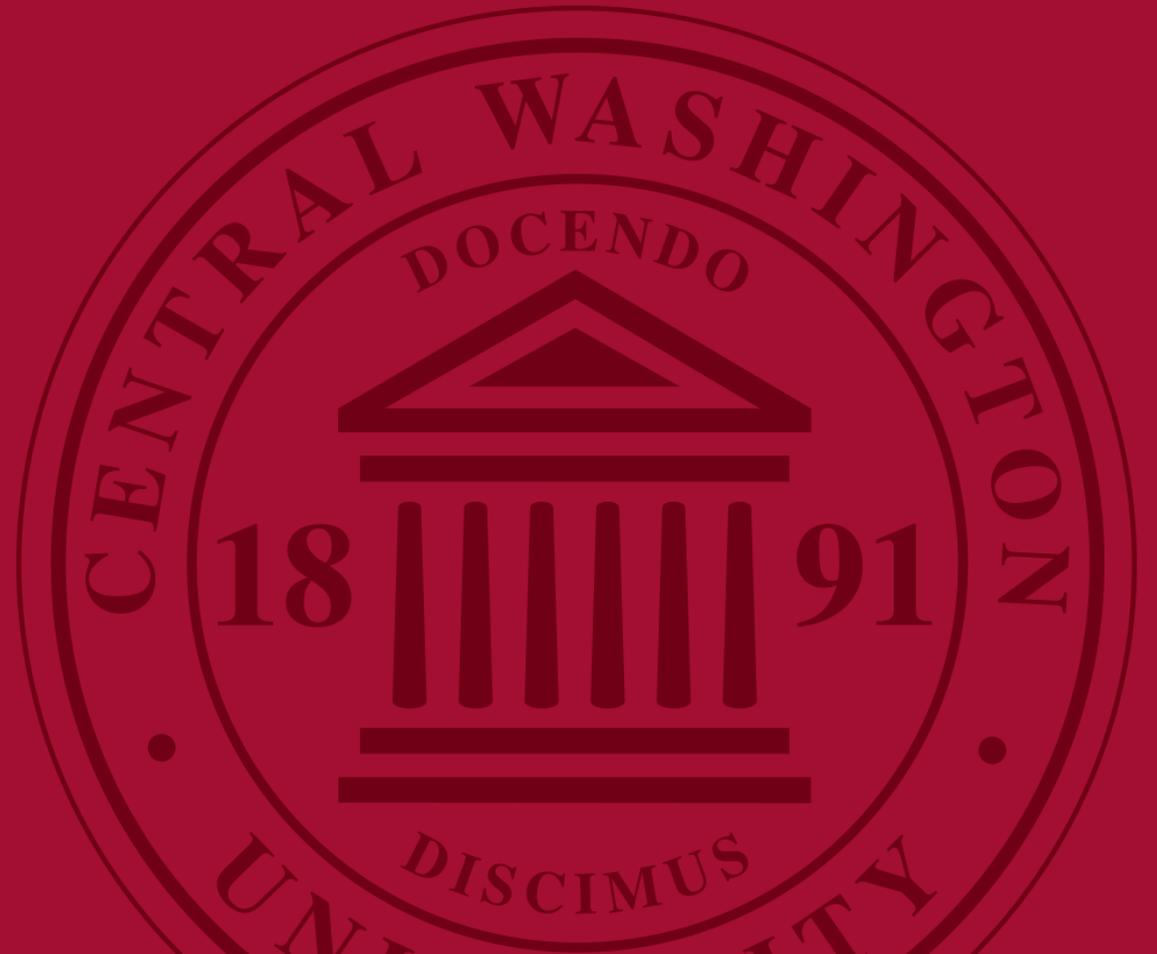


# 'STATE *of the* UNIVERSITY

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

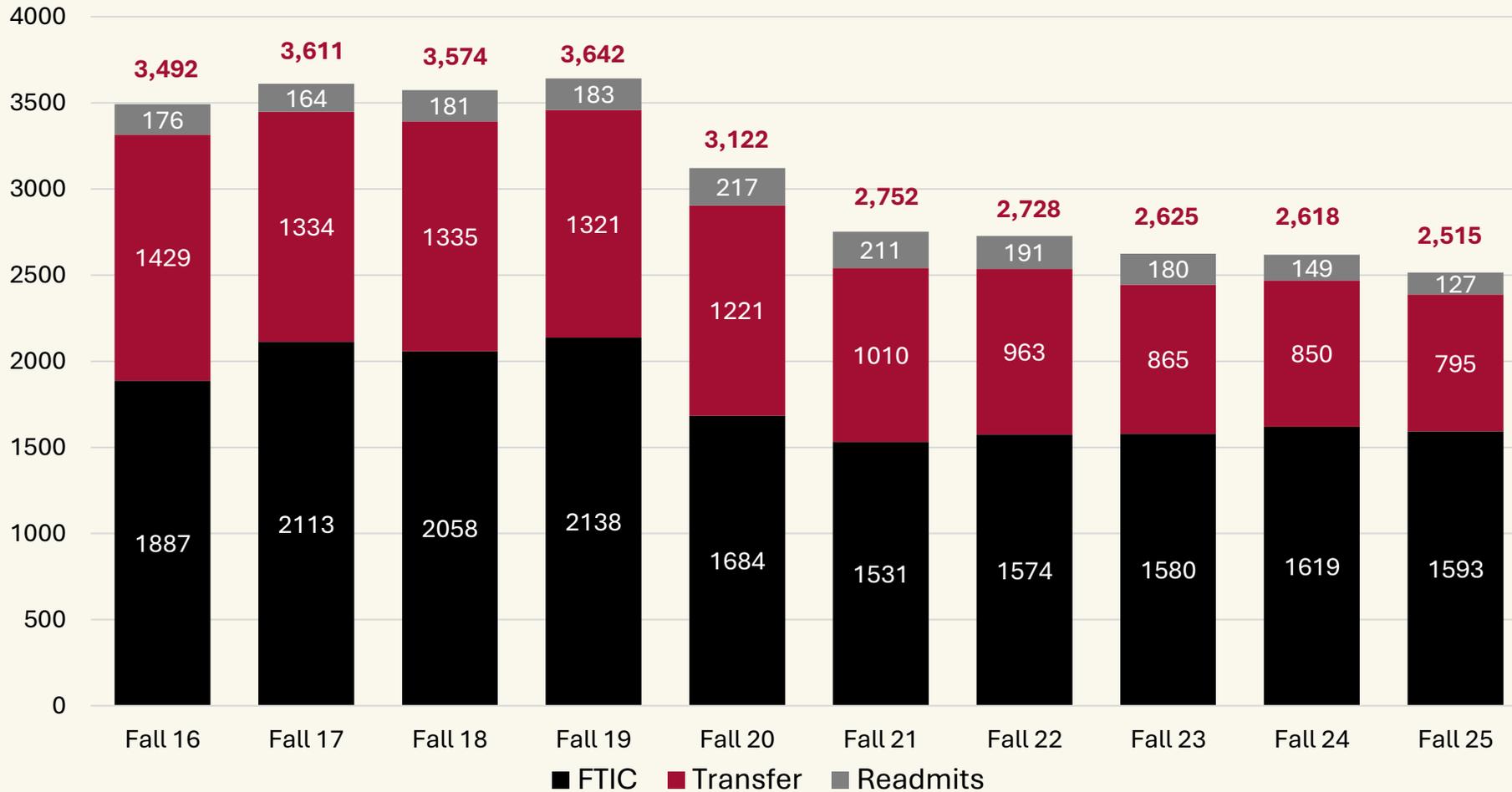
Unifying Value

# UNIFYING VALUE: STUDENT SUCCESS

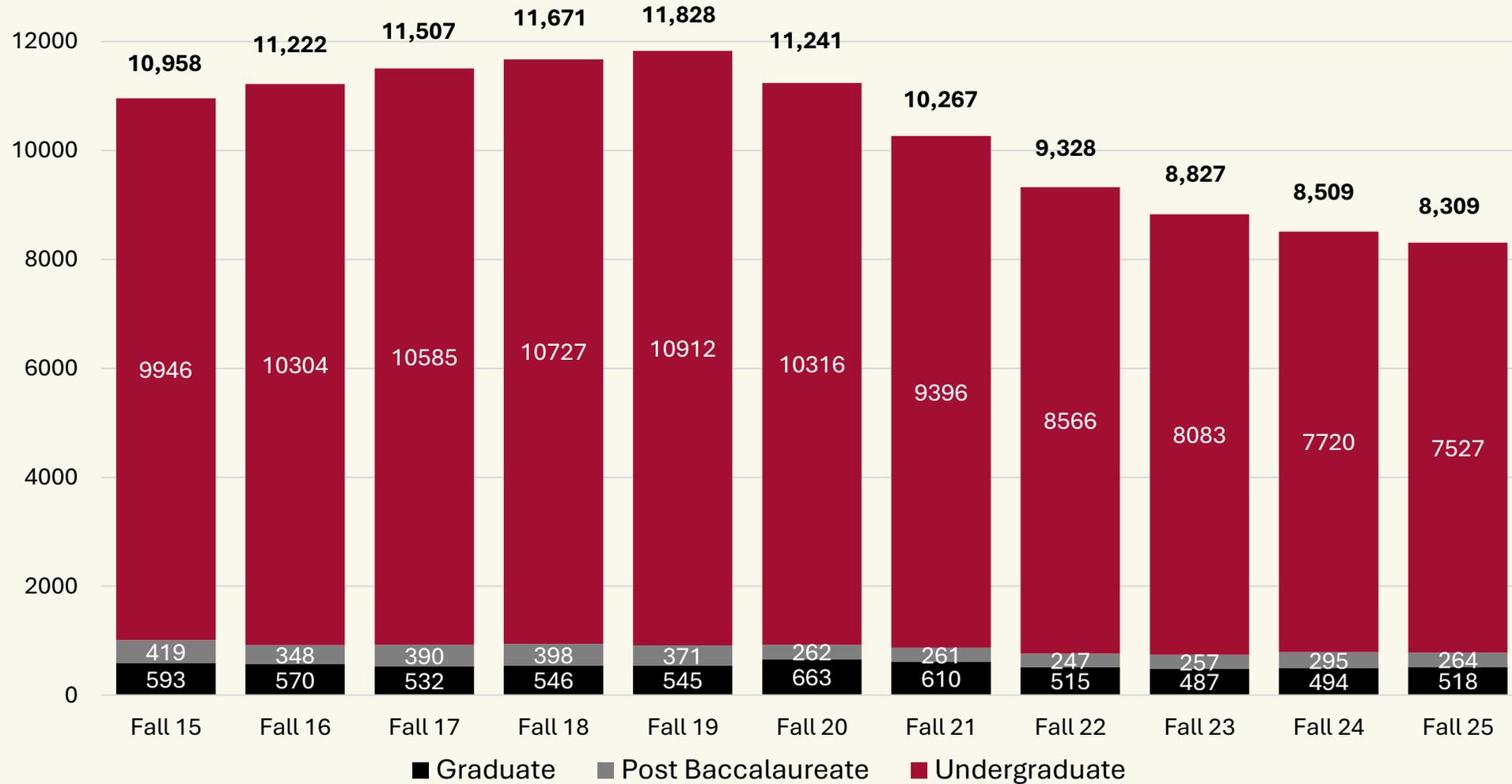
Goal 1: Develop clear pathways into and through the university to ensure equitable access to higher education, enhance student engagement and success, and improve retention and graduation rates.

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

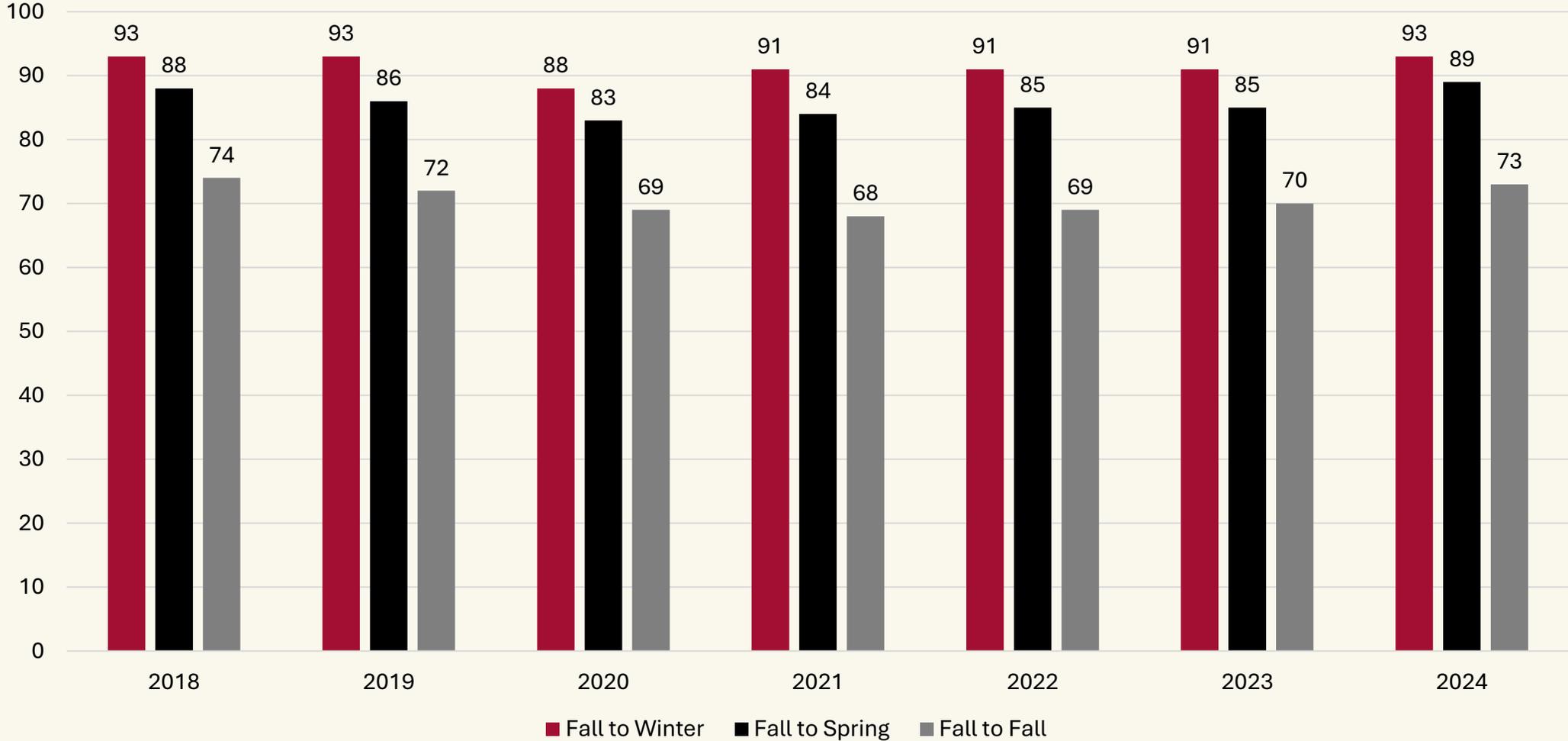
# NEWLY ENROLLED UNDERGRADUATE STUDENTS BY TYPE



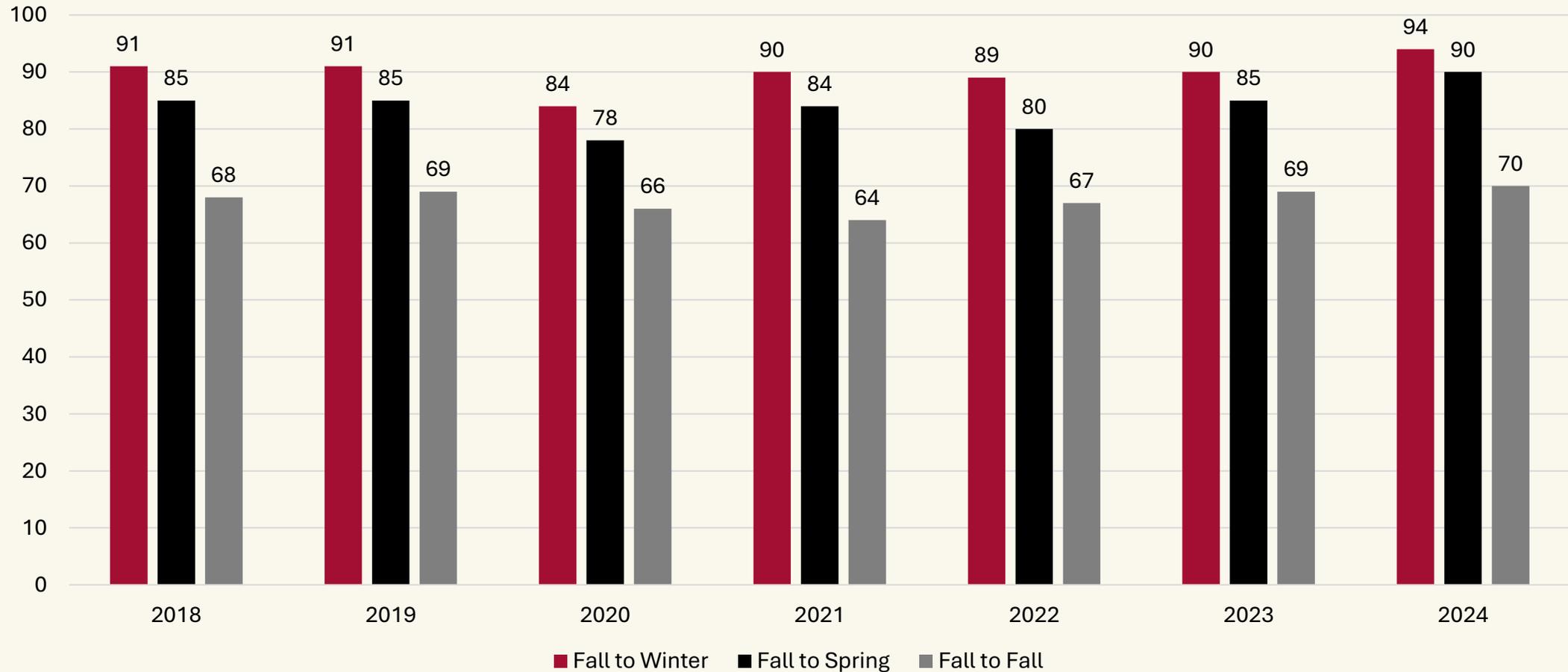
# TOTAL ENROLLMENT



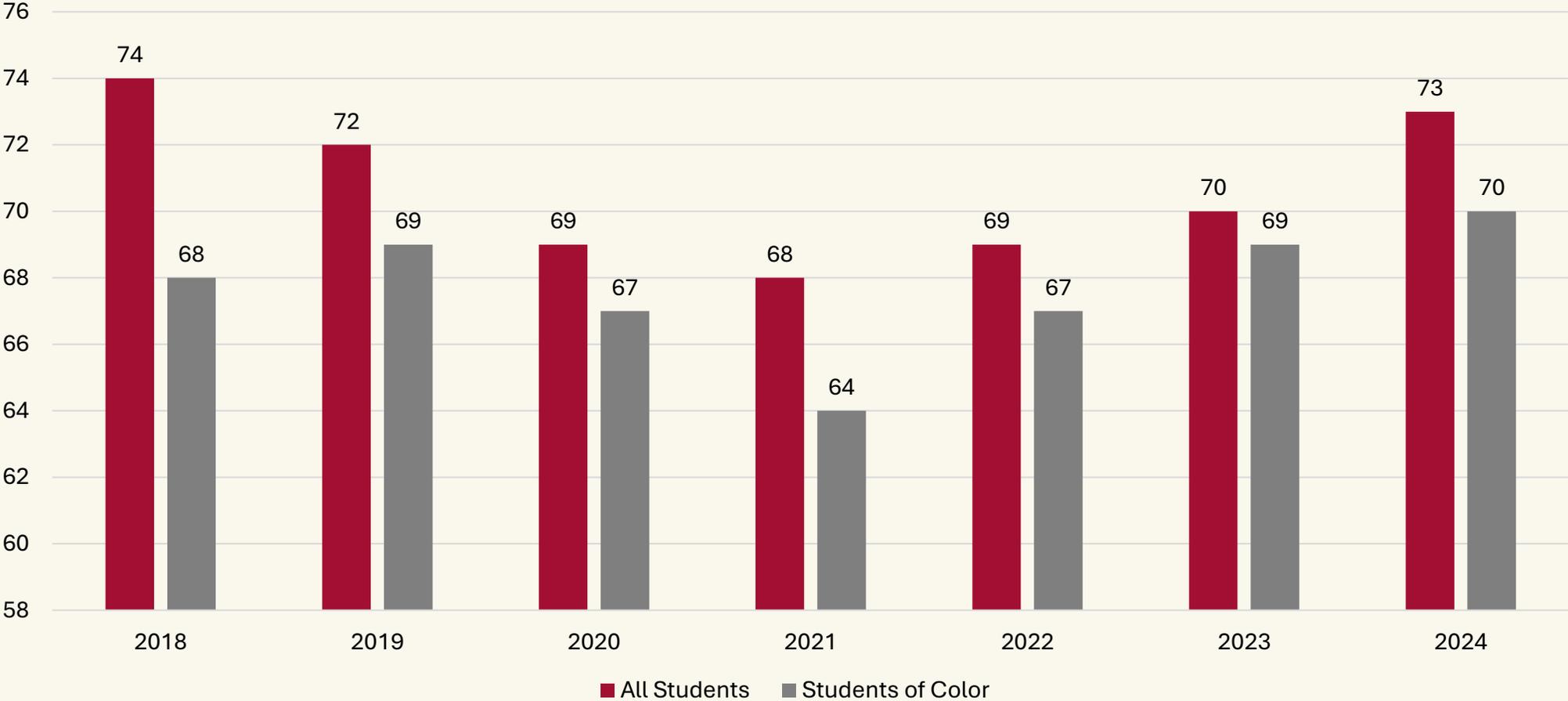
# FTIC RETENTION DATA



# FTIC RETENTION DATA FOR STUDENTS OF COLOR

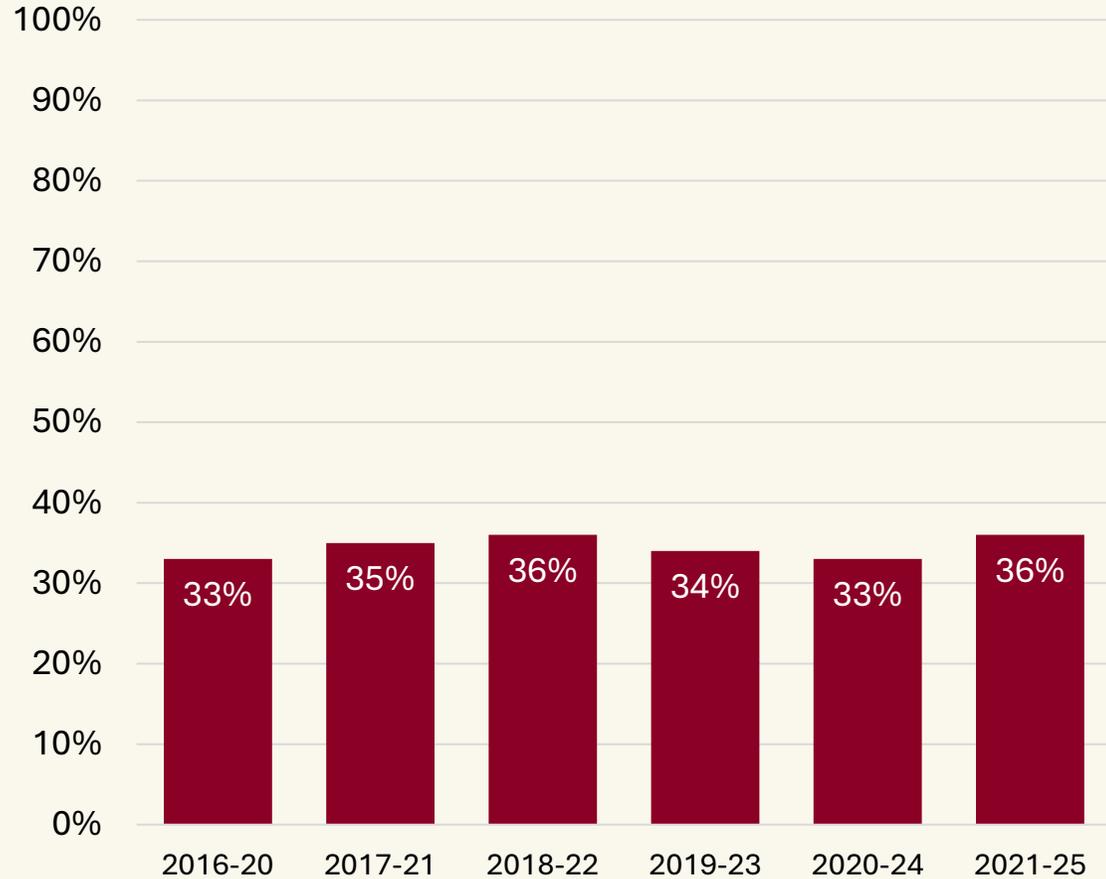


# FTIC RETENTION DATA COMPARISON

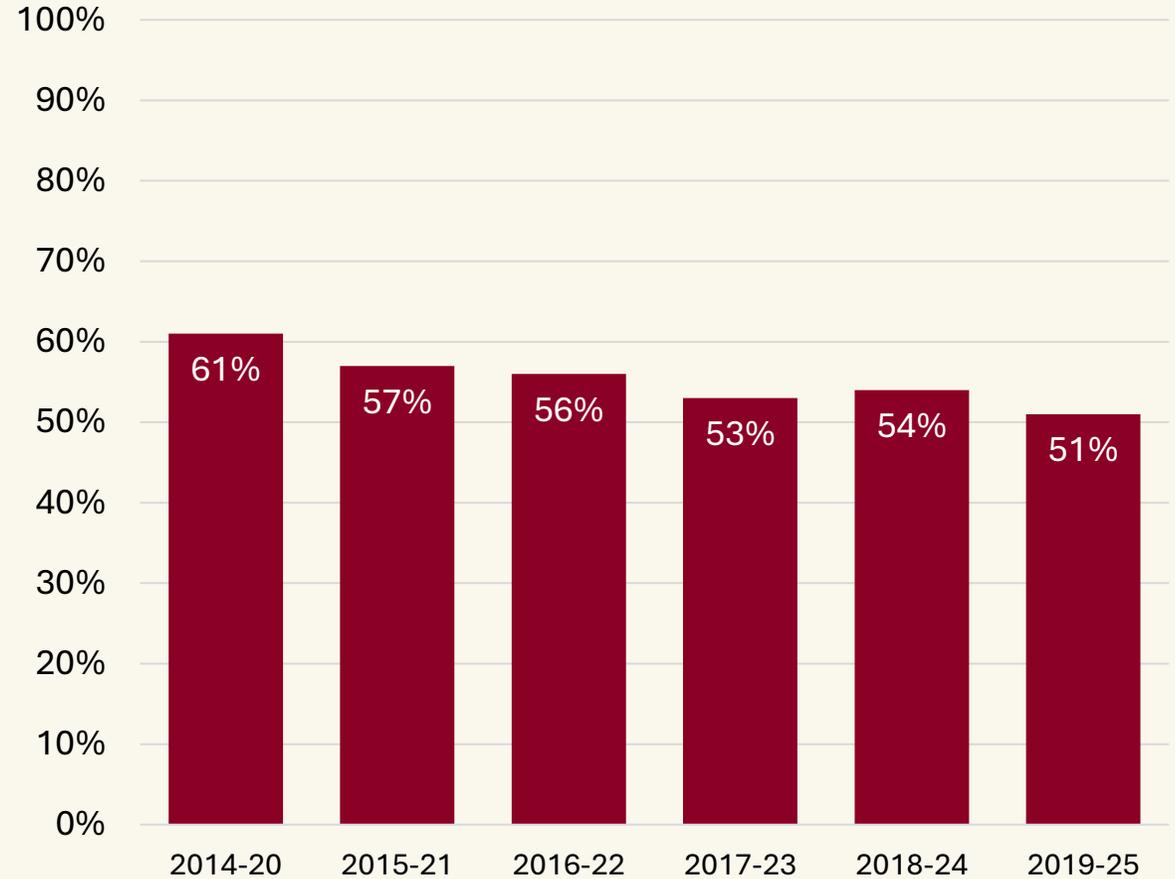


# GRADUATION RATES FOR FULL-TIME FTIC

## 4-Year



## 6-Year



# YVC – CWU ADMISSIONS INITIATIVE

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



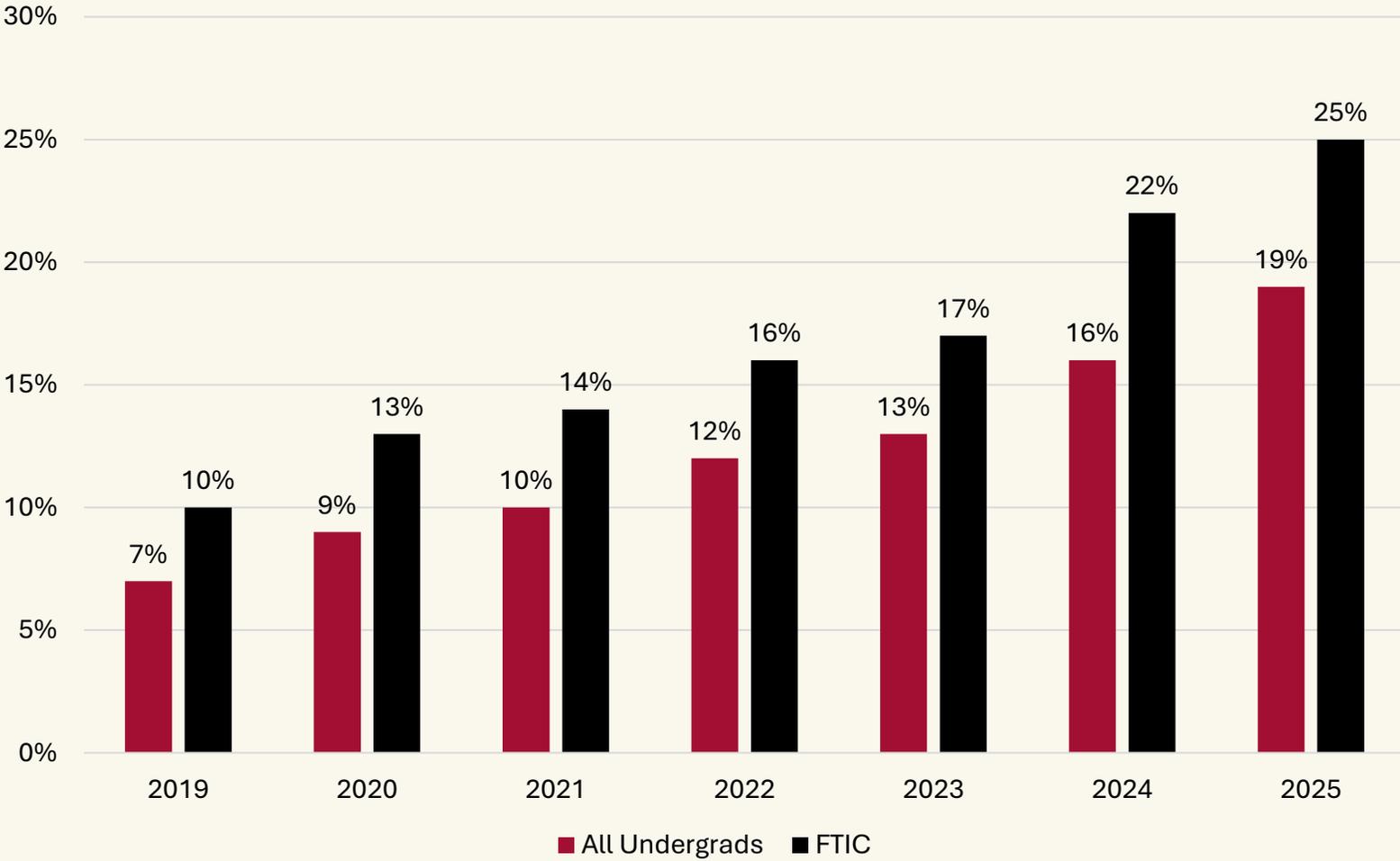
*Yakima Valley College & Central Washington University  
"Seamless Transfer Experience" Leadership Discussions*

10am-3pm Monday, September 8, 2025

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



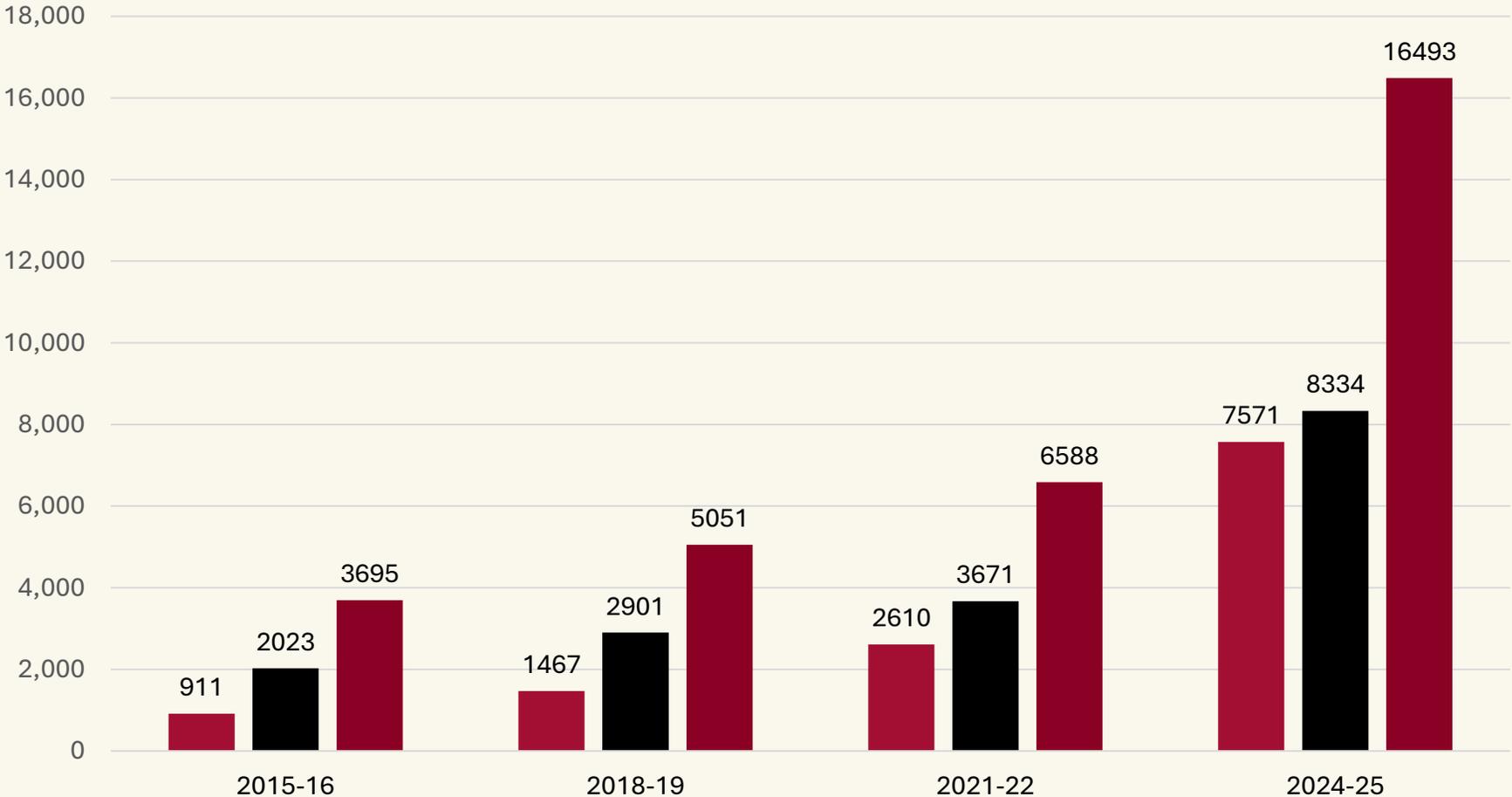
# DUAL ENROLLED DATA



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

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

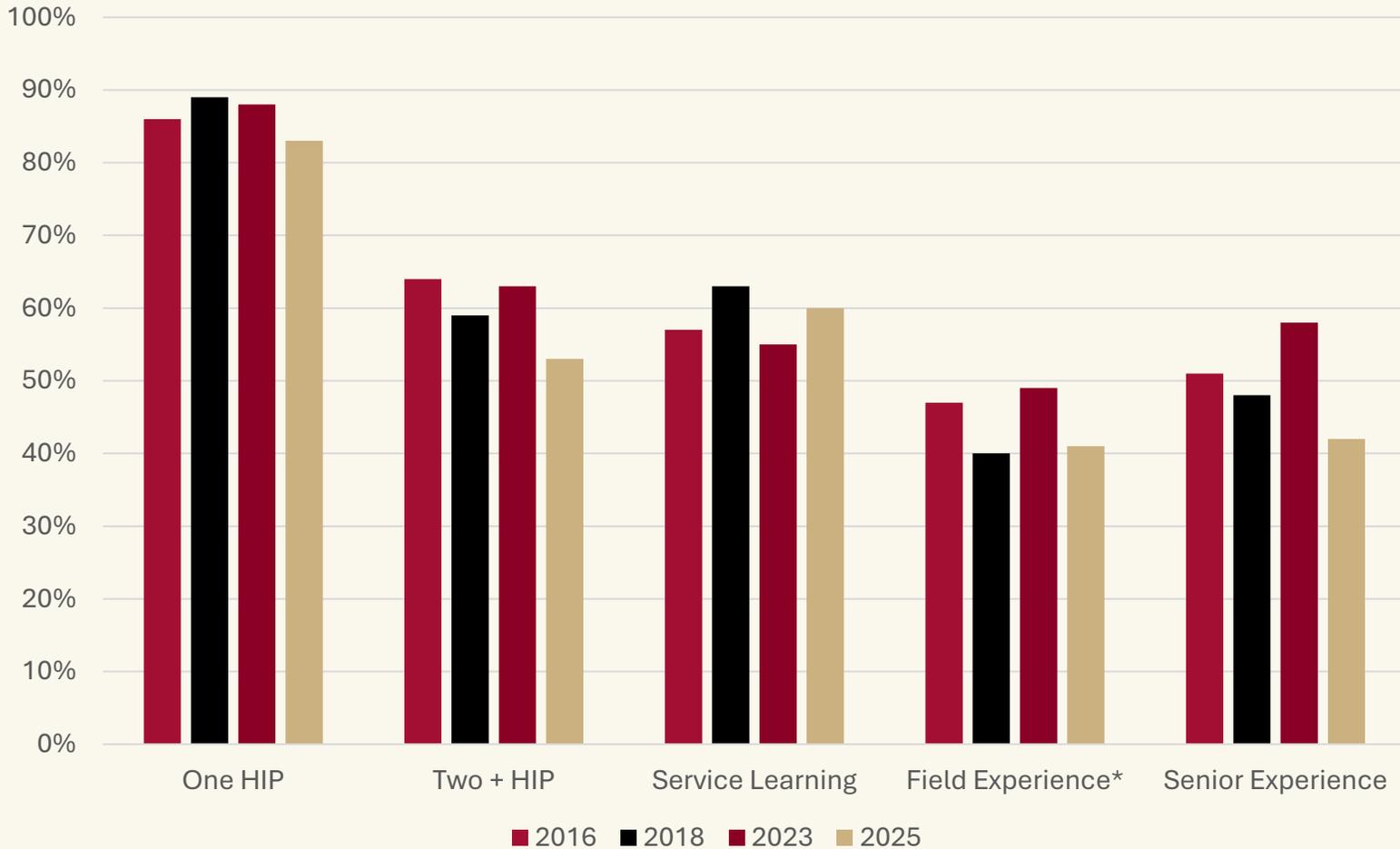
# DUAL ENROLLED DATA



Demographic breakdown of students enrolled in CWU dual enrolled courses

■ Students of Color   ■ White Students   ■ Total Students

# 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

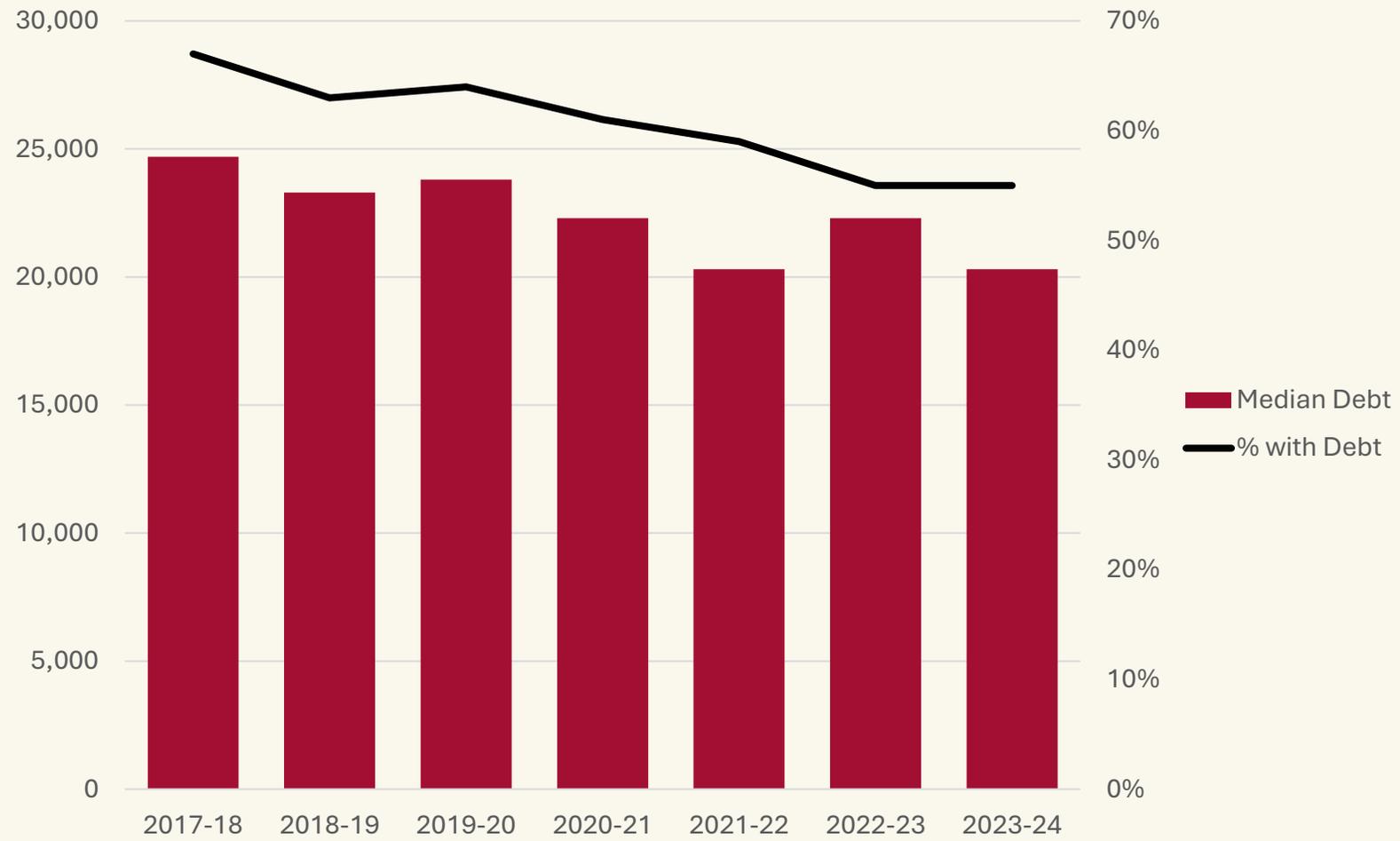


70,454 Items Distributed



50.97% Increase in Shoppers

# STUDENT FINANCIAL WELLNESS



**10:15-11:00**

Breakout Session

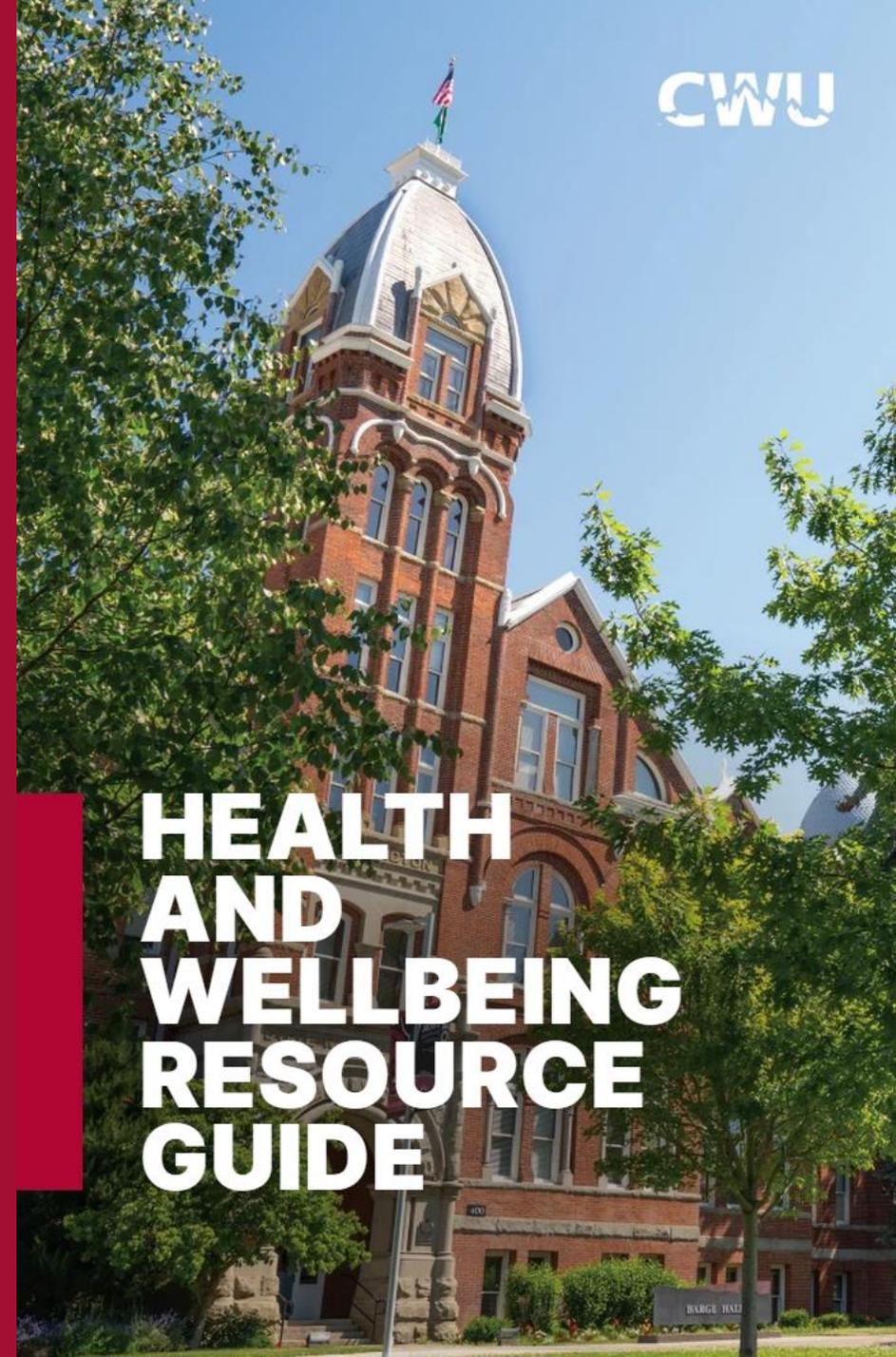
**Health Promoting Campus:  
How You Influence the Culture at  
Central Washington University**

Unifying Value: Student Success

Marissa Howat

CWU

**HEALTH  
AND  
WELLBEING  
RESOURCE  
GUIDE**



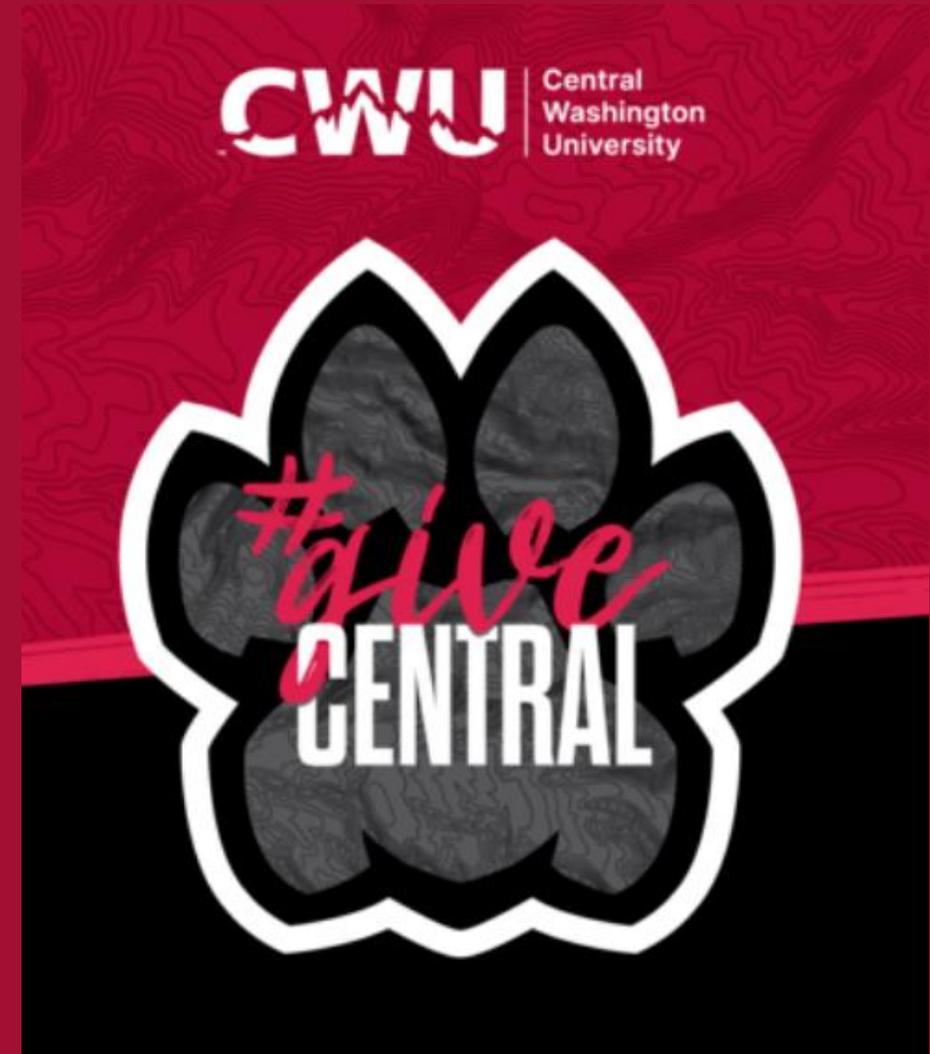
# 10:15-11:00

## 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



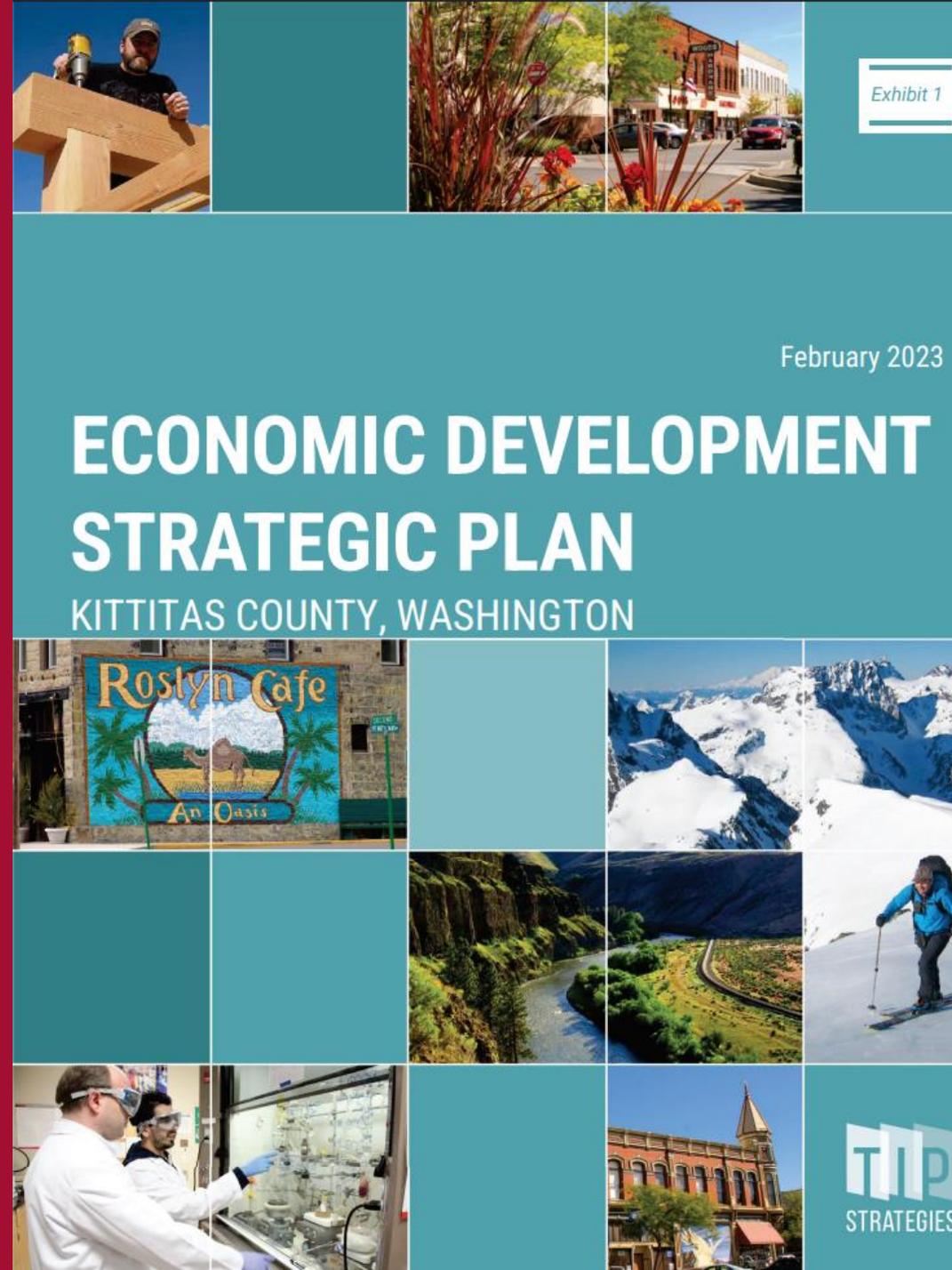
# 11:15-12:00

## 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

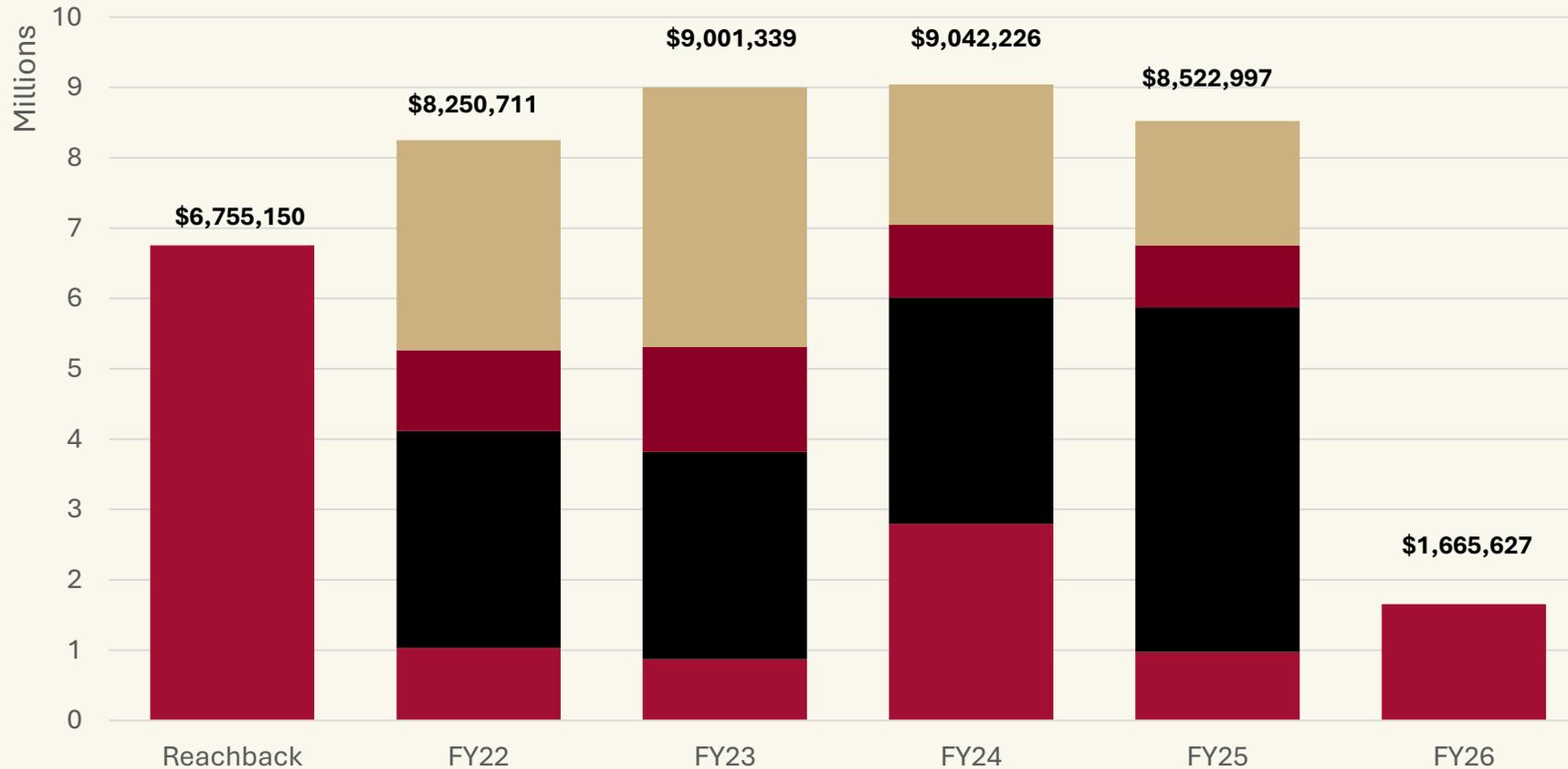
**25%**

## Impact

Meeting the challenges of our region

**25%**

# COMPREHENSIVE CAMPAIGN



Campaign to date:  
\$43,228,050



# **BELONGING**

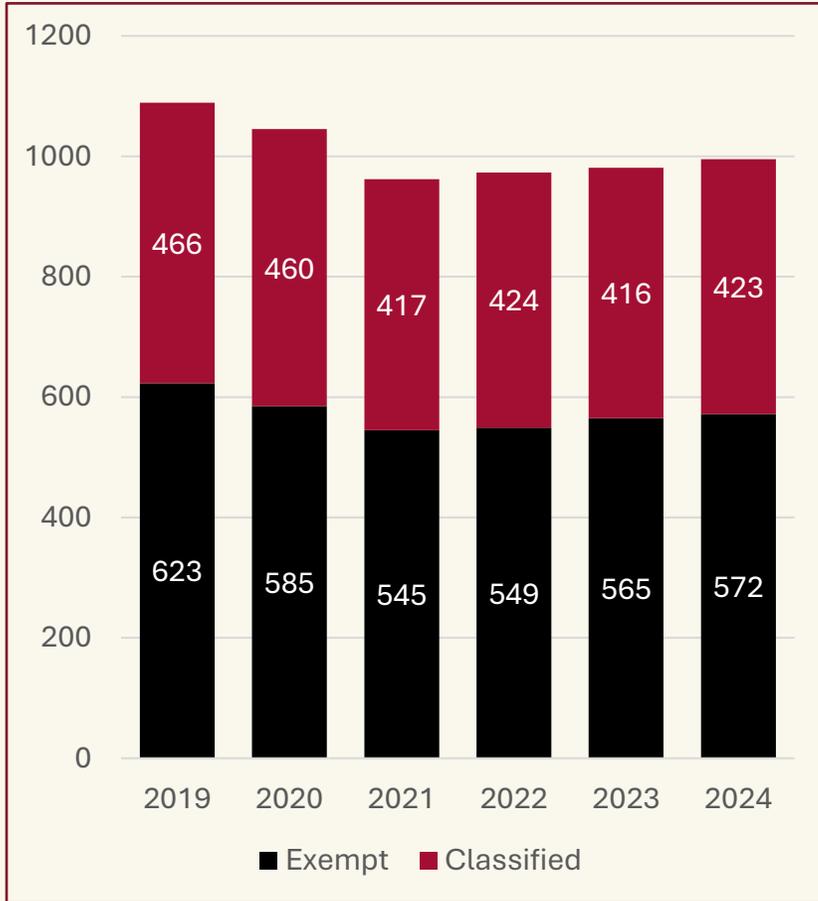
## Core Value Two

# 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**

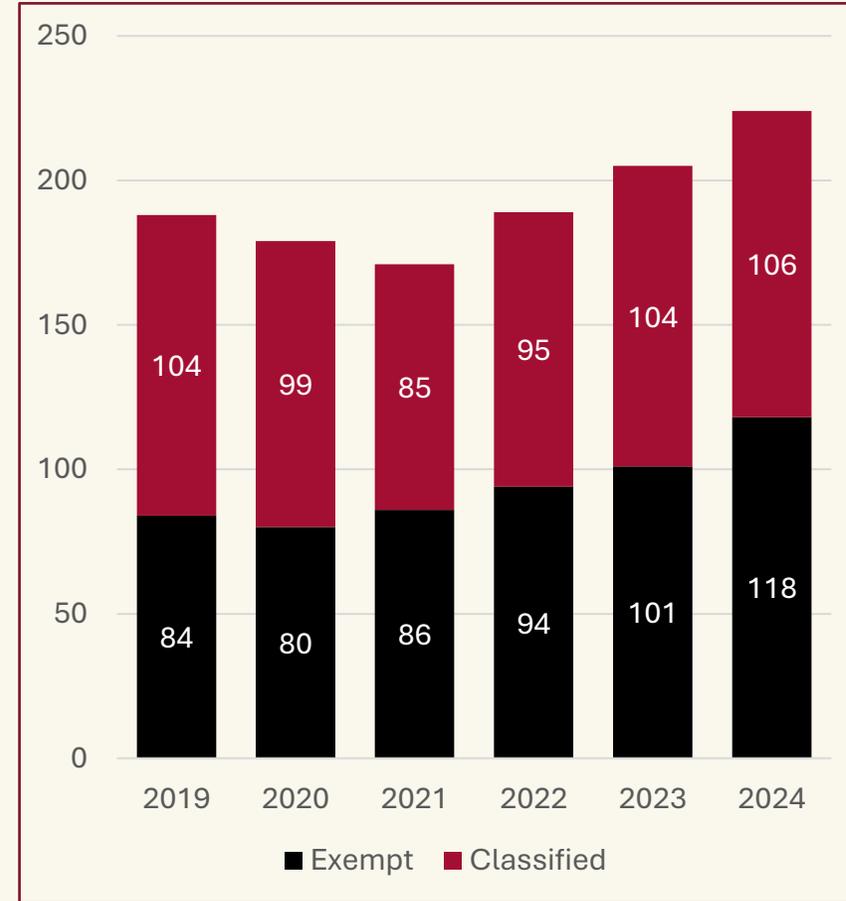
# EXEMPT AND CLASSIFIED STAFF HEADCOUNTS



Total Staff

Exempt -43

Classified -51

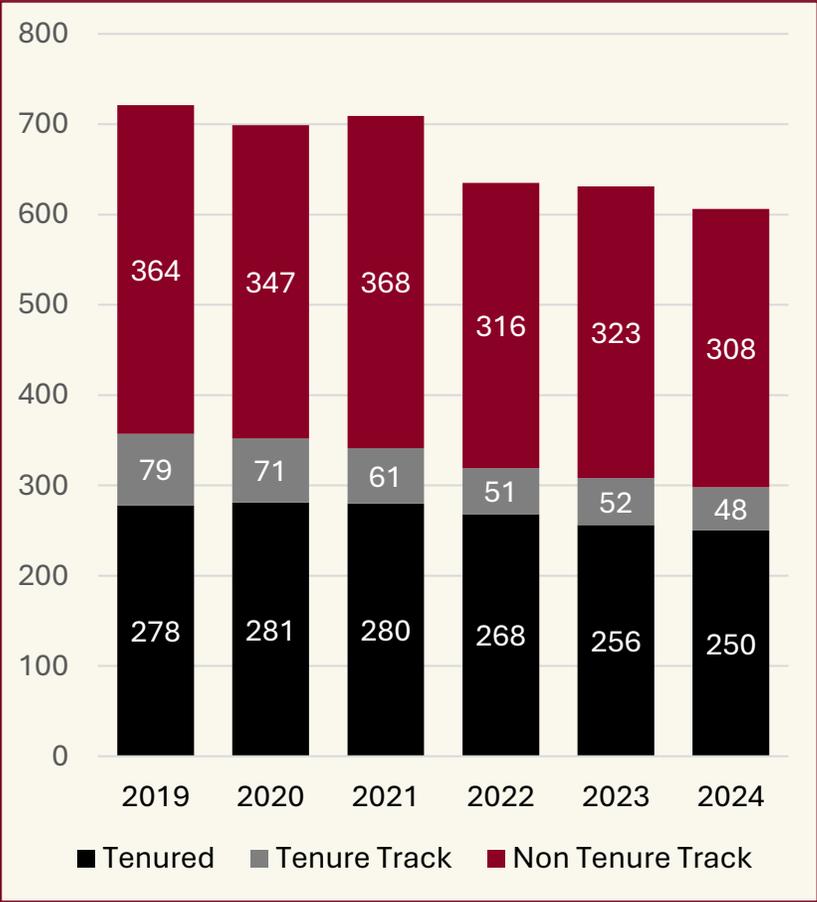


Staff of Color

Exempt +2

Classified +34

# FACULTY HEADCOUNTS

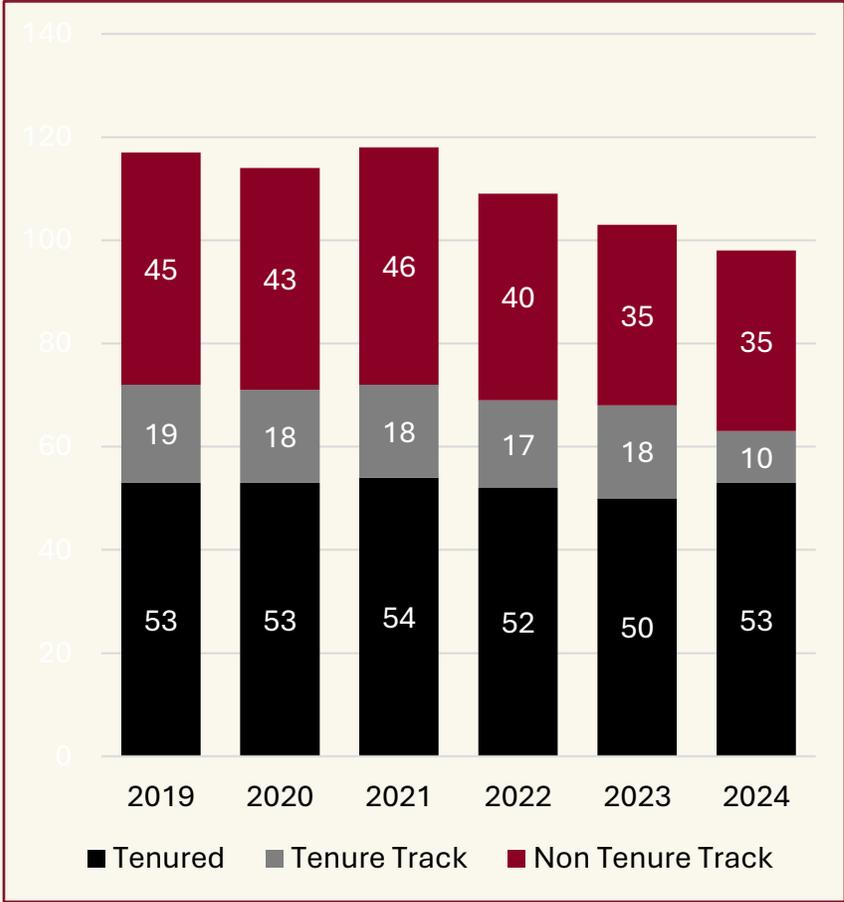


Total Faculty

Tenured -28

Ten Track -31

Non TT -56



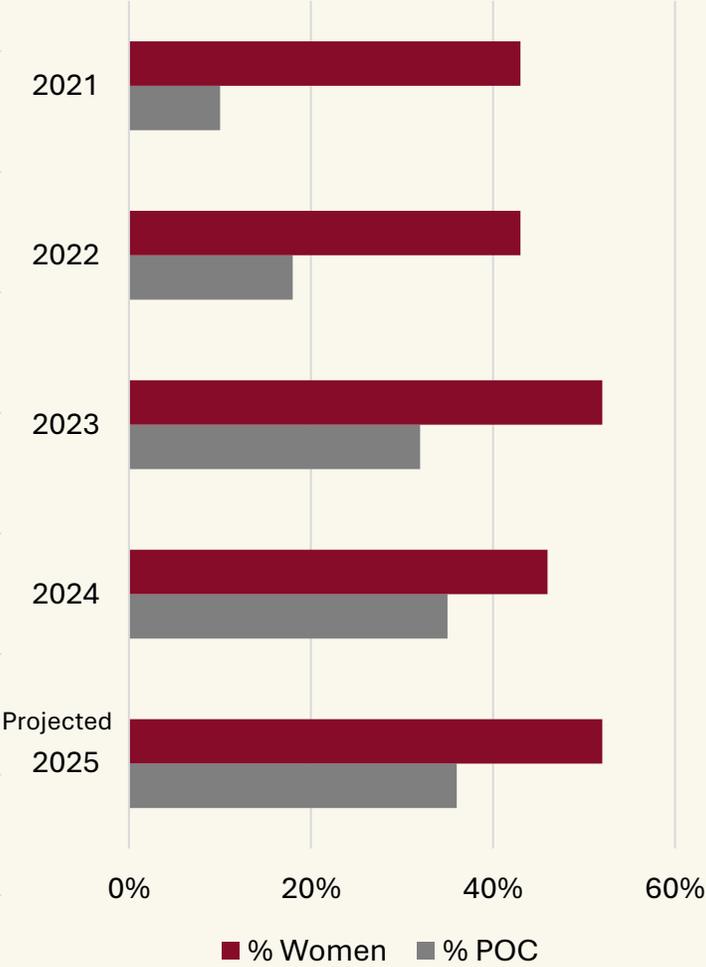
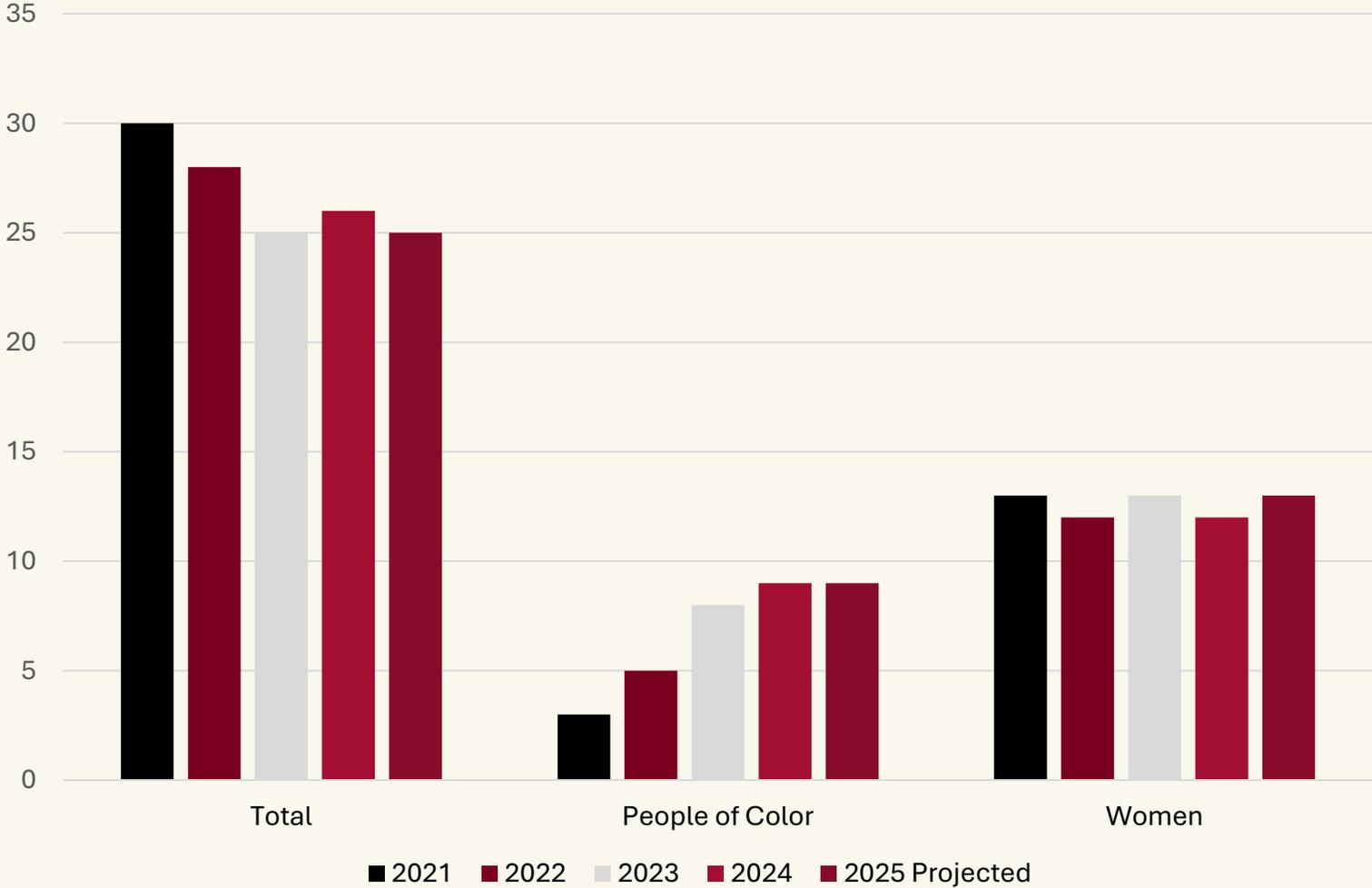
Faculty of Color

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

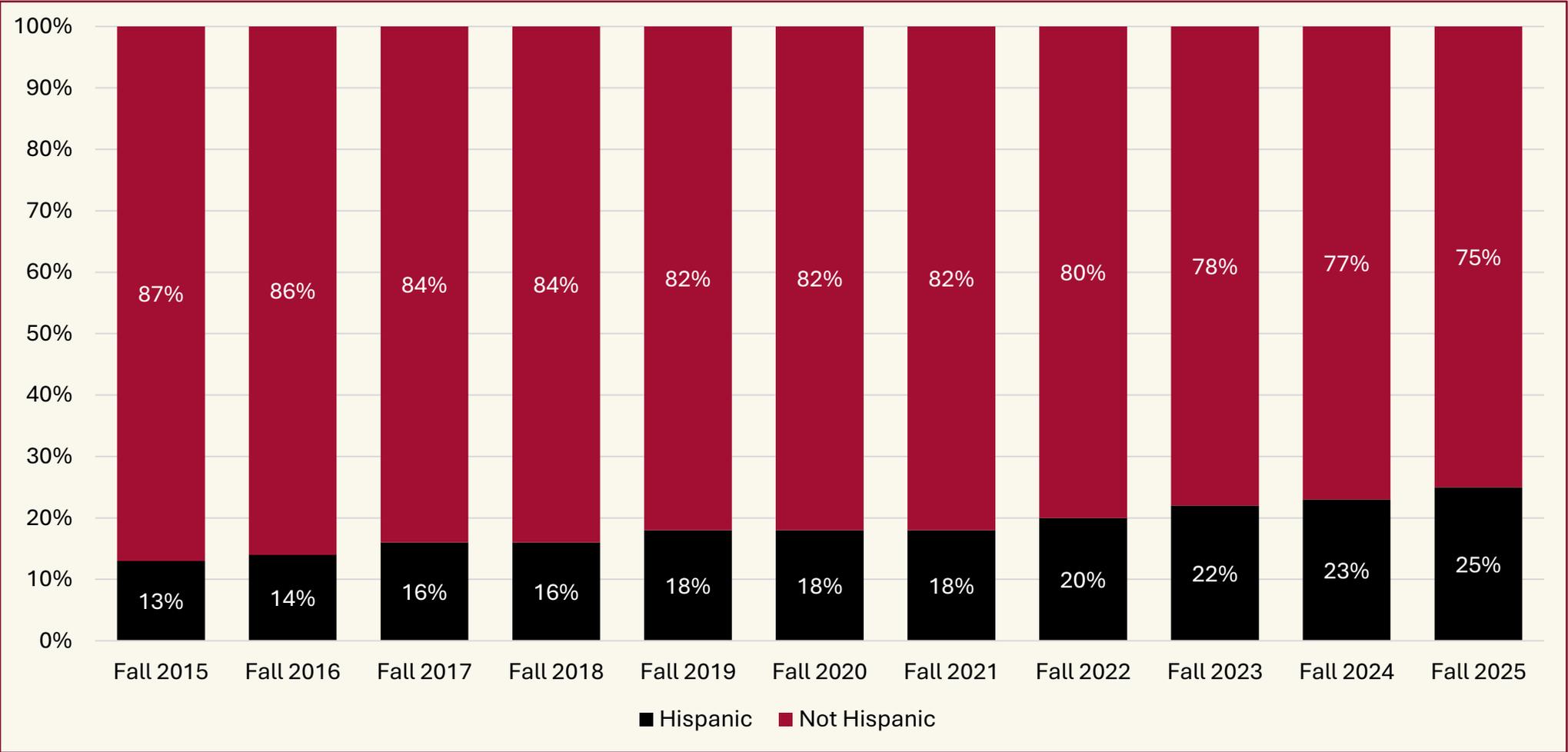


# CORE VALUE: BELONGING

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

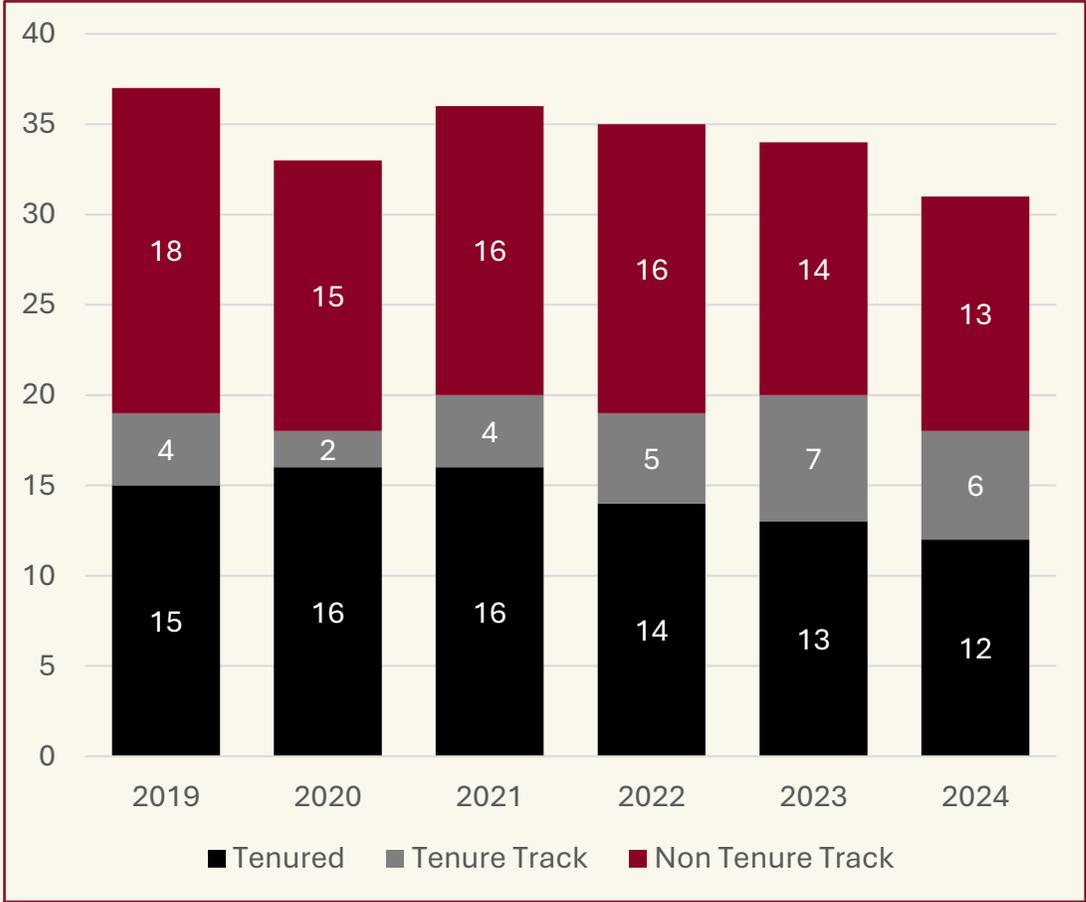
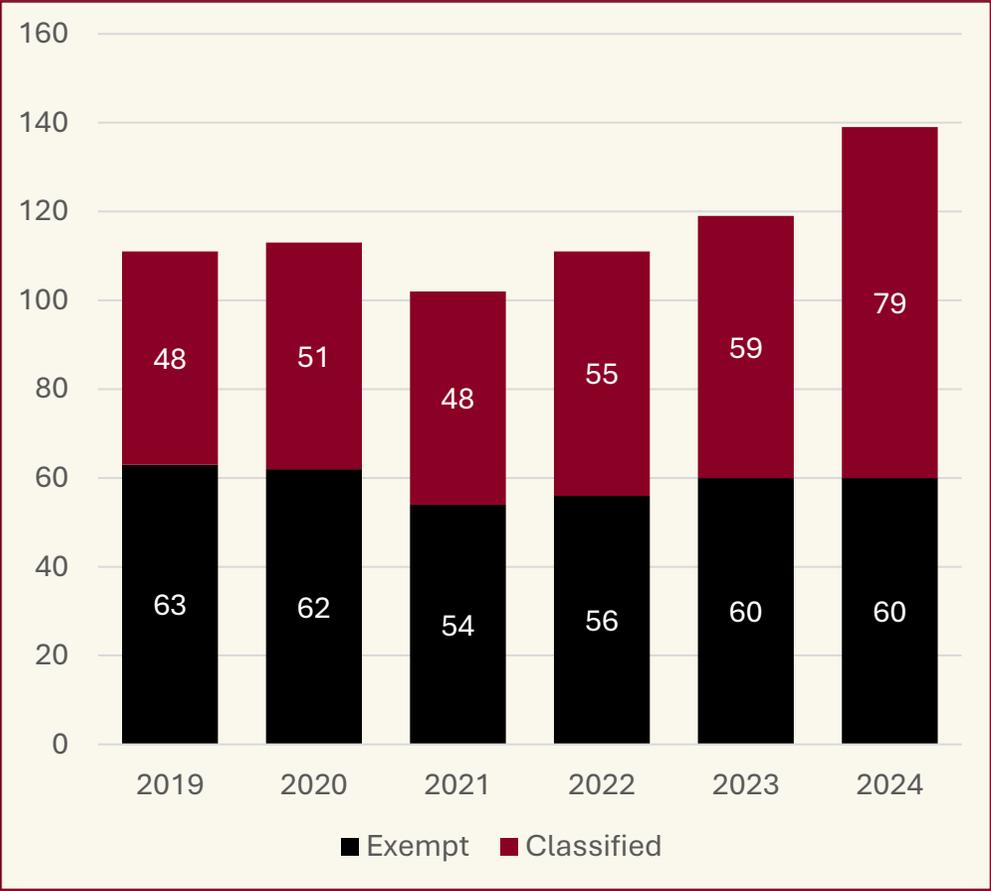
- **Increase Latinx and Hispanic faculty and staff**
- **Develop bilingual and culturally responsive practices**
- **Develop ALAS to chart a path towards becoming an HSI**
- **Include recruitment of our local region in our Strategic Enrollment Management**

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

# WILDCAT WAY

**Be Welcoming**

**Be Inclusive**

**Be Knowledgeable**

**Be Responsive**

**Be Proud**

148 total nominations in FY25

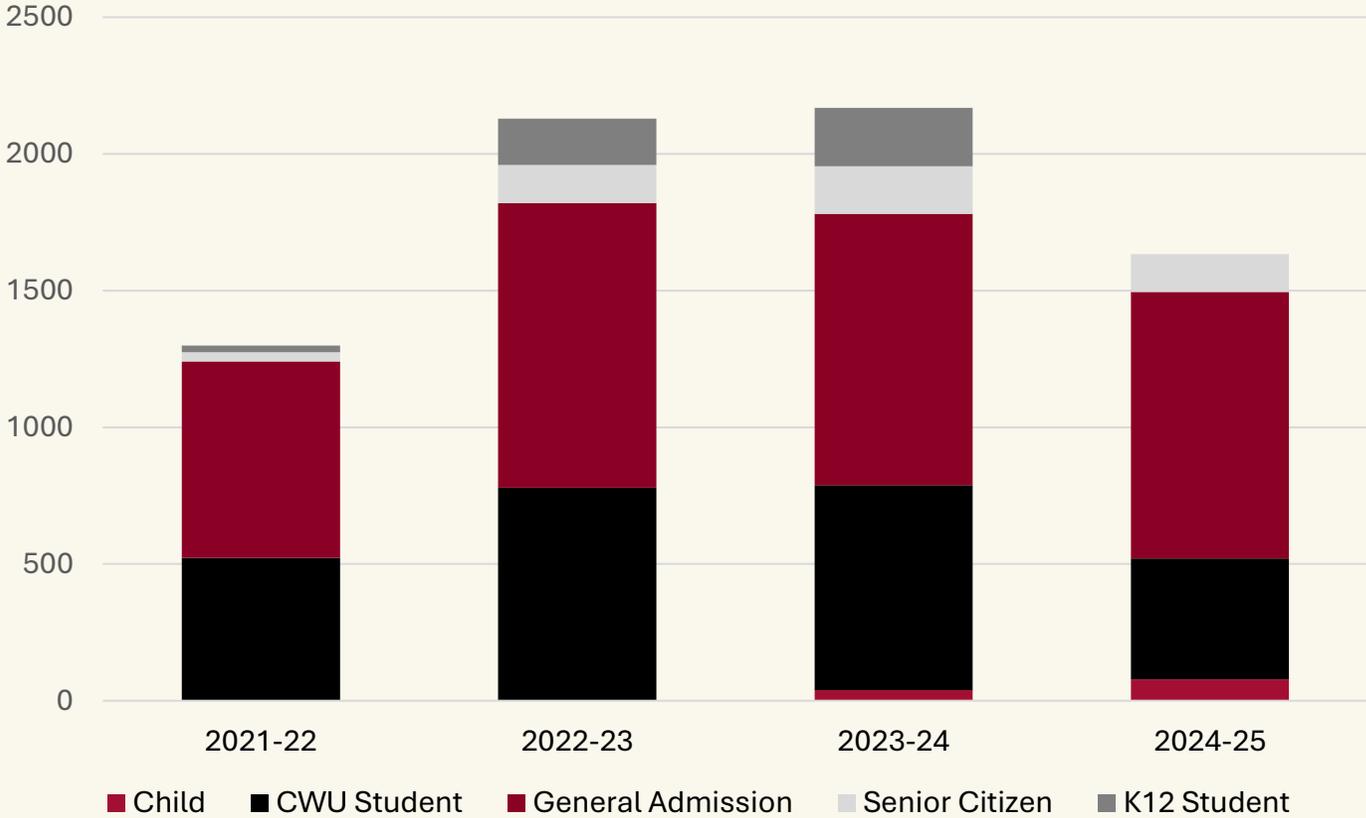
Celebrated May 29



# 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

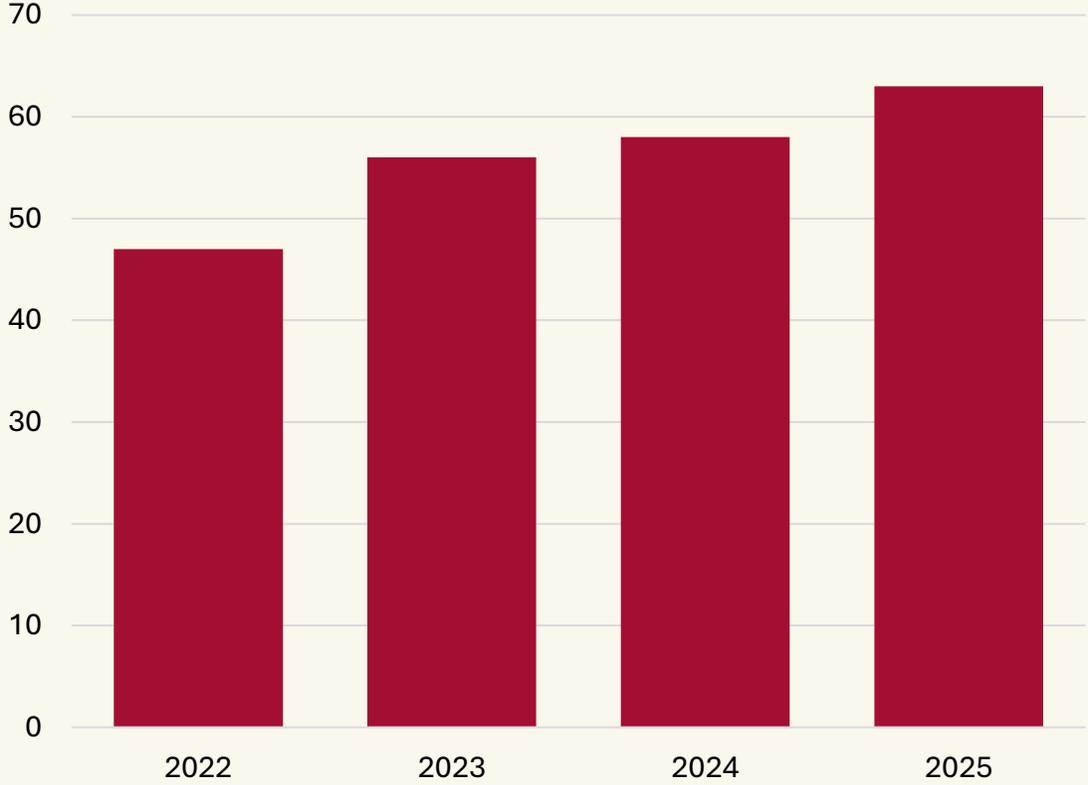
2024 – 2,200

2025 – 2,700

April 11, 2026 – Goal of 3,000



# WILDCAT PRIDE – COMMENCEMENT



Percent of Eligible Undergraduates Participating in Commencement



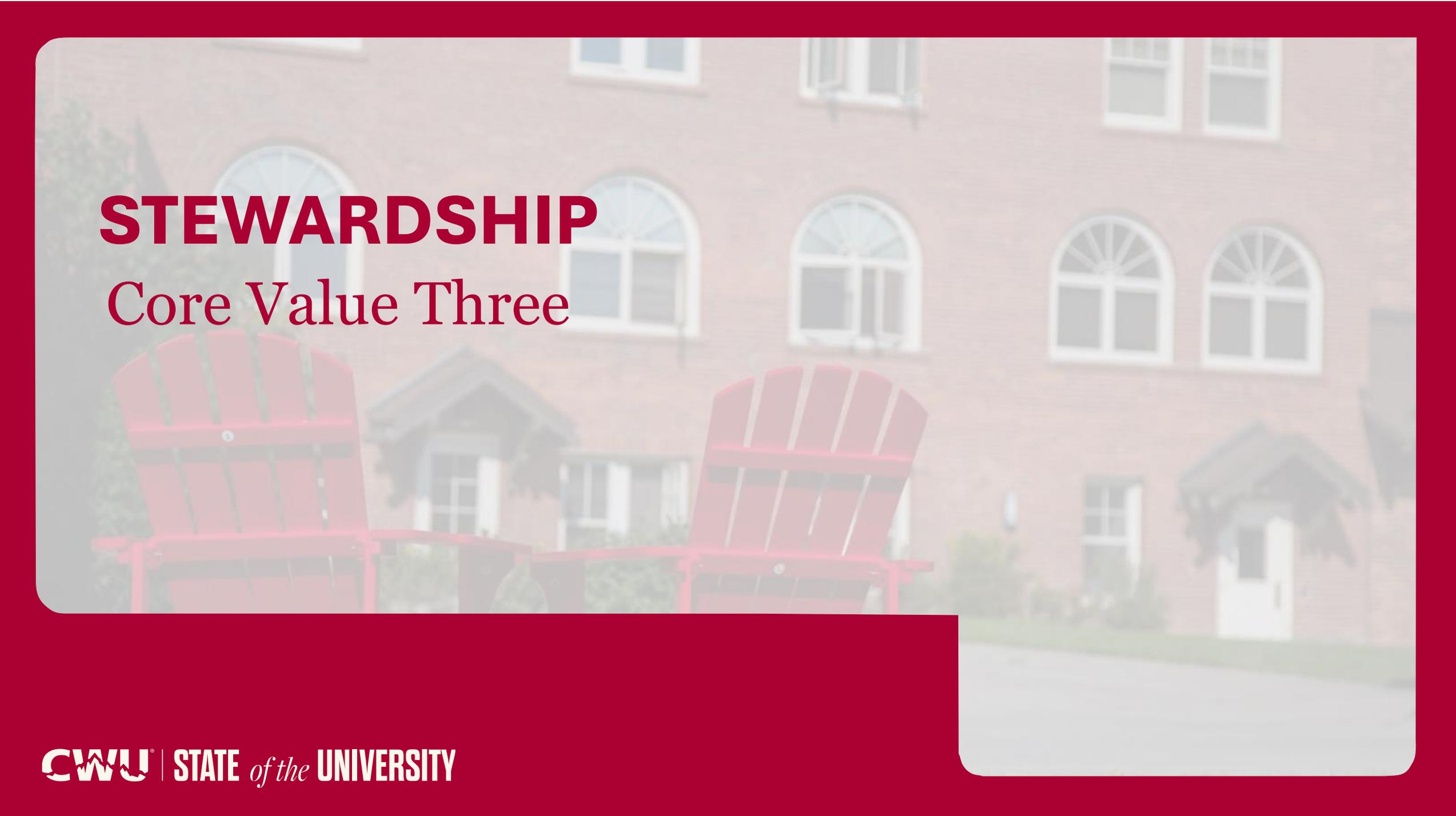
**2:00-3:00**

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

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

**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

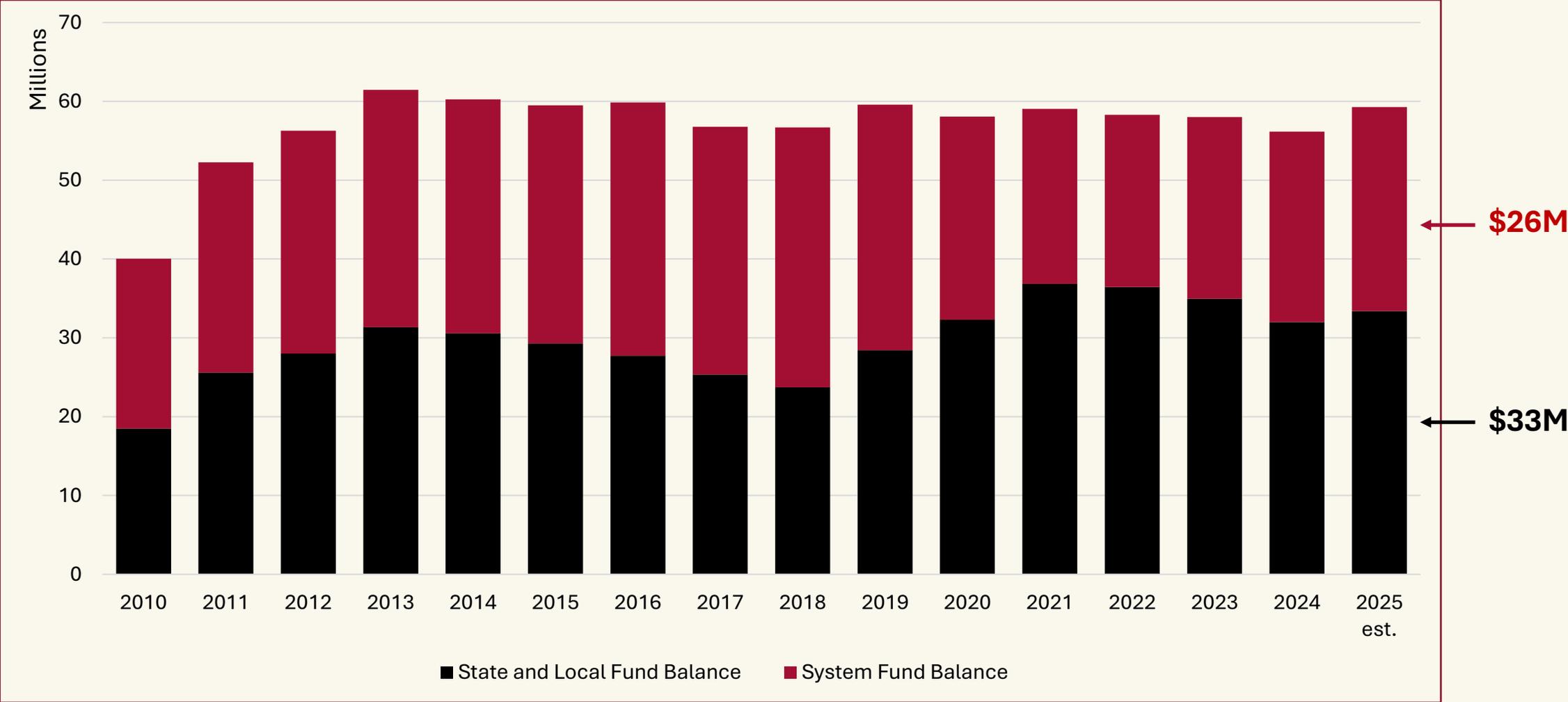
 Share

## *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!**

