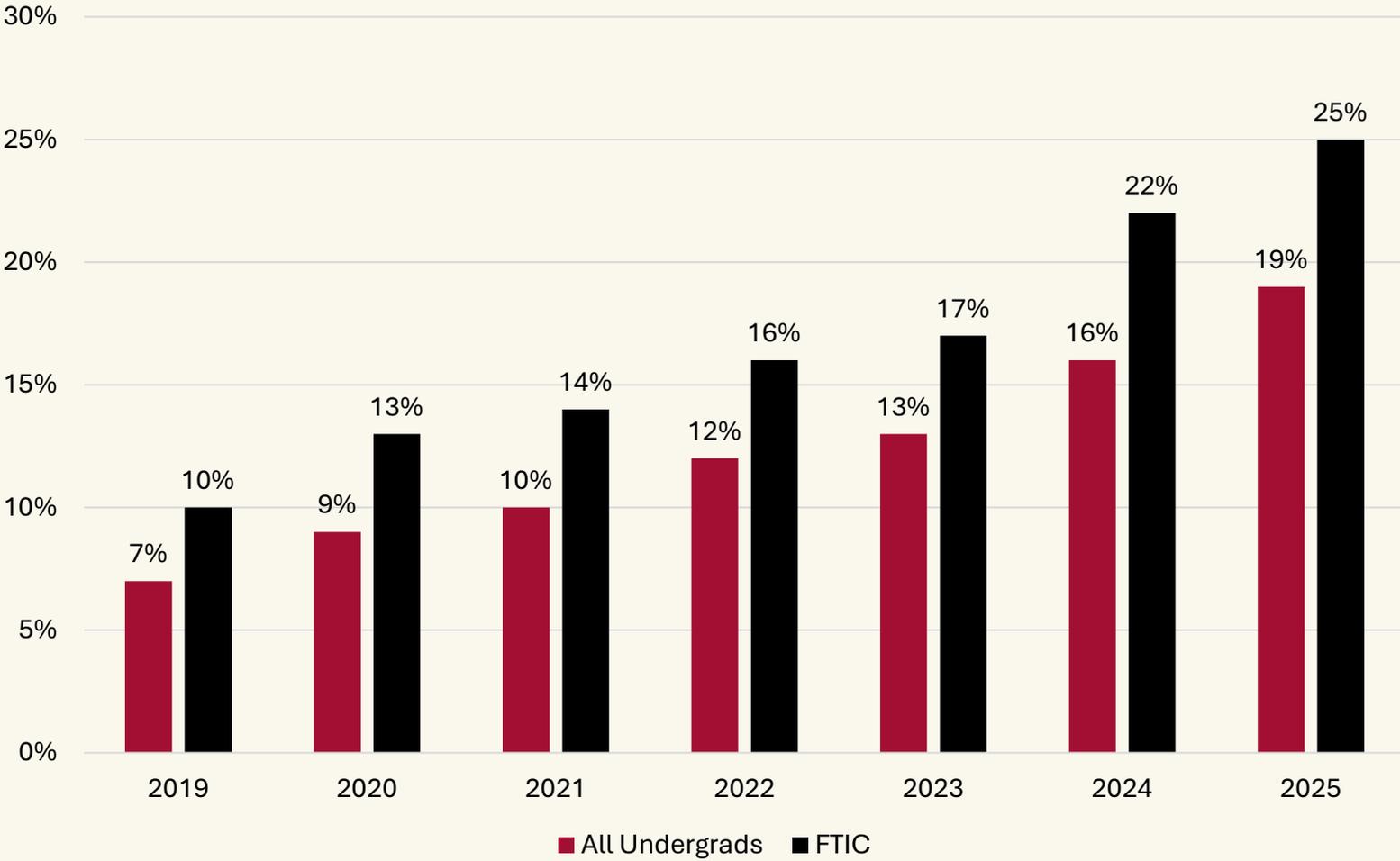
*Yakima Valley College & Central Washington University
"Seamless Transfer Experience" Leadership Discussions*

10am-3pm Monday, September 8, 2025

Parker Room, 1st Floor Deccio Bldg., YVC campus



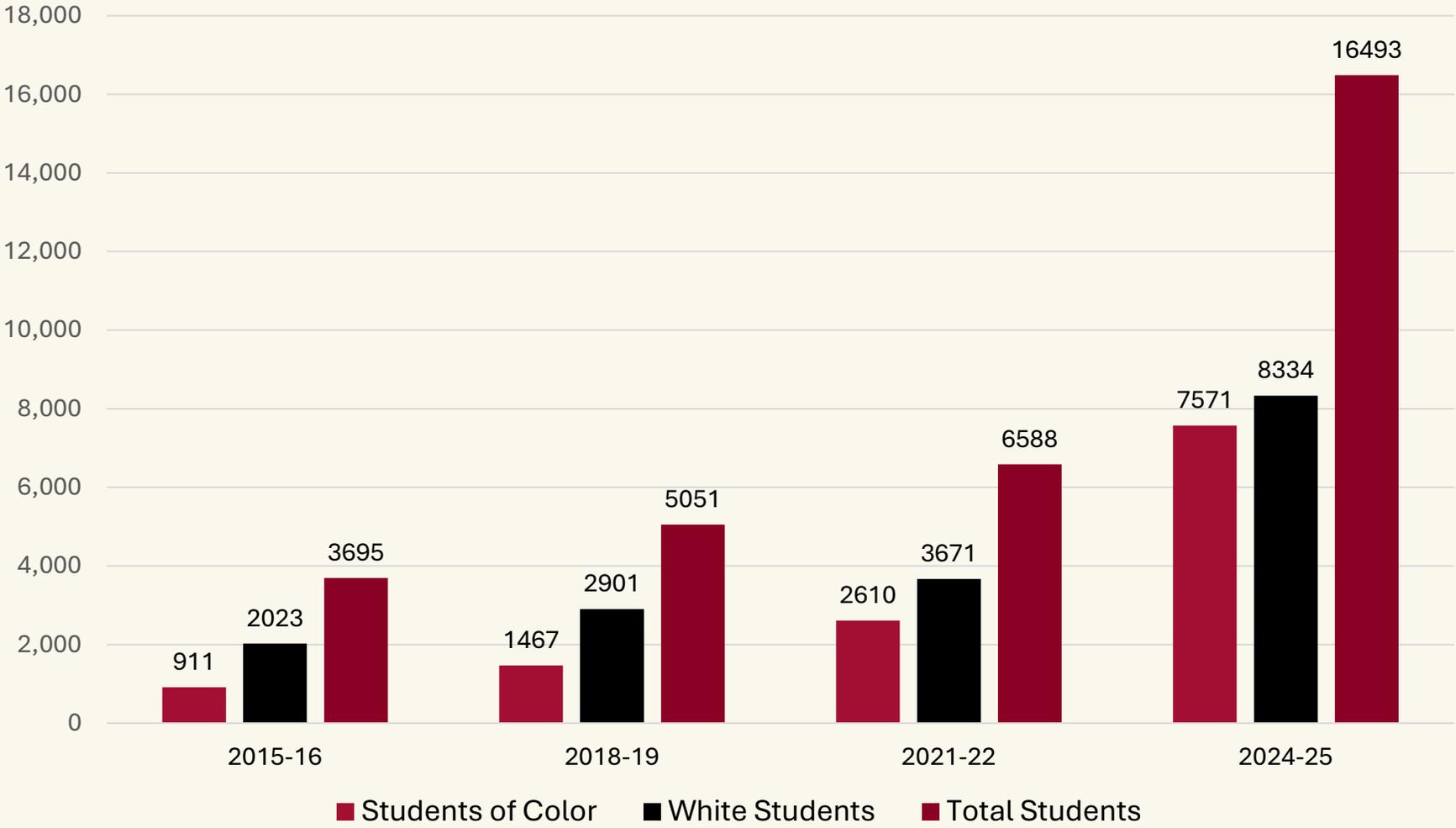
DUAL ENROLLED DATA



■ Percent of Newly Enrolled **Undergrads** who have taken a CWU DE class

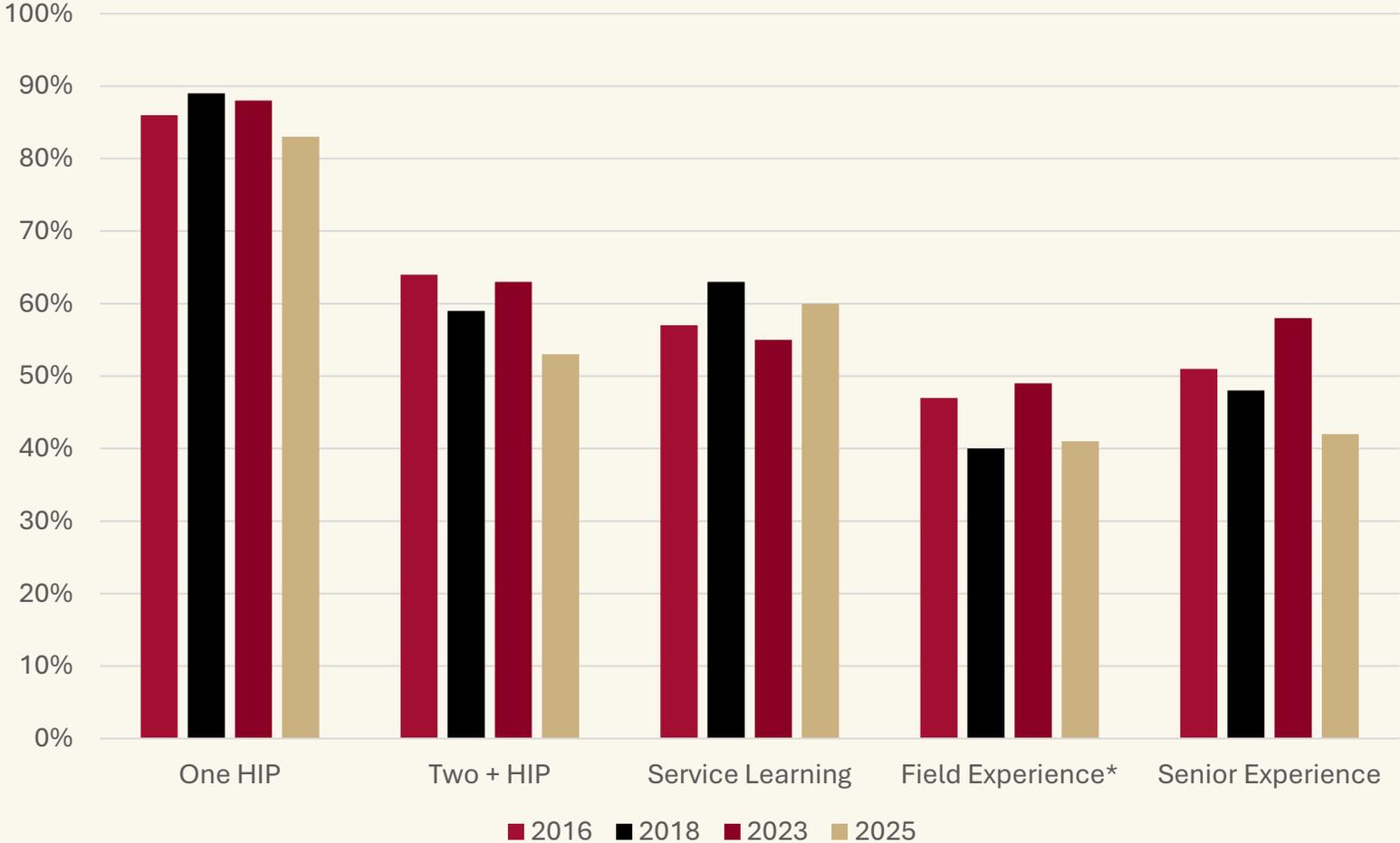
■ Percent of Newly Enrolled **FTIC** who have taken a CWU DE class

DUAL ENROLLED DATA



Demographic breakdown of students enrolled in CWU dual enrolled courses

HIGH IMPACT PRACTICES (NSSE SURVEY)



Survey Response Rate

- 2016 – 19%
- 2018 – 14%
- 2023 – 8%
- 2025 – 19%

*Internships, Co-ops, Field Experience, Student Teaching, Clinical Placement

11:15-12:00

Breakout Session

**Innovation and Creativity:
The Art of Access**

Unifying Value: Student Success

Katrina Whitney, Kristen Paton, Aaron Woods

1:00-2:00

Concluding Workshop

Strategic Enrollment Management

Hung Dang and Tishra Beeson



UNIFYING VALUE: STUDENT SUCCESS

Goal 2: Elevate culturally sustaining practices so that the cultural wealth that historically excluded students, faculty, and staff bring to our university community is integrated into the learning environment.

- **Implement faculty development for inclusive teaching practices**
- **Implement professional development for staff**

2:00-3:00

Concluding Workshop

**Infusing Equity and Belonging
across Central Washington
University**

Ruben Cardenas and Elvin Delgado



UNIFYING VALUE: STUDENT SUCCESS

Goal 3: Elevate the holistic well-being of our students.

- **Expand access to basic needs**
- **Expand access to financial literacy and coaching**
- **Implement Culture of Respect / Holistic Health Promotion**

WILDCAT PANTRY AND BASIC NEEDS

Basic Needs



94 Students Served in 1.5 years



\$150,000 in Emergency Funds distributed



WASHINGTON STUDENT
ACHIEVEMENT COUNCIL
EDUCATION · OPPORTUNITY · RESULTS



Wildcat Pantry



1,056 Students Served



10,007 Visits

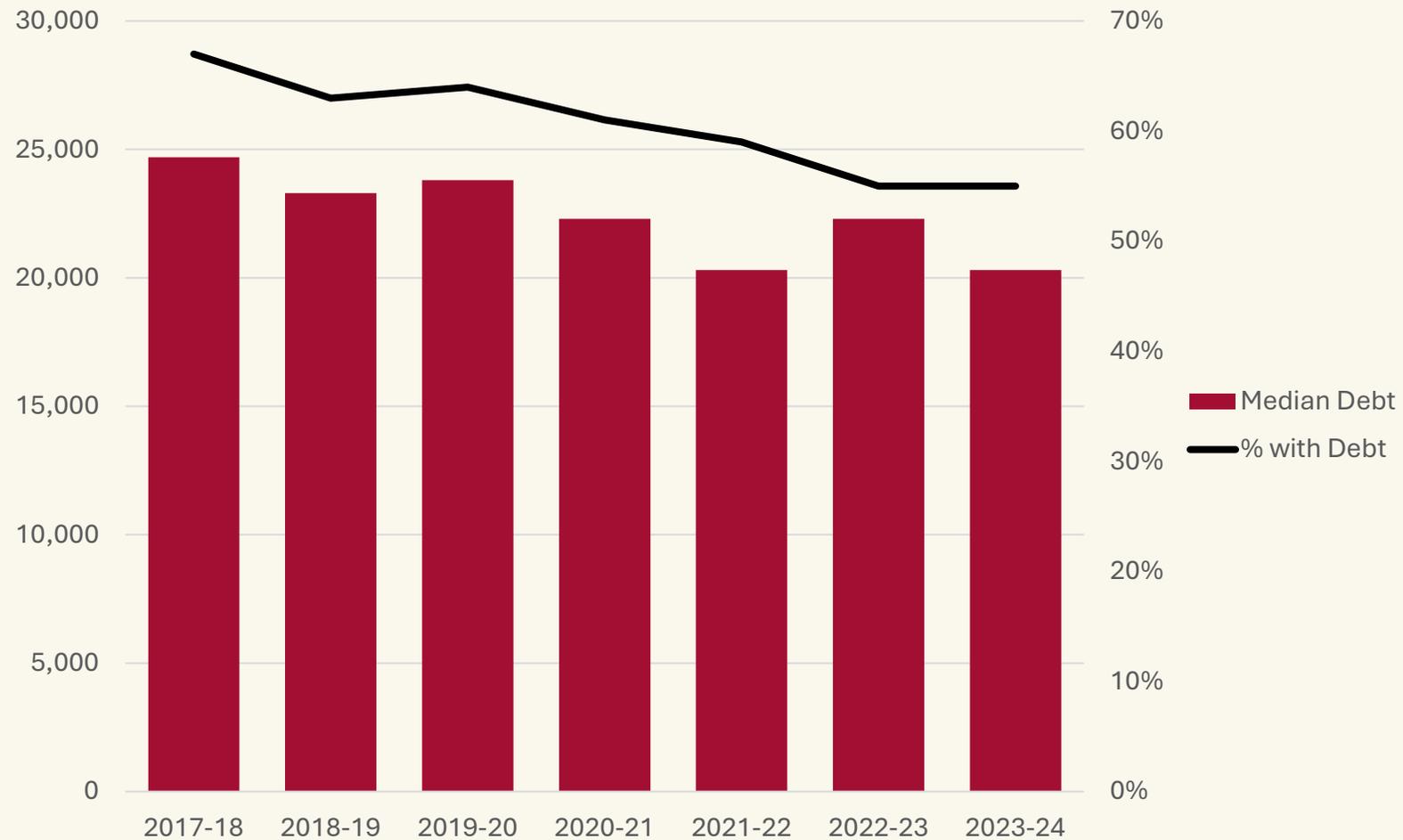


70,454 Items Distributed



50.97% Increase in Shoppers

STUDENT FINANCIAL WELLNESS



10:15-11:00

Breakout Session

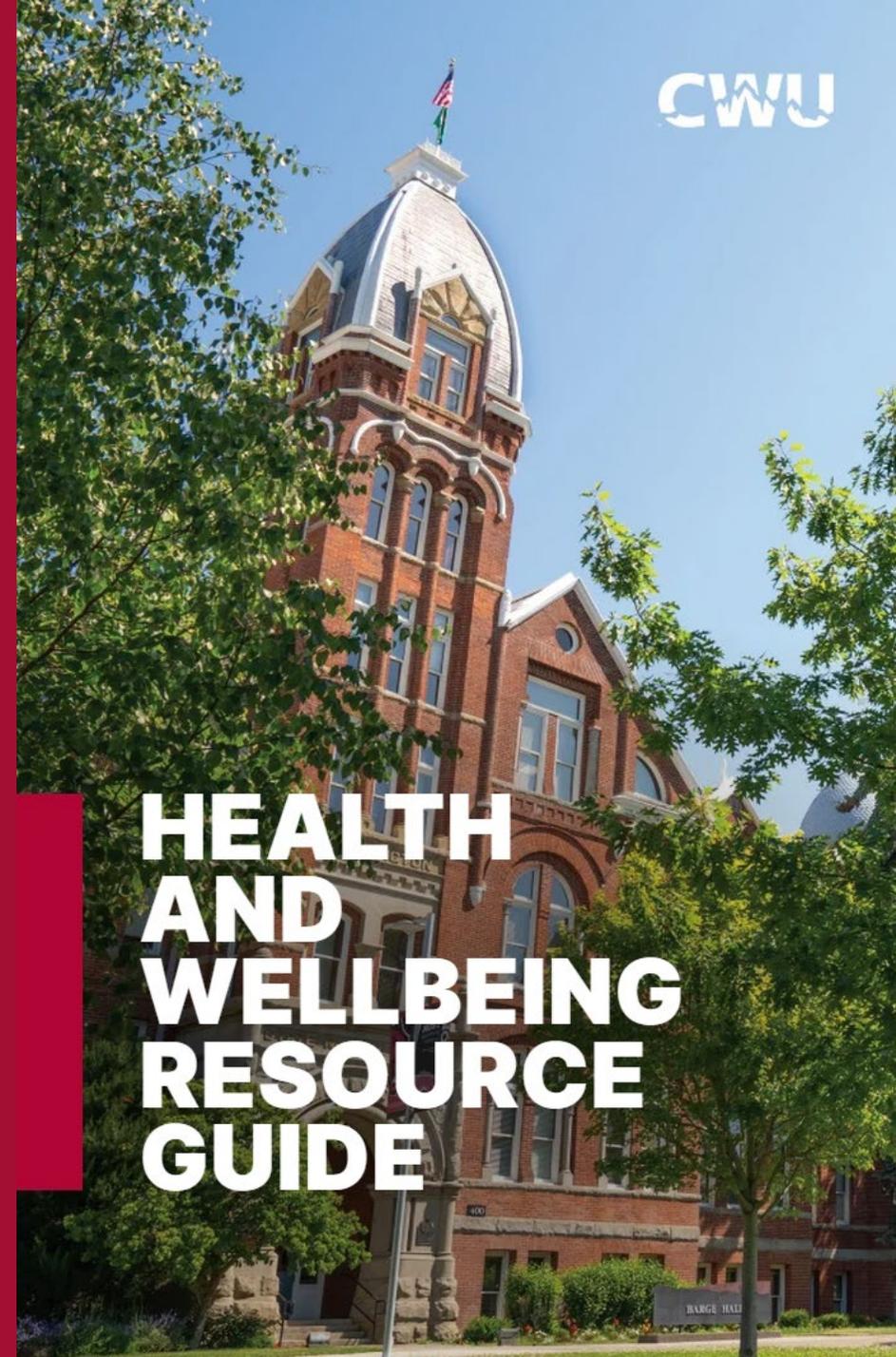
**Health Promoting Campus:
How You Influence the Culture at
Central Washington University**

Unifying Value: Student Success

Marissa Howat

CWU

**HEALTH
AND
WELLBEING
RESOURCE
GUIDE**



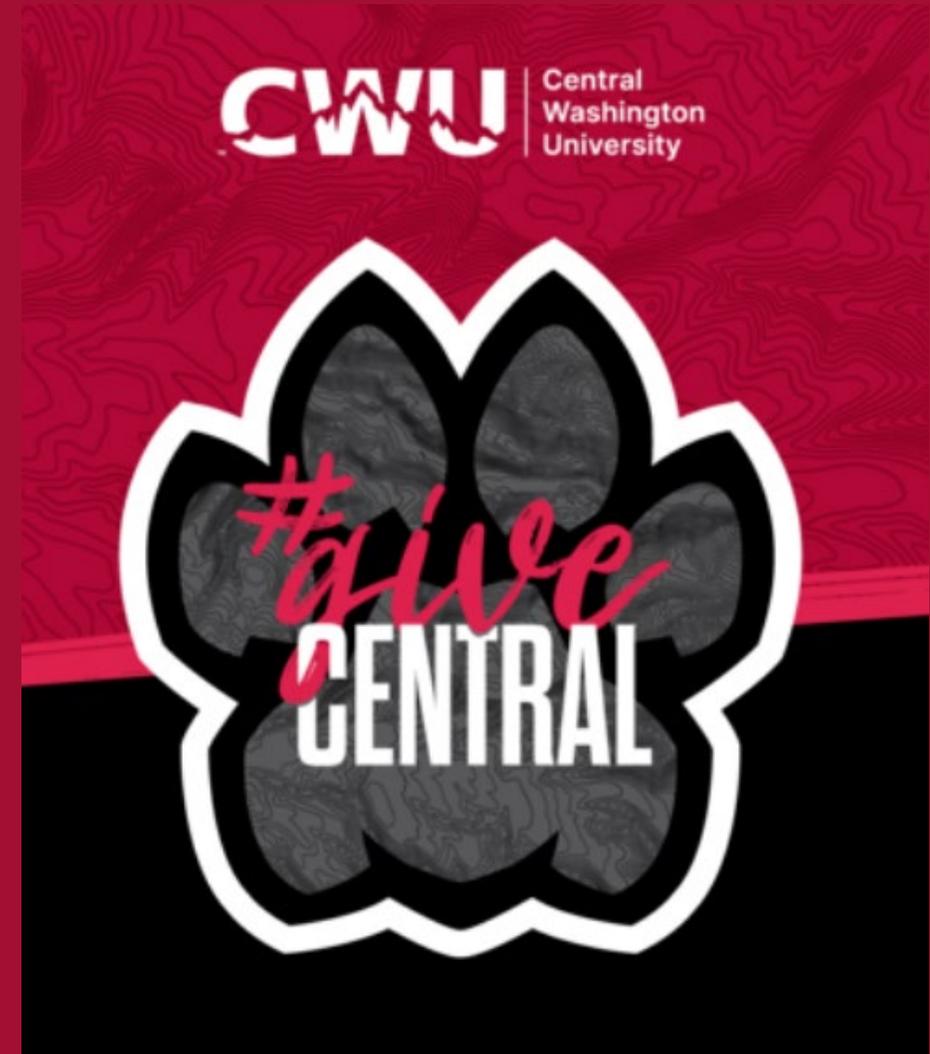
10:15-11:00

Breakout Session

#Give Central 2025: Engagement Creates Impact

Unifying Value: Student Success

Clay Scott and Xiaoyin Zhong





ENGAGEMENT

Core Value One

CORE VALUE: ENGAGEMENT

Goal 1: Amplify and elevate the university's relationship with local and regional communities.

- **Integrate our work with local communities**
- **Participate in the creation and implementation of an economic development plan**
- **Cultivate a partnership with the Yakama Nation and other tribal nations**

TOWN AND GOWN

Ellensburg Downtown Association

Blank Canvas Party

Friday, August 15, 2025



10:15-11:00

Breakout Session

**Community is Central for
CWU Teacher Academies**

Core Value 1: Engagement

Dawn Harry, Eric Hougan, Doug Jensen



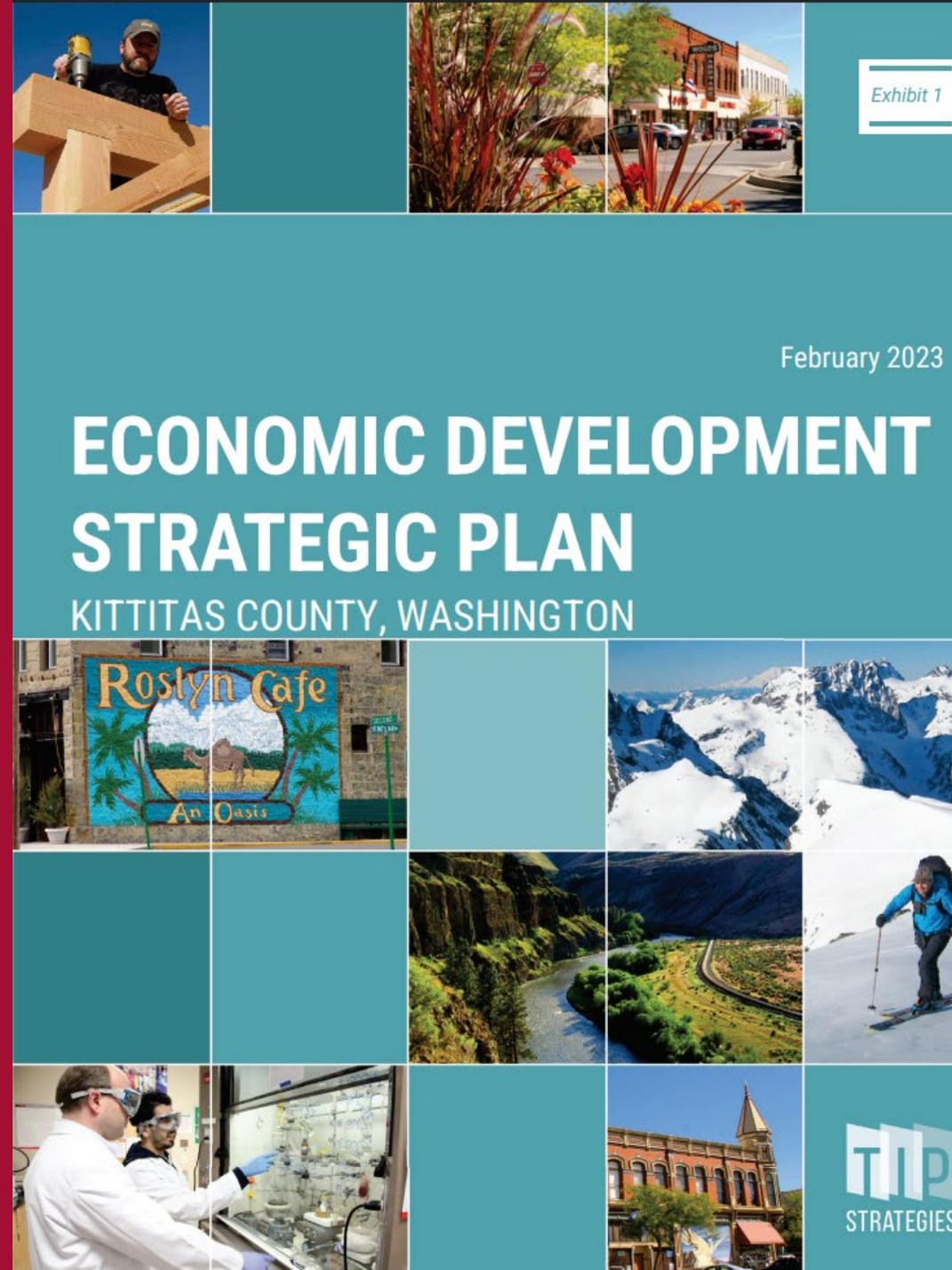
11:15-12:00

Breakout Session

Business and Community Services

Core Value 1: Engagement

Rob Ogburn, Bill Provaznik,
Claire Pritchard



TRIBAL LIAISON SEARCH

- Jenny Dechaine
- Vi Alvord
- Tim Sorey
- Don Woodcock
- Sarah Scott



Dr. Zoë Higheagle Strong (Nez Perce)

CORE VALUE: ENGAGEMENT

Goal 2: Partner with businesses, nonprofits, governmental agencies, tribal agencies, and other entities, as well as with individuals, to increase opportunities for students.

- **Expand service and experiential learning and develop a Civic Action Plan**
- **Advance our work with the Foundation and Alumni Association**

CIVIC LEADERSHIP AND ENGAGEMENT CORPS

2025-26 AY

- 30 positions at 300 hours each
- 5 positions at 900 hours each
- \$75,000 in stipends for AmeriCorps volunteers
- \$65,440 in stipends to support 35 K12 students



COMPREHENSIVE CAMPAIGN



COMPREHENSIVE CAMPAIGN

Opportunity

Opening doors to a life-changing education

50%

Experience

Preparing students for success

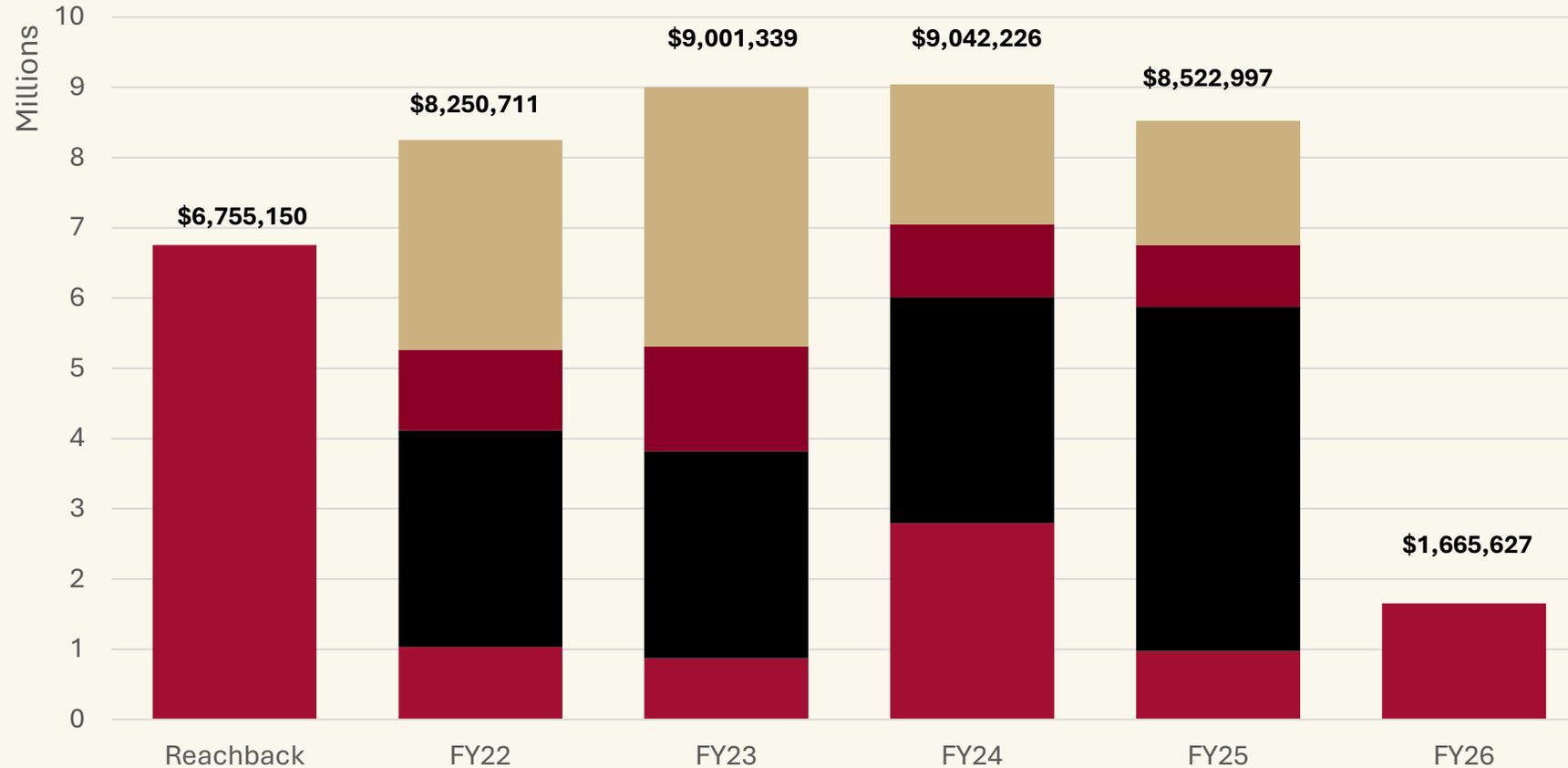
25%

Impact

Meeting the challenges of our region

25%

COMPREHENSIVE CAMPAIGN



Campaign to date:
\$43,228,050



BELONGING

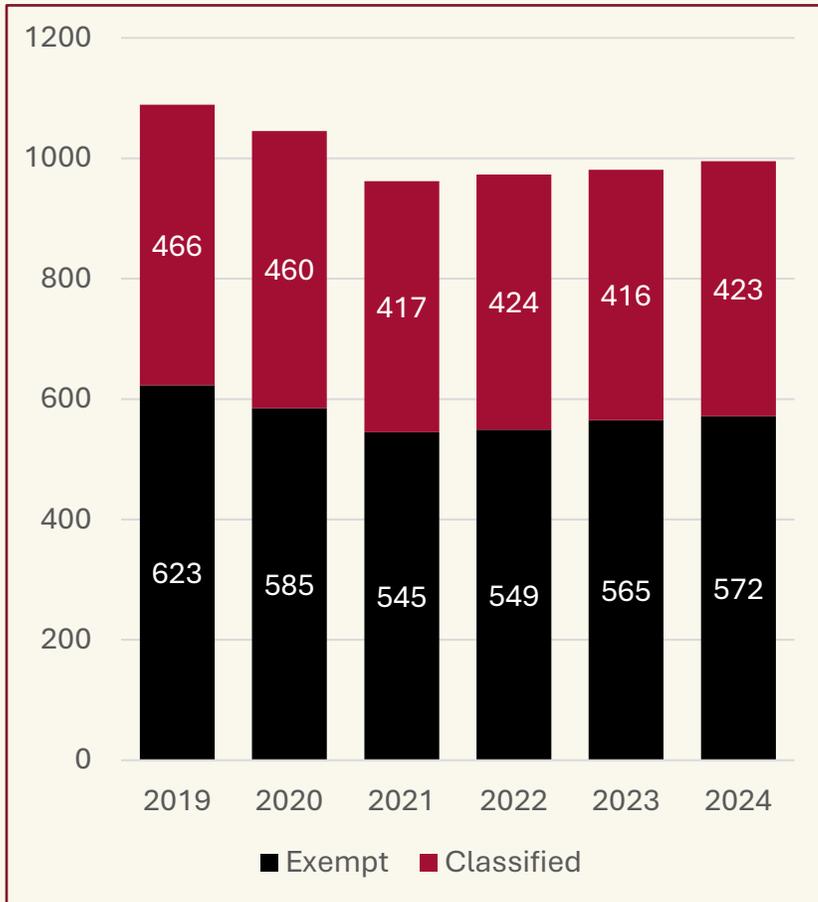
Core Value Two

CORE VALUE: BELONGING

Goal 1: Establish hiring, onboarding, and evaluation processes that nurture a culture of inclusion for all employees with a focus on increasing the number of employees from historically excluded groups.

- **Increase the diversity of our employees and develop opportunities for consultation and listening**
- **Advance more equitable practices in faculty criteria for teaching, scholarship, and service**

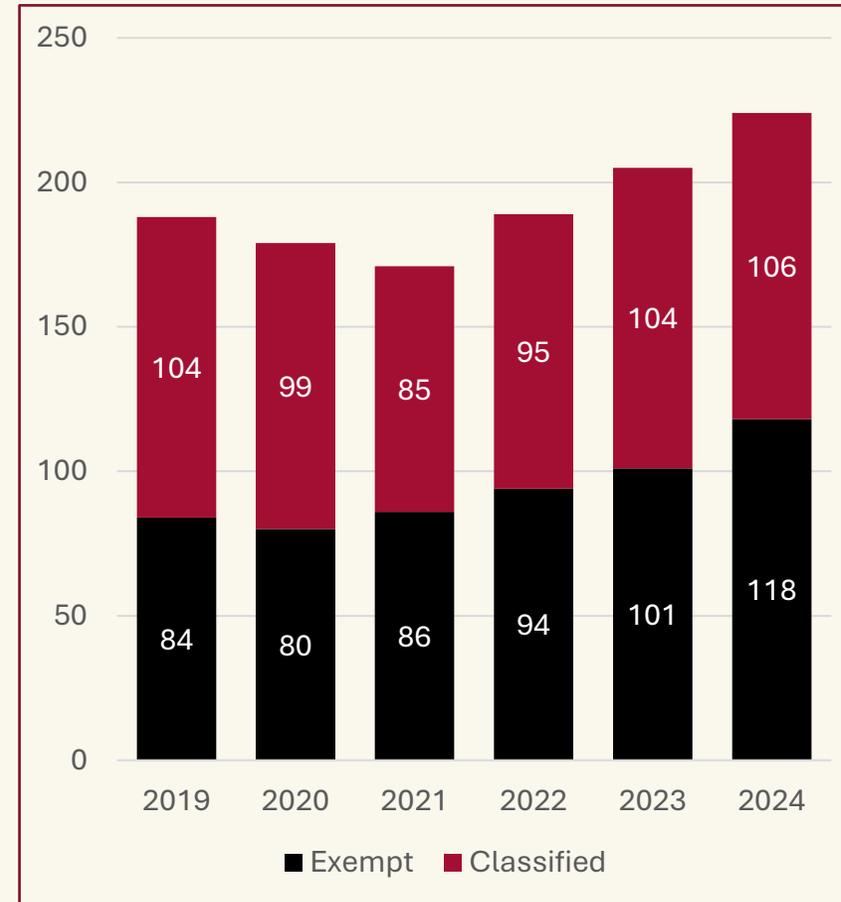
EXEMPT AND CLASSIFIED STAFF HEADCOUNTS



Total Staff

Exempt -43

Classified -51

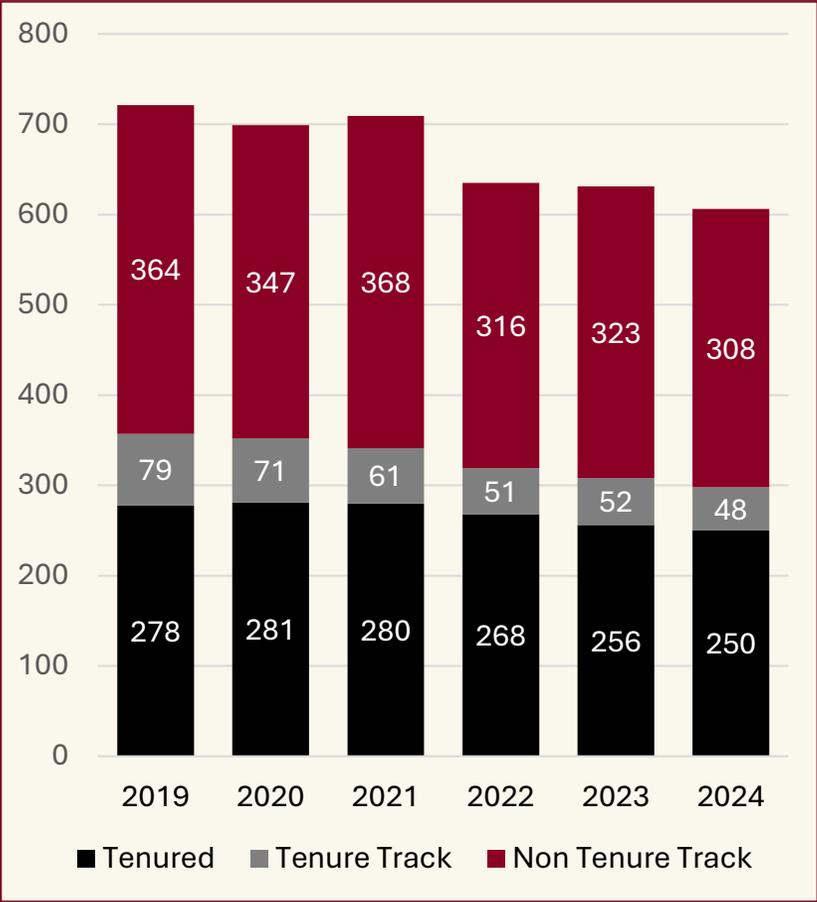


Staff of Color

Exempt +2

Classified +34

FACULTY HEADCOUNTS

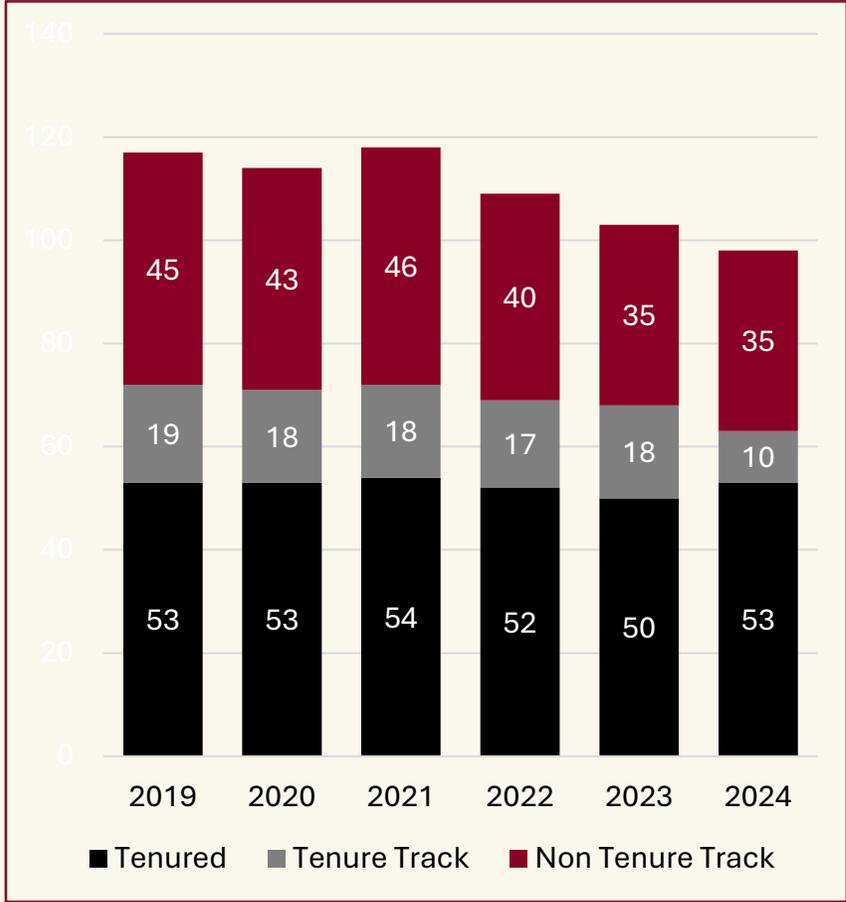


Total Faculty

Tenured -28

Ten Track -31

Non TT -56



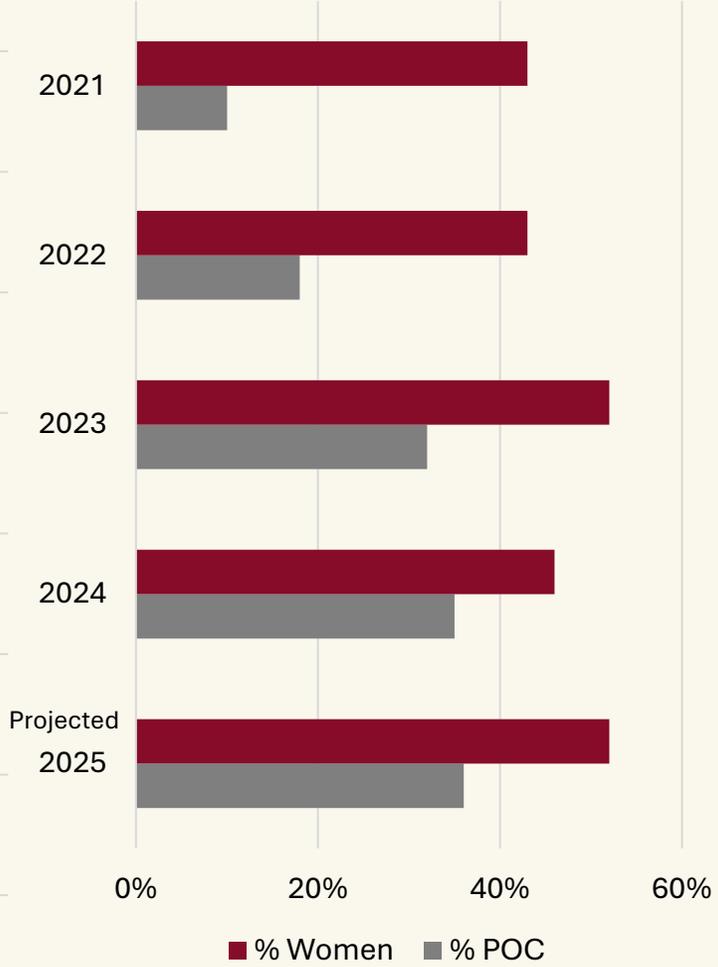
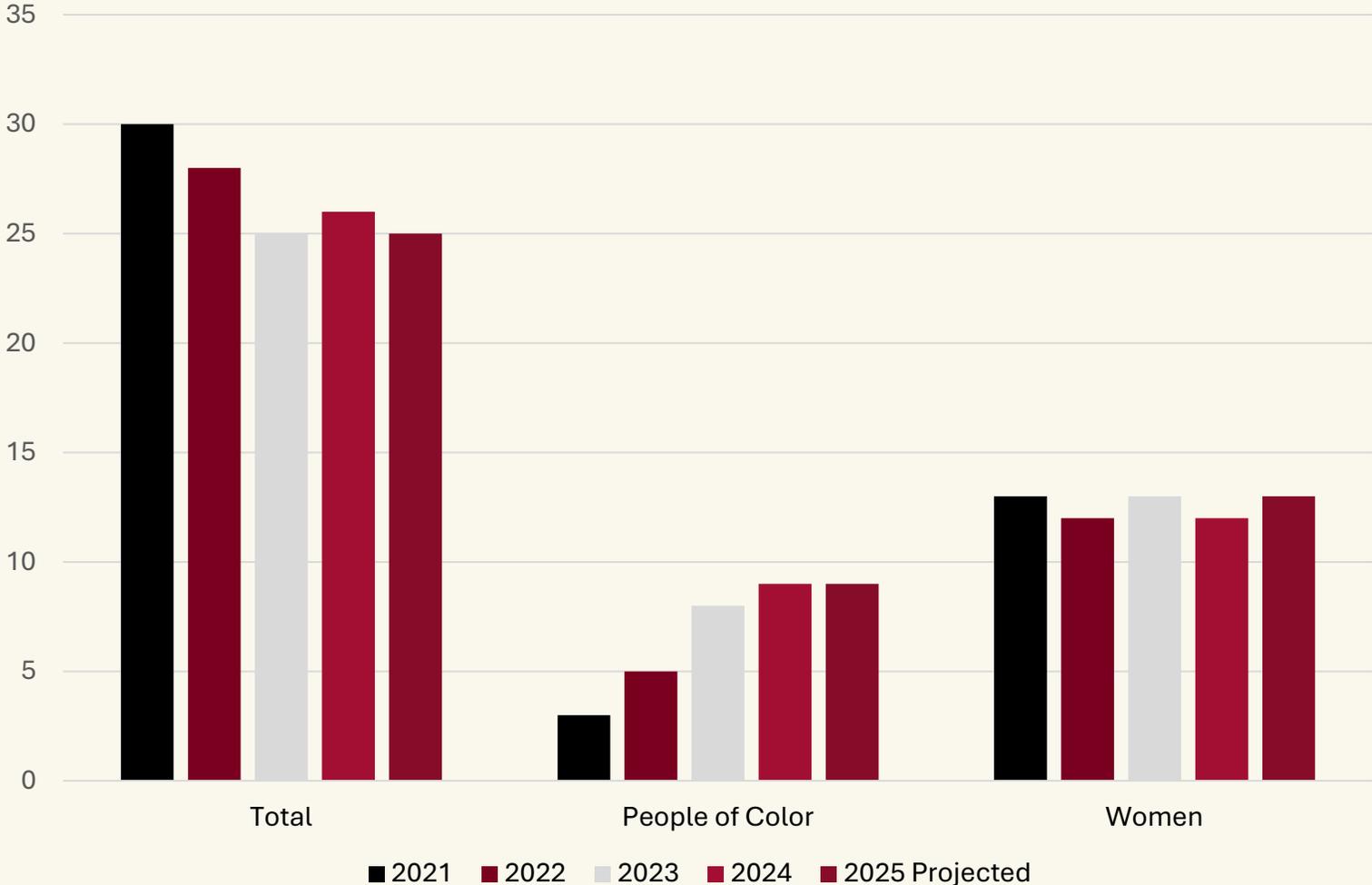
Faculty of Color

Tenured -even

Ten Track -9

Non TT -10

EXECUTIVE LEVEL ADMINISTRATOR HEADCOUNTS



EXECUTIVE LEADERSHIP TEAM, 2025-26



Dean Tishra
Beeson



AVP Ruben
Cardenas



Chief of Staff
Dania Cochran



AVP Enroll Mgt
Hung Dang



Exec Assistant
Kim Dawson



AVP Elvin
Delgado



VP Paul Elstone



VP Joel
Klucking



VP Patrick
Pease



Dean Rodrigo
Renteria-
Valencia



Vice Provost
Ginny
Tomlinson



VP Verónica
Gómez-Vilchis



President Jim
Wohlpart



AVP Zoë
Higheagle Strong

2:00-3:00

Concluding Workshop

**Infusing Equity and Belonging
across Central Washington
University**

Ruben Cardenas and Elvin Delgado

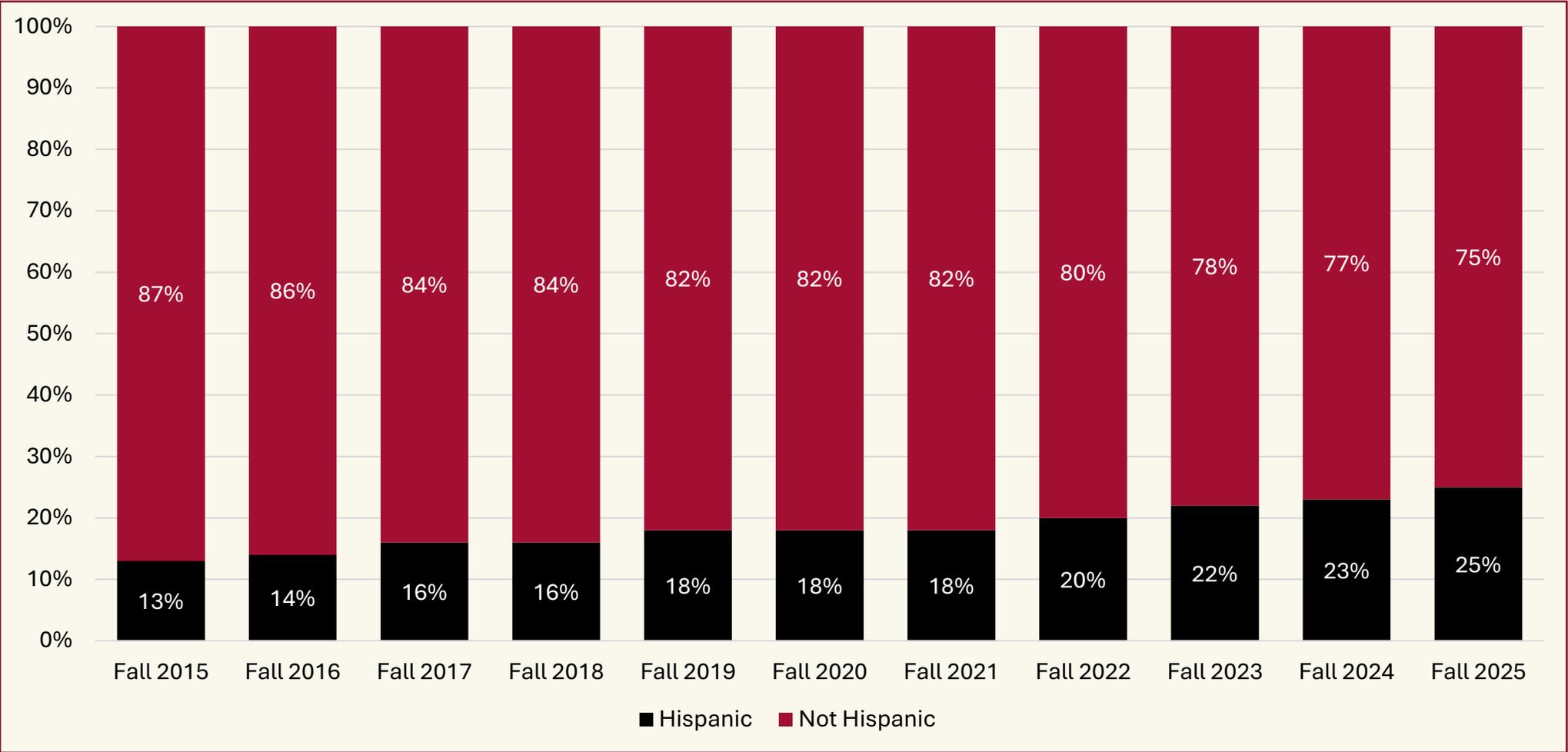


CORE VALUE: BELONGING

Goal 2: Become a Hispanic Serving Institution (HSI).

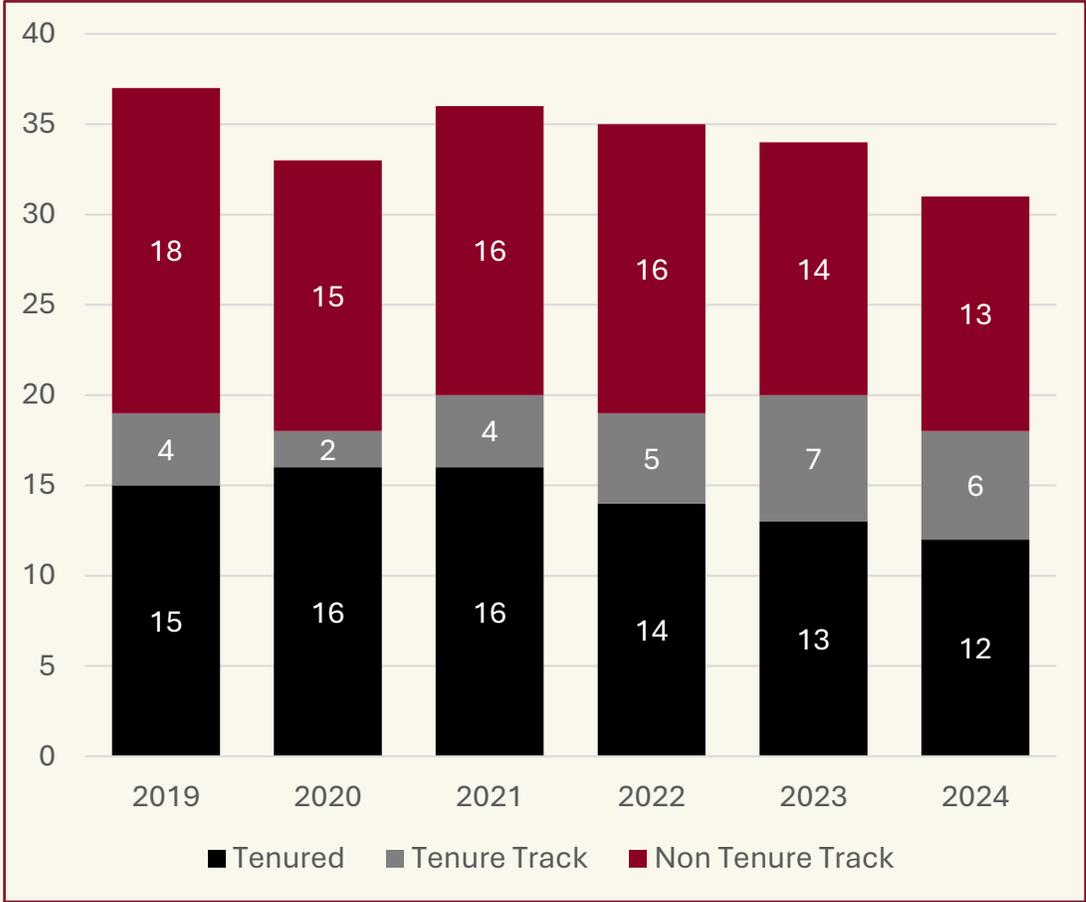
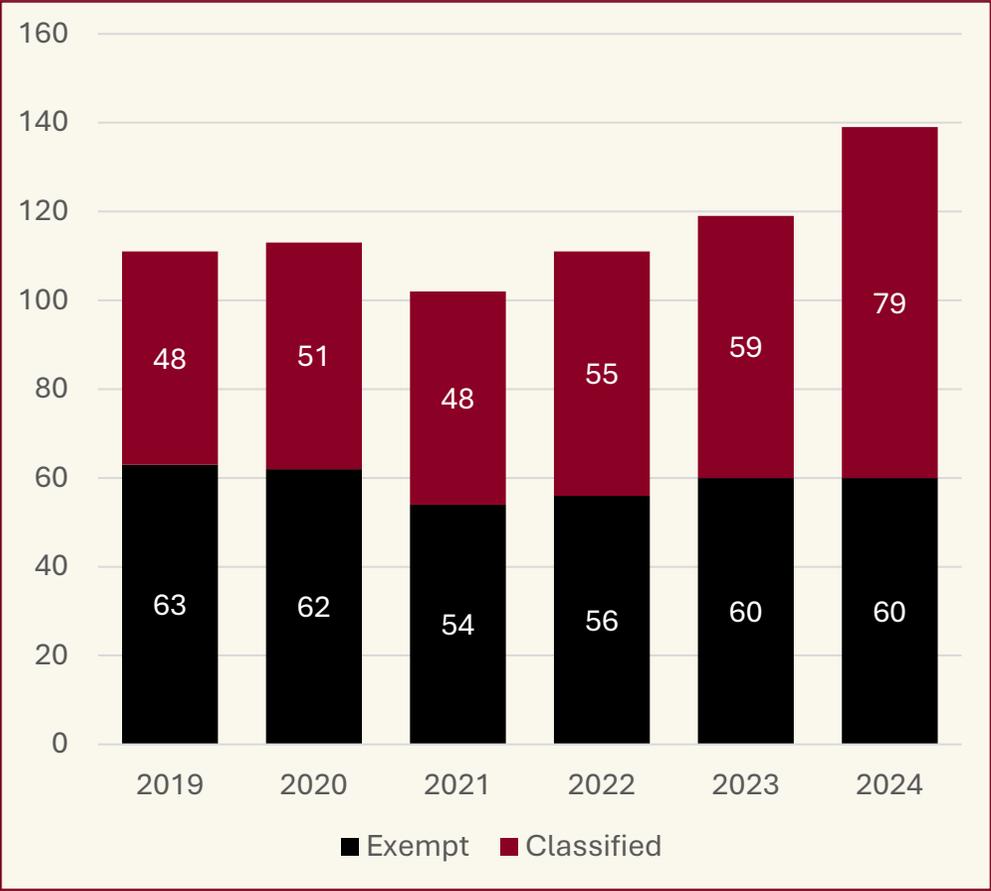
- **Increase Latinx and Hispanic faculty and staff**
- **Develop bilingual and culturally responsive practices**
- **Develop ALAS to chart a path towards becoming an HSI**
- **Include recruitment of our local region in our Strategic Enrollment Management**

HISPANIC / LATINX STUDENTS



Includes only WA resident students

HISPANIC / LATINX STAFF AND FACULTY



11:15-12:00

Breakout Session

Expanding Access to Bilingual Education

Core Value 2: Belonging

Jennifer Dechaine, Monica Medrano, Jose Rios

1:00-2:00

Concluding Workshop

Strategic Enrollment Management

Hung Dang and Tishra Beeson



CORE VALUE: BELONGING

Goal 3: Cultivate an inclusive and welcoming campus culture that embraces diversity, that fosters a sense of belonging for all students, faculty, and staff, and that nurtures pride in the university.

- **Implement training and professional development to foster an inclusive and welcoming culture**
- **Build pride in Central Washington University**
- **Establish resources and listening for affinity groups**

STAFF RECOGNITION PROGRAMS

Initiative	Audience	Purpose	Frequency
Employee of the Month	Classified & Exempt Staff	<ul style="list-style-type: none">• Monthly recognition of staff who exemplify CWU's core values.• Recipients are honored in internal communications and at campus events.	Monthly
Employee of the Year	Classified & Exempt Staff	<ul style="list-style-type: none">• Annual recognition of two exceptional staff members – one classified and one exempt.• Nominated by peers and selected for outstanding service.	Annually
Wildcat Way Spotlight Awards	All Employees	<ul style="list-style-type: none">• Ongoing peer-nomination program celebrating employees who demonstrate the Wildcat Way values.• Winners are featured in newsletters and at recognition events.	Ongoing

WILDCAT WAY

Be Welcoming

Be Inclusive

Be Knowledgeable

Be Responsive

Be Proud

148 total nominations in FY25

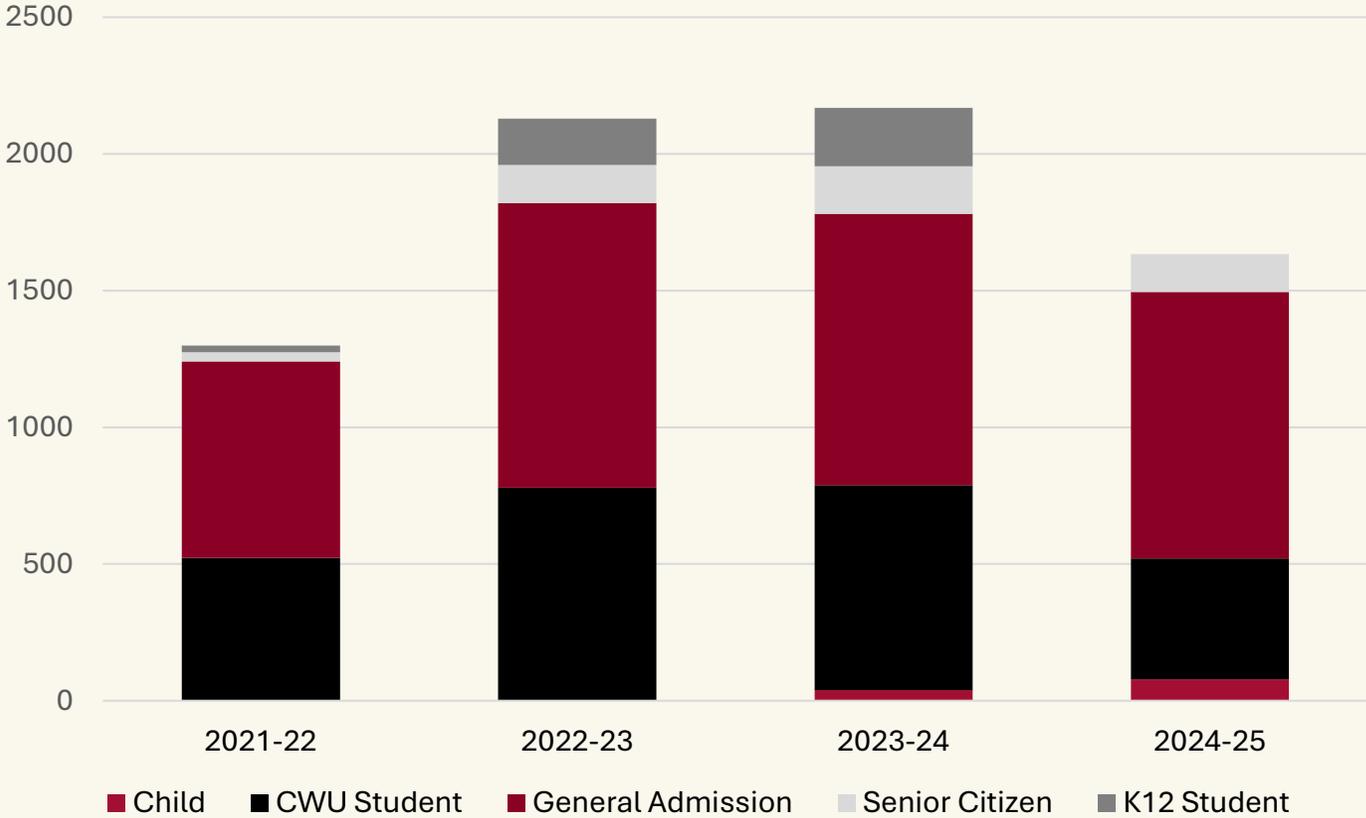
Celebrated May 29



WILDCAT PRIDE – THEATRE



Theatre Production Attendance



WILDCAT PRIDE – ATHLETICS

Attendance at
Wildcat Football

2021 – 4,609

2022 – 4,915

2023 – 5,090

2024 – 5,163



WILDCAT PRIDE – ATHLETICS

Emy Ntekpere

Three National Championships

Triple Jump (outdoor) – 43 feet, 9 inches

High Jump – 5 feet, 11.5 inches

Triple Jump (indoor) – 42 feet, 8 inches



WILDCAT PRIDE – ALUMNI RELATIONS

Attendance at CWU Night at
the Mariners

2022 – 1,000

2023 – 1,500

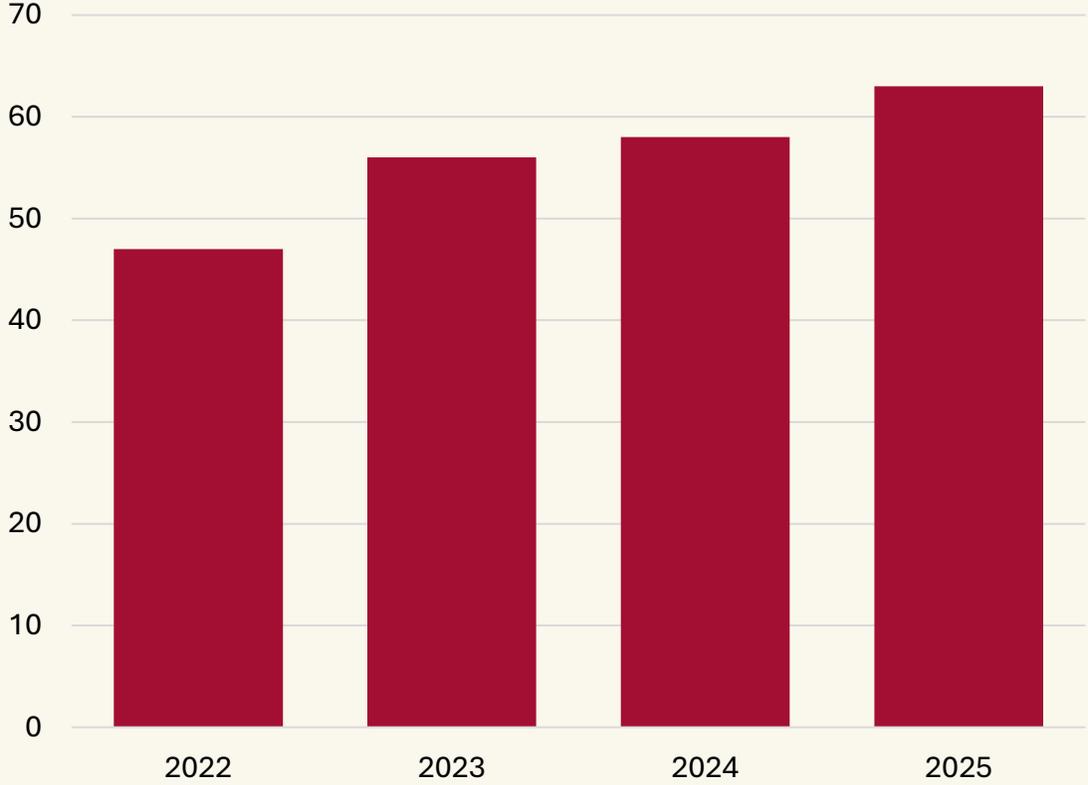
2024 – 2,200

2025 – 2,700

April 11, 2026 – Goal of 3,000



WILDCAT PRIDE – COMMENCEMENT



Percent of Eligible Undergraduates Participating in Commencement



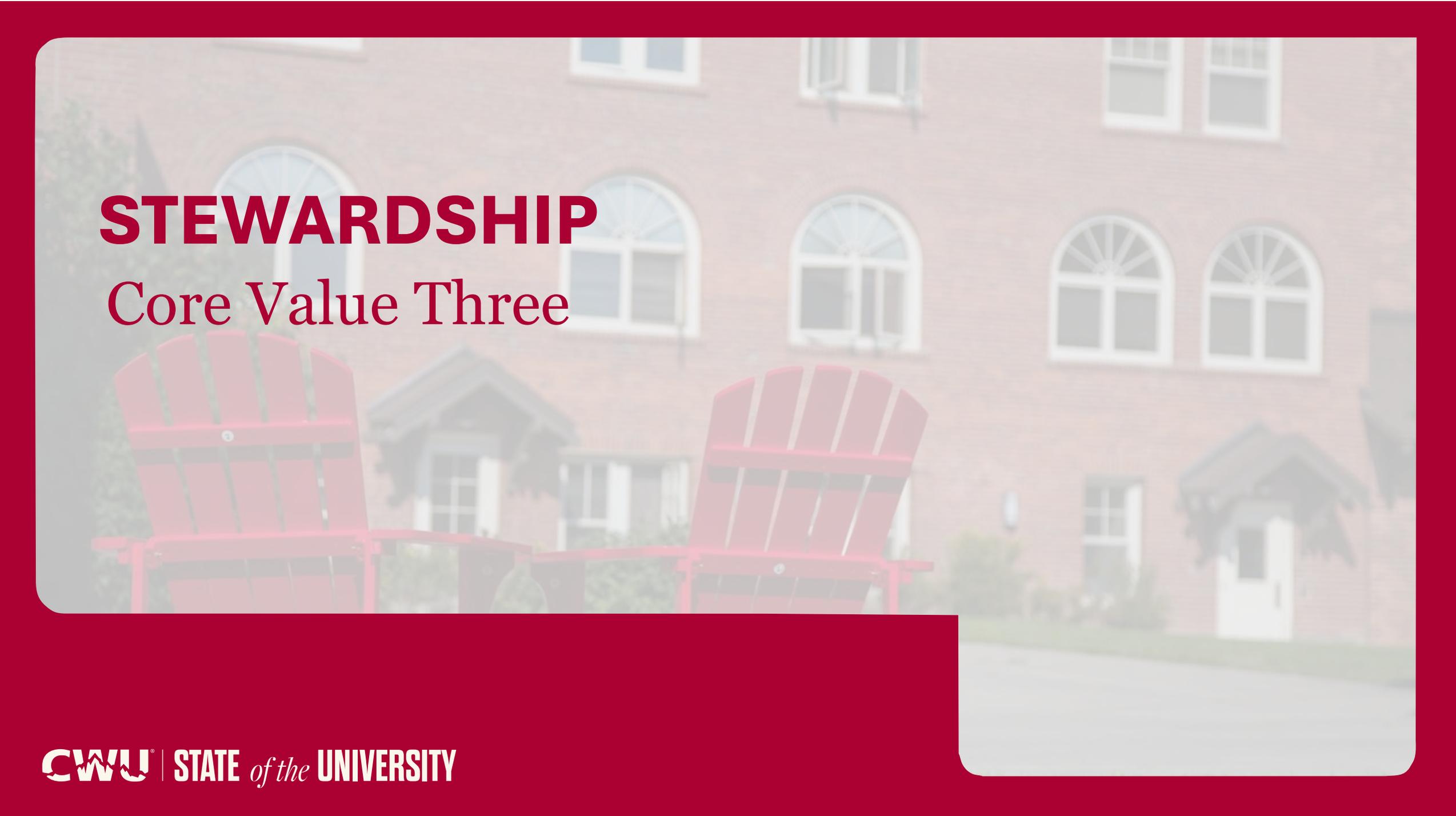
2:00-3:00

Concluding Workshop

**Infusing Equity and Belonging
across Central Washington
University**

Ruben Cardenas and Elvin Delgado





STEWARDSHIP

Core Value Three

CORE VALUE: STEWARDSHIP

Goal 1: Promote sustainable practices and responsible stewardship of land and resources to support an ecologically and socially responsible world, while respecting and honoring Indigenous peoples.

- **Develop and implement a comprehensive Climate Action Plan**
- **Integrate sustainability into the curriculum**

10:15-11:00

Breakout Session

**Progress Report: CWU's Climate
Action Plan and Integrating
Sustainability in the Curriculum**

Core Value 3: Stewardship

Jeff Bousson, Susan Kaspari,
Jordan Spradlin

CWU



**CLIMATE
ACTION PLAN**

Central Washington University

CORE VALUE: STEWARDSHIP

Goal 2: Elevate shared governance and collaboration across the university and advance professional development and leadership opportunities that demonstrate the value of our human resources and that build a strong, united university community.

- **Create and implement a new shared governance model**
- **Develop and implement a new performance management system**
- **Develop leaders-in-place**

FOUR PHASES OF PERFORMANCE DEVELOPMENT

<p><i>Phase I:</i></p> <p>Role Clarity</p> <p>Review position descriptions (PDs) and have role clarity conversations with employees.</p>	<p><i>Phase II:</i></p> <p>Development Plans</p> <p>Individual Development Plans for all employees.</p>	<p><i>Phase III:</i></p> <p>Getting Feedback</p> <p>Either formal or informal feedback gathering.</p>	<p><i>Phase IV:</i></p> <p>Performance Reviews</p> <p>A two-way review and discussion of strengths and opportunities.</p>
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2ND ANNUAL SUPERVISOR SUMMIT

- Keynote Speaker: Steve Jones
 - Connected Teams are Powerful Teams
 - Leadership and Mindset Principles for a Winning Culture
 - Leading Self, Leading Others, Leading Teams
 - The Twin Thieves
- Building a Culture Where People Matter
- Performance Reviews: Why they Matter
- Individual Development Plans
- Growing on a Limited Budget



11:15-12:00

Breakout Session

Updates from the Adaptive University Initiative

Core Value 3: Stewardship

Rodrigo Renteria-Valencia, Ginny Tomlinson, Patrick Pease

CORE VALUE: STEWARDSHIP

Goal 3: Implement values-based budgeting to ensure the efficient and effective use of fiscal resources and the long-term sustainability of the university.

- **Manage our operating budget in response to state and federal challenges**
- **Develop and implement a values-based fund**
- **Build university reserves equivalent to a minimum of 120 days cash on hand**

FY 26 BUDGET

(In Thousands)

State/Local General	Actual FY 2025	Budget 2026
Revenue		
State Appropriation	91,955	93,483
Tuition	74,552	70,366
Fees/Other	19,051	22,511
Total Revenue	185,558	186,360
Expense		
Wages/Benefits	135,044	140,657
Tuition Waivers	14,743	13,944
G&S/Other	34,812	34,594
Enrollment contingency	-	-
Total Expenses	184,598	189,195
Operating Net	959	(2,835)

Salary/Benefit Savings Needed

2,800

Net Tuition: Mix
shift toward resident
undergraduate

\$2.8M Salary/Benefit
savings:

\$2.0M State General
\$0.8M Local General

FUTURE BUDGET POSSIBILITIES

NEWS: POLITICS AND GOVERNMENT

Colorado governor cuts spending on Medicaid, higher education and grants to plug \$750M hole in state budget

During the special session, the legislature passed a bill ceding the responsibility of cutting the budget to the governor's office



Jesse Paul and Taylor Dolven

10:24 AM MDT on Aug 28, 2025

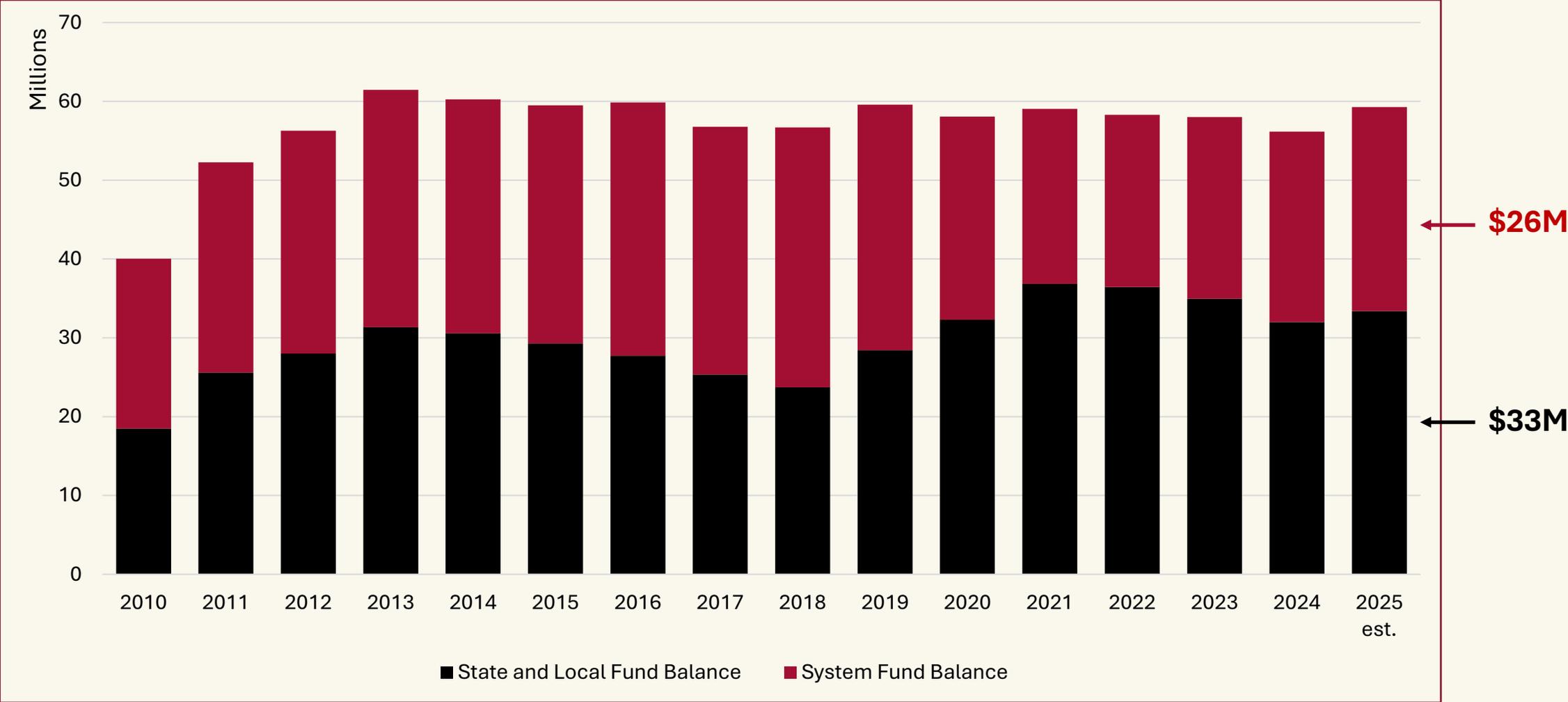
 Share

The Washington Post States face massive new costs under Trump's budget cuts

Yasmeen Abutaleb and Maeve Reston



UNIVERSITY RESERVES



CORE VALUE: STEWARDSHIP

Goal 2: Elevate shared governance and collaboration across the university and advance professional development and leadership opportunities that demonstrate the value of our human resources and that build a strong, united university community.

- **Create and implement a new shared governance model**
- **Develop and implement a new performance management system**
- **Develop leaders-in-place**

PURPOSE OF SHARED GOVERNANCE

Two Key Elements to a Healthy Organization

1. Vision and Strategy

Vision and strategy are captured in a succinct and aspirational Vision statement and elaborated in Mission, Values, and Strategic Plan.

See CWU's Vision, Mission, Values and Strategic Plan.

2. Implementation and Execution

Execution is founded in the way in which the organization interacts, the behaviors and attitudes that are expected in how we show up together.

See Shared Governance at CWU: Aligning Priorities to Advance the University's Vision and Mission.

SHARED GOVERNANCE CONSTITUENCIES

- The Executive Leadership Team
- Deans' Council
- The Academic Department Chairs Organization
- The Faculty Senate
- United Faculty of Central
- Exempt Employee Association
- Classified Employee Council
- Public School Employees (Classified Staff Union)
- Washington Federation of State Employees
- Teamsters
- Associated Students of Central Washington University Board of Directors

SHARED GOVERNANCE COMMITMENTS



Engagement and Institutional-
Thinking



Academic Freedom



Mutual Trust and
Respect



Accountability



Communication



Sustainability

SHARED GOVERNANCE AUDIT



Engagement and Institutional-Thinking



Academic Freedom



Mutual Trust and Respect



Accountability



Communication



Sustainability

On a scale of 1-10, how important are these commitments to how we operate at CWU?

1 = not at all important

10 = very important

SHARED GOVERNANCE AUDIT



Engagement and Institutional-Thinking

Engagement

Members of CWU engage each other across divisions and SG Constituent Groups in a manner that demonstrates understanding and honoring of their own and others' roles, authority, and responsibility, recognizing that respecting boundaries is essential to healthy shared governance.

Institutional-Thinking

Members of CWU balance support for our own constituencies and areas with institutional-thinking, adopting a shared governance mindset that advances the vision and mission of the university.

On a scale of 1-5, how well do we meet these commitments at CWU?

1 = not well at all

5 = very well

SHARED GOVERNANCE AUDIT



Mutual Trust and Respect

Respect

Members of CWU believe in the good will and intentions of others, and we ask questions and provide feedback when we sense that mutual trust and respect within and across SG Constituent Groups have not been a part of a decision-making process.

Mutual Trust

Members of CWU focus on collaboration rather than competition within and across SG Constituent Groups.

On a scale of 1-5, how well do we meet these commitments at CWU?

1 = not well at all
5 = very well

SHARED GOVERNANCE AUDIT



Communication

Clarity

At CWU, decision-making processes within and across SG Constituent Groups are clear, with accessible documentation that ensures inclusivity and accountability.

Transparency

Data, information, and decisions are shared transparently as appropriate across SG Constituent Groups and from shared governance leaders to their constituency through formal and informal channels.

On a scale of 1-5, how well do we meet these commitments at CWU?

1 = not well at all

5 = very well

SHARED GOVERNANCE AUDIT



Academic Freedom

Innovation

CWU is committed to innovation and creativity as a cornerstone to the health of the university and to providing psychological safety for taking risks and trying new things.

Academic Freedom

CWU is committed 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.

On a scale of 1-5, how well do we meet these commitments at CWU?

1 = not well at all

5 = very well

SHARED GOVERNANCE AUDIT



Accountability

Accountability

Members of CWU recognize that holding ourselves accountable to these commitments and honoring the roles, authority, and responsibility of SG Constituent Groups is essential to healthy shared governance.

Assessment

CWU is committed to understanding, implementing, and assessing our governance structures and processes to ensure effectiveness and adaptability to evolving institutional needs, with clear accountability for decisions and outcomes.

On a scale of 1-5, how well do we meet these commitments at CWU?

1 = not well at all

5 = very well

SHARED GOVERNANCE AUDIT



Sustainability

Sustainability

CWU's shared governance practices are part of our way of operating together as an institution and part of our leadership and professional development, ensuring their continuity.

Shared Governance Mindset

CWU regularly reviews these commitments, along with university policies and procedures, to nurture a culture of institutional-thinking and a shared governance mindset.

On a scale of 1-5, how well do we meet these commitments at CWU?

1 = not well at all
5 = very well

SHARED GOVERNANCE LEADERS MEETING

- The Executive Leadership Team – **Jim Wohlpart or designee**
- Deans' Council – **Elvin Delgado**
- The Academic Department Chairs Organization – **Erin Craig**
- The Faculty Senate – **Natashia Lindsey**
- United Faculty of Central – **Josh Welsh**
- Exempt Employee Association – **Stefanie Parker**
- Classified Employee Council – **Josie Rollins**
- Public School Employees (Classified Staff Union) – **Ray Wells**
- Associated Students of Central Washington University Board of Directors – **Hondo Acosta-Vega**

BREAKOUT SESSIONS

Bringing the Strategic Plan
to Life

BREAKOUT SESSIONS, 10:15-11:00

#GiveCentral 2025: Engagement Creates Impact (Student Success)

Clay Scott, Xiaoyin Zhong

Health Promoting Campus: How You Influence the Culture at CWU (Student Success)

Marissa Howat

Community is Central for CWU Teacher Academies (Engagement)

Dawn Harry, Eric Hougan, Doug Jensen

Progress Report: CWU's Climate Action Plan and Integrating Sustainability in the Curriculum (Stewardship)

Jeff Bousson, Susan Kaspari, Jordan Spradlin

BREAKOUT SESSIONS, 11:15-12:00

Innovation and Creativity - The Art of ACCESS (Student Success)

Katrina Whitney, Kristen Paton, Bruce Simpson, Aaron Woods

Business and Community Services (Engagement)

Rob Ogburn, Bill Provaznik, Claire Pritchard

Expanding Access to Bilingual Education (Belonging)

Jennifer Dechaine, Monica Medrano, Jose Rios

Updates from the Adaptive University Initiative (Stewardship)

Rodrigo Renteria-Valencia, Ginny Tomlinson, Patrick Pease

LIVING INTO OUR VISION

Becoming a Model Learning
Community of Access and
Opportunity

INTERACTIVE WORKSHOPS

Creating our Future, Together

1:00-2:00 Strategic Enrollment Management

Hung Dang and Tishra Beeson

2:00-3:00 Infusing Equity and Belonging across CWU

Ruben Cardenas and Elvin Delgado

3:00-3:30 Conclusion: Our Path Forward, Together

THANK YOU!

