State of the University

President Jim Wohlpart
October 4, 2024

Agenda

9:00-9:45	State of the University
9:45	Rearrange Ballroom
10:00-10:45	Breakout Sessions
11:00-11:45	Breakout Sessions
11:45	Rearrange Ballroom
12:00-1:30	Lunch
1:30-3:30	Living into our Vision
3:30-4:00	Closing

Three Takeaways

1. CWU's vision, mission, values and strategic plan provide an opportunity for engaging the challenges in front of us.

2. Our vision, mission, values and strategic plan are coming to life and are building our capacity for addressing three adaptive challenges facing our nation.

3. We have work to do as a learning community to live into our aspirational vision.

Where are we going? (Vision)

Central Washington University will be a model learning community of equity and belonging.

Approved by the CWU Board of Trustees, May 20, 2022

How will we do it? (Mission)

In order to build a community of equity and belonging, Central Washington University nurtures culturally sustaining practices that expand **access** and **success** to all students. **We are committed to fostering high impact practices, sustainability, and authentic community partnerships that are grounded in meaningful relationships.**

Approved by the CWU Board of Trustees, May 20, 2022

CWU

**CREATE YOUR FUTURE**

Why are we here? (Unifying Value)

Central Washington University creates **pathways for students of all backgrounds** to reach their **academic** and **professional goals**. Through providing a **supportive learning environment**, faculty and staff inspire students to become **engaged professionals**, **active citizens**, and **lifelong learners**.

Approved by the CWU Board of Trustees, July 21, 2023

Current Context
and

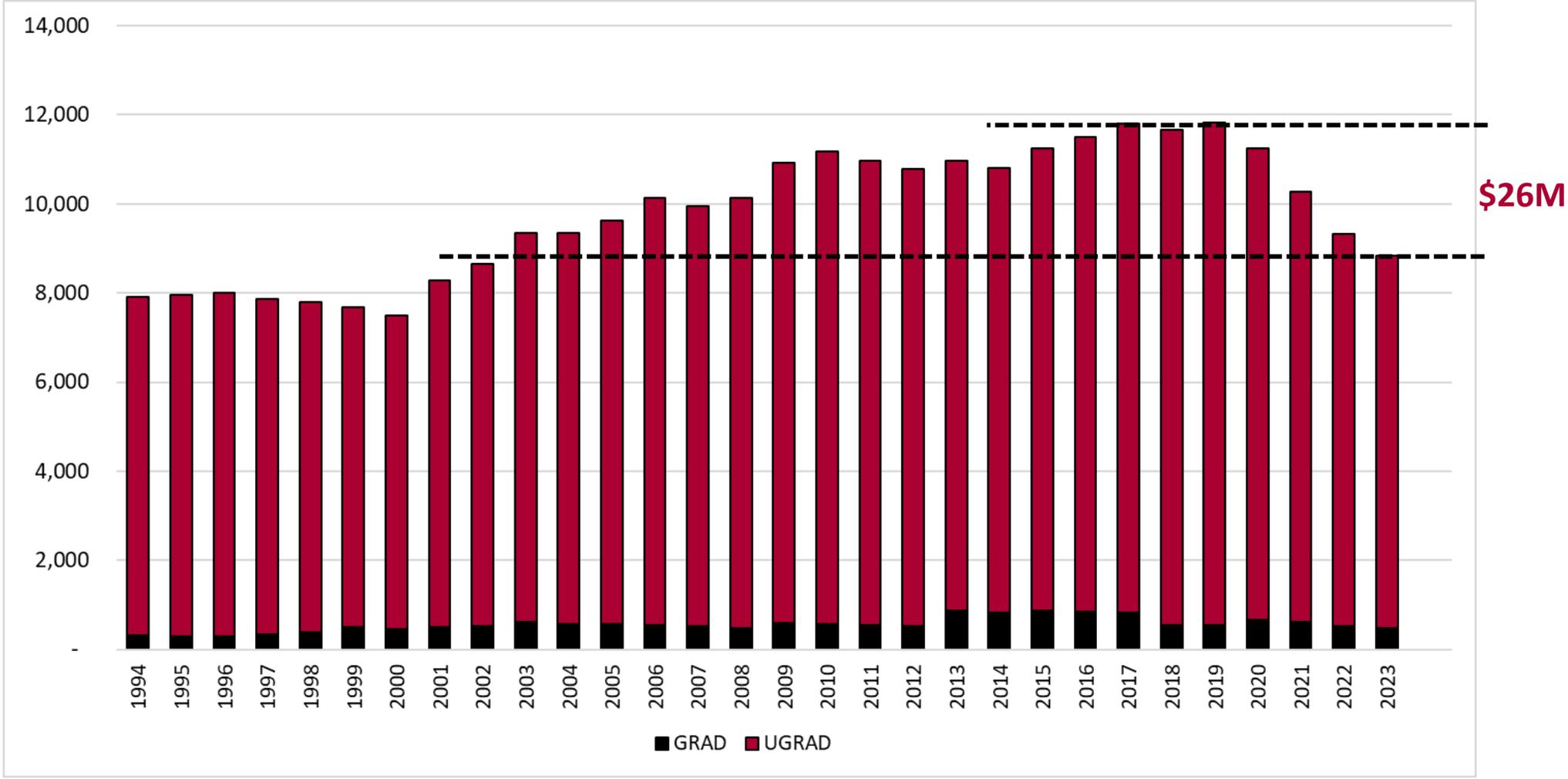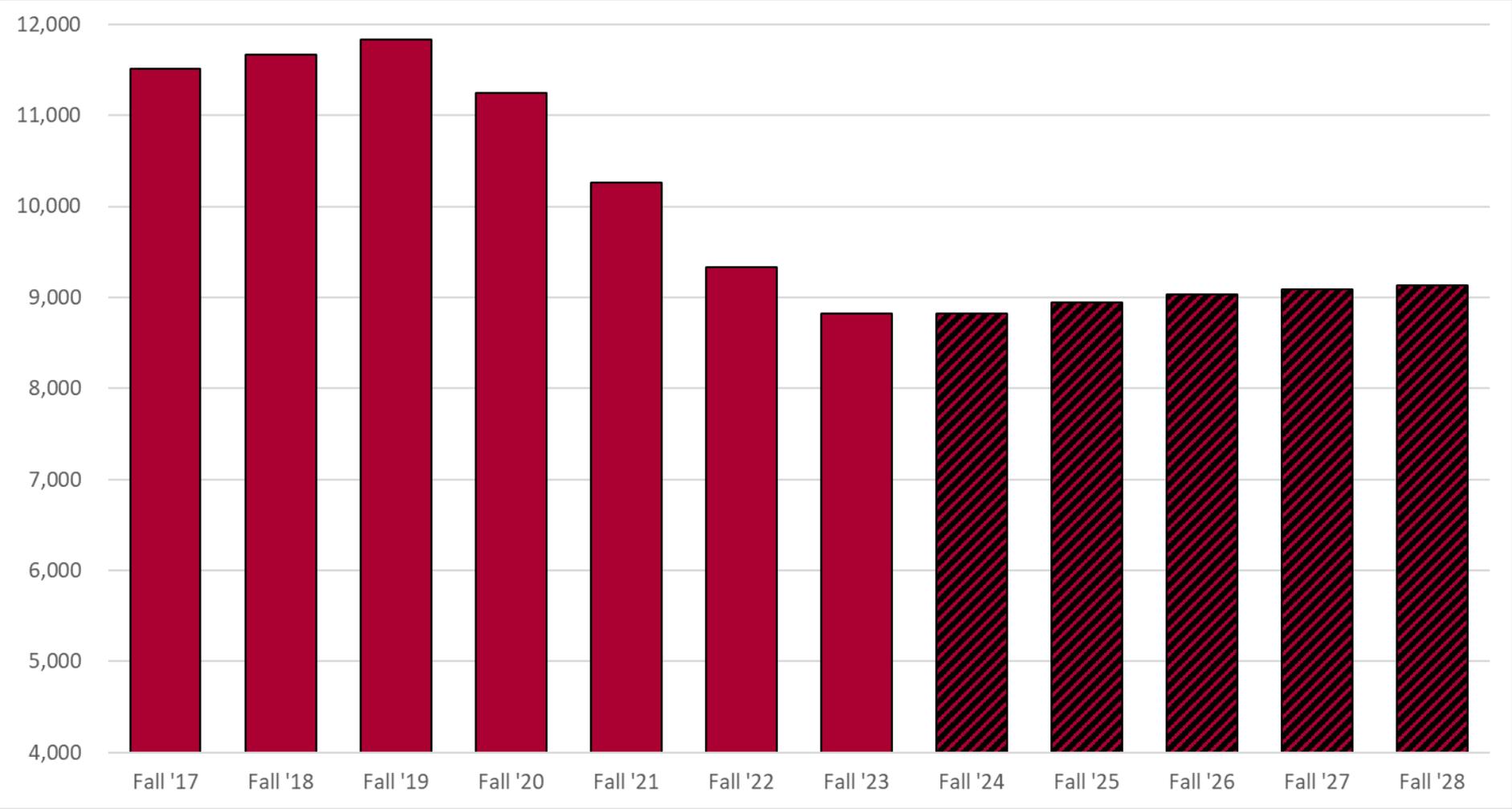CWU's **Adaptive Challenge**

Adaptive Challenges
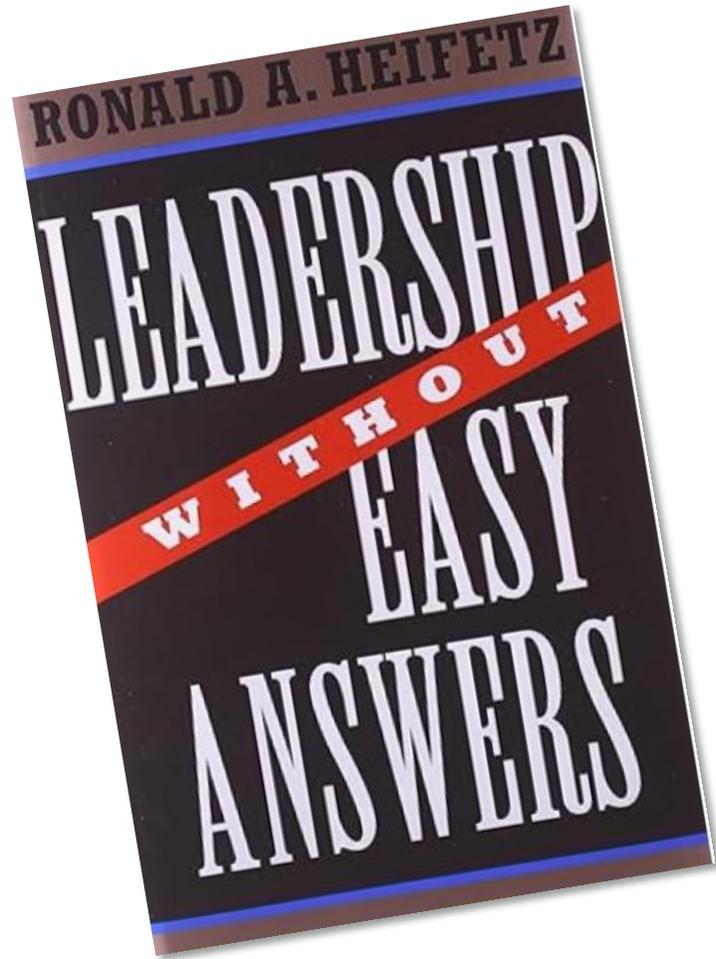
"Adaptive work is required when our deeply held beliefs are challenged, when the values that made us successful become less relevant, and when legitimate yet competing perspectives emerge."
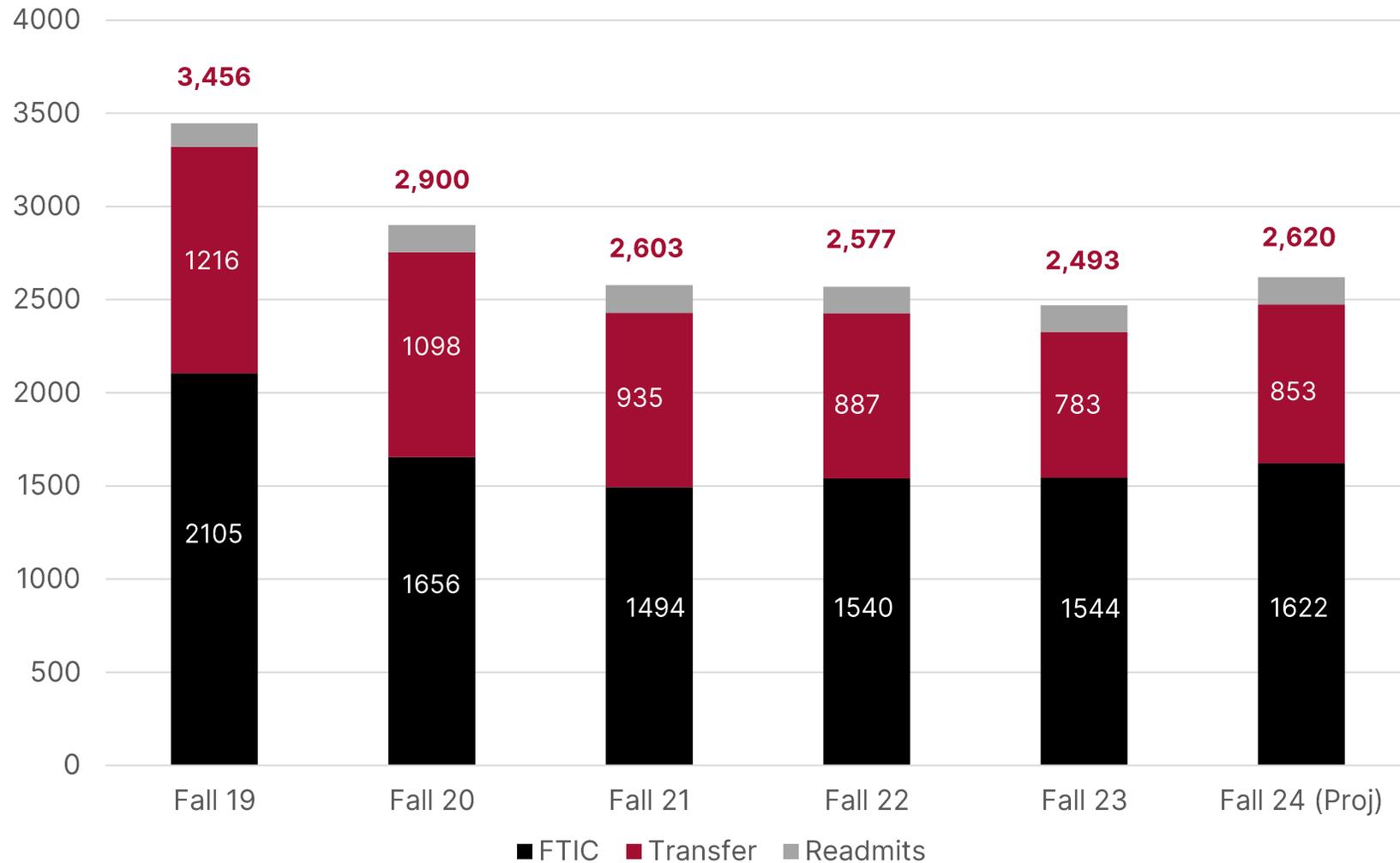
Ronald Heifetz, "The Work of Leadership"

CWU 30-Year Fall Enrollment Trend

Enrollment Projections Through 2028

Newly Enrolled Undergraduate Students by Type

	Fall 19	Fall 20	Fall 21	Fall 22	Fall 23	Fall 24 (Proj)
Total	3,456	2,900	2,603	2,577	2,493	2,620
Transfer	1216	1098	935	887	783	853
FTIC	2105	1656	1494	1540	1544	1622

■ FTIC ■ Transfer ■ Readmits

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State Funding & CWU

2025-2027 Biennium Budget Request

Cost of Living Raises (Fund Split)
- Fund 100% of COLA

Enterprise Risk Mgt (Base Budget)
- Cloud Migration, Civil Rights & Compliance, Website

Degree Attainment (Base Budget)
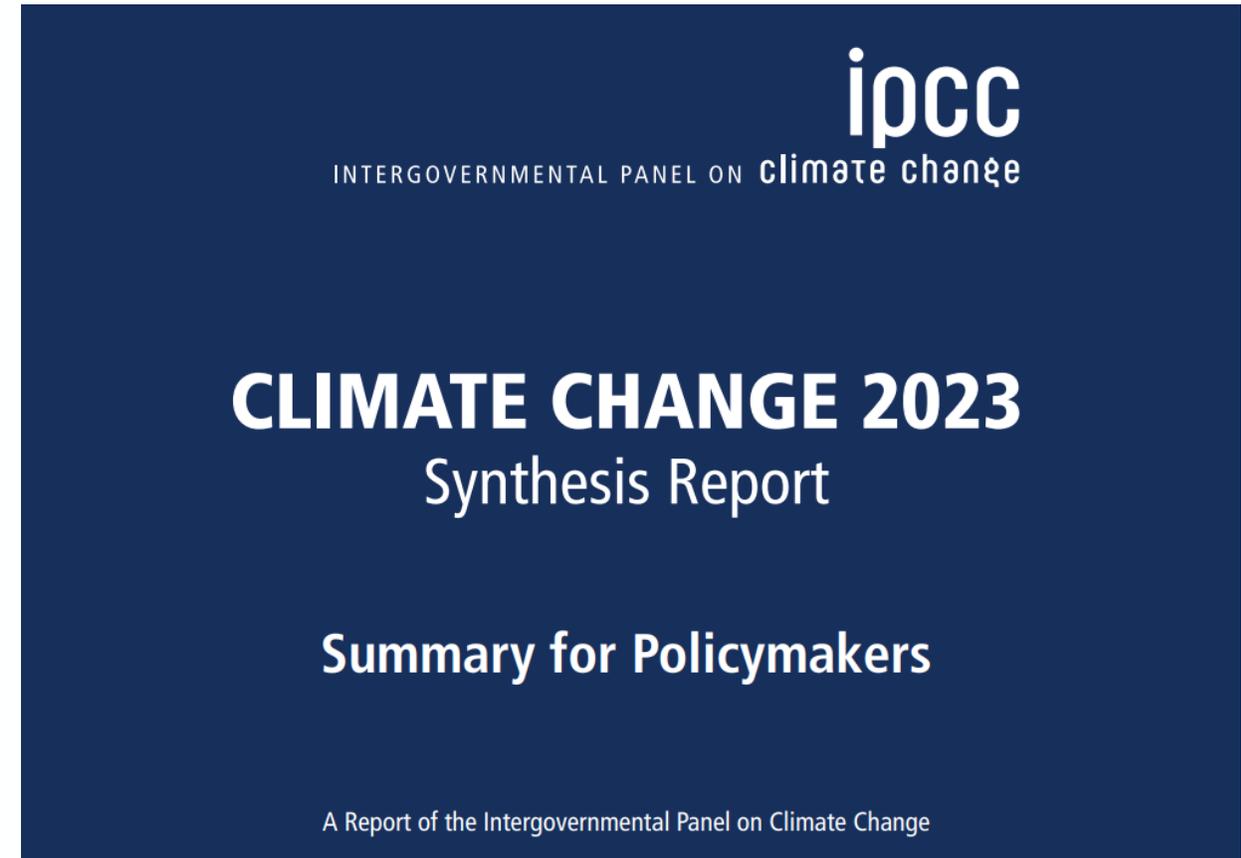- Faculty Lines, Graduate Assistant Stipends

Preventative Maintenance (Fund Shift)

National Challenge **One**

Climate Change and Sustainability

CWU

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Climate Change and Sustainability

"Climate change is a threat to human well-being and planetary health (*very high confidence*). There is a rapidly closing window of opportunity to secure a liveable and sustainable future for all (*very high confidence*)."
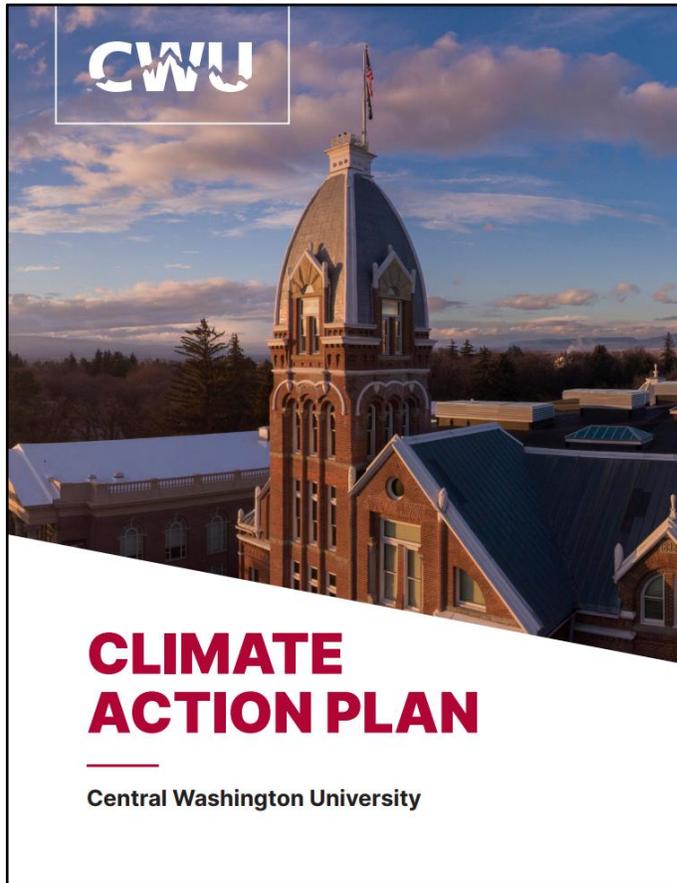

ipcc

INTERGOVERNMENTAL PANEL ON climate change

CLIMATE CHANGE 2023
Synthesis Report

Summary for Policymakers

A Report of the Intergovernmental Panel on Climate Change

Climate Change, Sustainability, & CWU
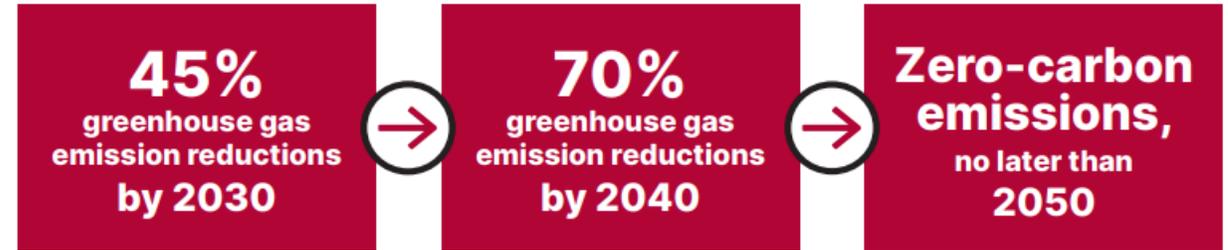
Core Value 3: Stewardship

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

- **Initiative 1.1**: Develop and implement a comprehensive, university-wide Sustainability & Climate Change Action Plan, which incorporates environmental, social, and economic considerations into university operations, infrastructure, and academic programs in collaboration with the local community.

- **Initiative 1.2**: Integrate sustainability into university-wide curriculum to provide students with the knowledge, skills, competencies, and values necessary to shape an equitable and sustainable future.
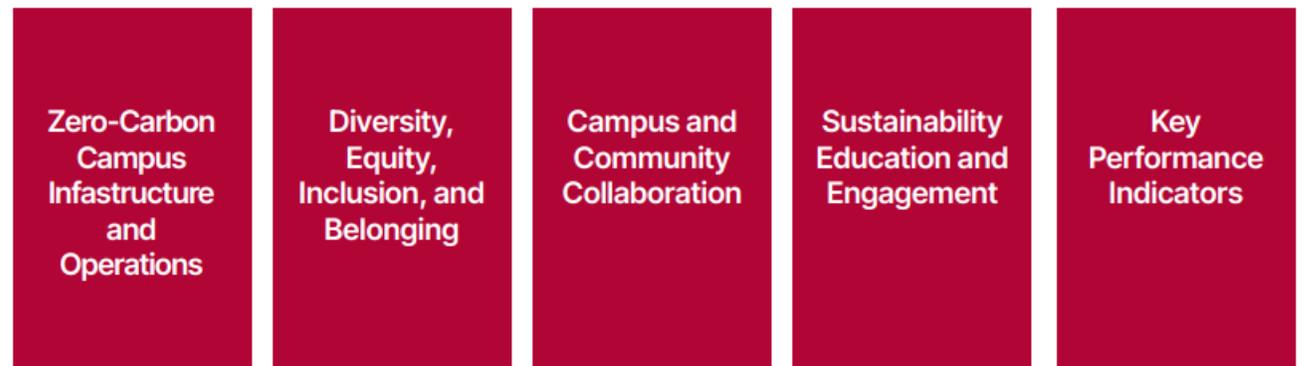
Climate Change, Sustainability, & CWU

CLIMATE ACTION PLAN

Central Washington University

Central Washington University's Commitments to Addressing Climate Change

| **45%** greenhouse gas emission reductions by 2030 | → | **70%** greenhouse gas emission reductions by 2040 | → | **Zero-carbon emissions,** no later than 2050 |

Central Washington University's Climate Action Pillars

| Zero-Carbon Campus Infastructure and Operations | Diversity, Equity, Inclusion, and Belonging | Campus and Community Collaboration | Sustainability Education and Engagement | Key Performance Indicators |

Climate Change, Sustainability, & CWU

Climate Change, Sustainability, & CWU

Grants Funded in FY24

- Large Scale Solar Innovation ($451,642)

- Solar Installation on Existing Buildings ($473,467)

Climate Change, Sustainability, & CWU

AASCU
Delivering America's Promise

American Association of State Colleges and Universities

Sustainability and Sustainable Development Award

CWU

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Climate Change, Sustainability, & CWU

2025-2027 Biennium Budget Request

CWU Sustainability Solutions Center—Phase I
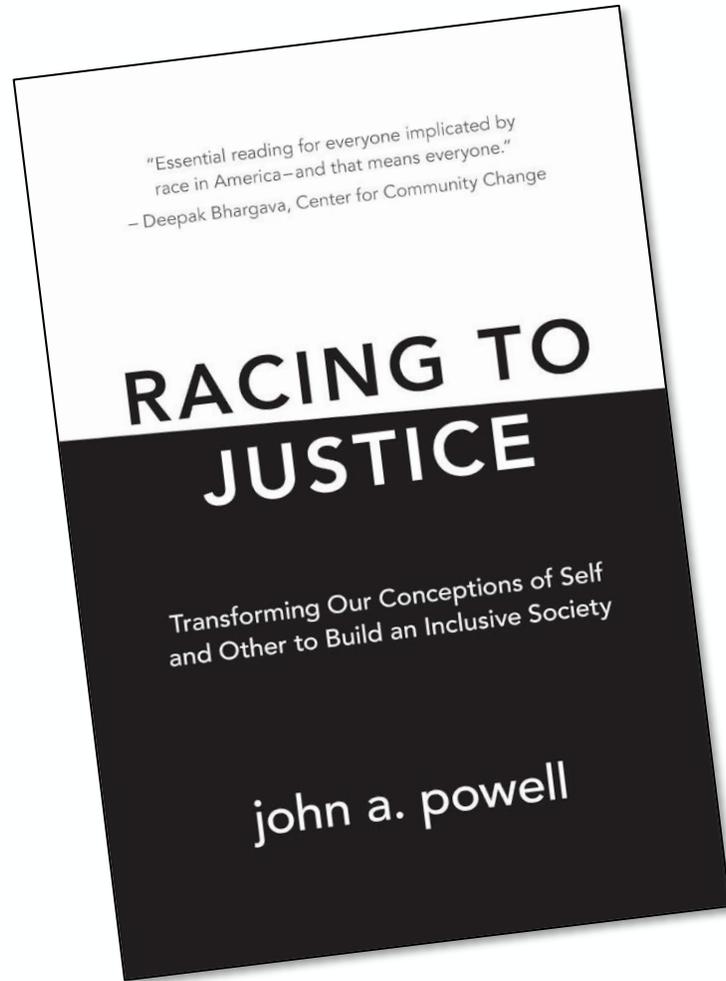
- A multidisciplinary platform for students, faculty, staff, and the community to address critical issues related to sustainability and climate change
- One full-time Sustainability Coordinator, one Composter Equipment Operator, and three student employees
- Funding to integrate sustainability in the curriculum

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National Challenge **Two**

Racial and Economic Injustice

Racial and Economic Justice

"Essential reading for everyone implicated by race in America—and that means everyone."
— Deepak Bhargava, Center for Community Change

RACING TO JUSTICE

Transforming Our Conceptions of Self and Other to Build an Inclusive Society

john a. powell

"There is a need for an alternative vision, a beloved community where being connected to the other is seen as the foundation of a healthy self, not its destruction, and where the racial other is seen not as the infinite other, but rather as the other that is always and already part of us."

Racial and Economic Justice & CWU
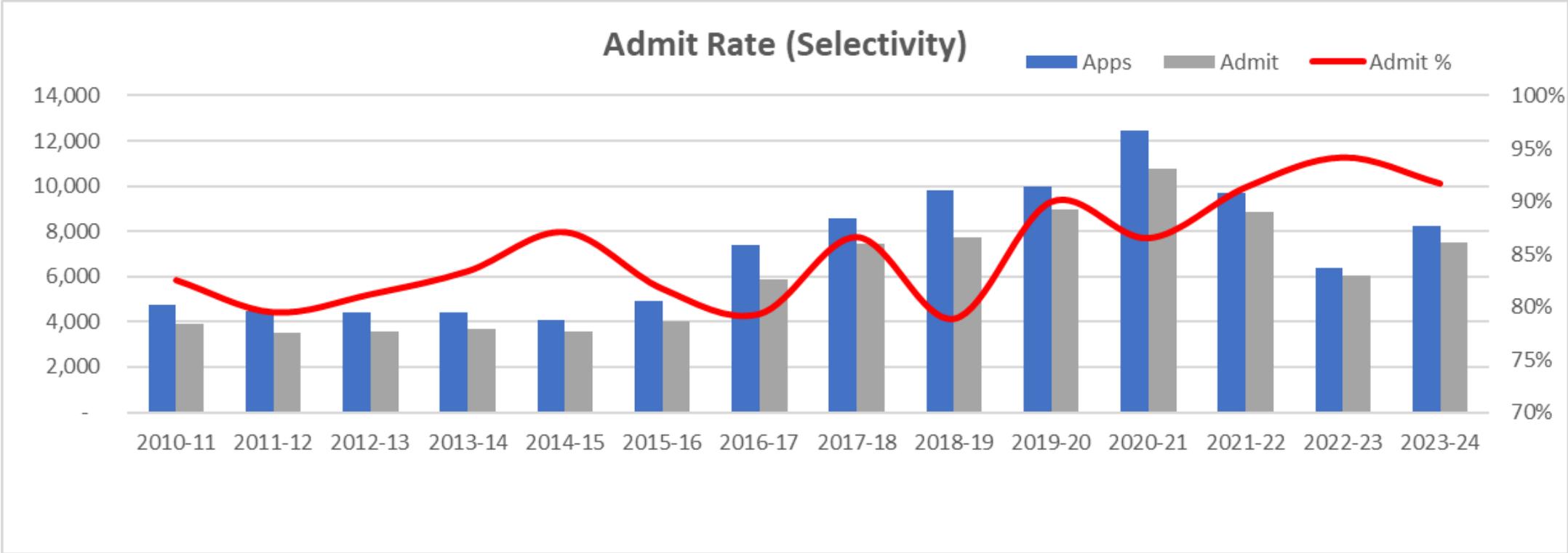
Unifying Value: Student Success

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.

- **Initiative 1.1**: Increase enrollment through the development and implementation of a relational recruitment model integrated with clearly branded marketing.

- **Initiative 1.2**: Increase retention rates of new freshman students, closing equity gaps.

- **Initiative 1.3**: Analyze completion rates by course and overall graduation rates, using disaggregated data for different demographic groups, and close equity gaps in student success.

- **Initiative 1.4**: Working with high schools and community colleges, develop clear pathways into the university to provide equitable and inclusive enrollment practices and graduation attainment.

Institutional Effectiveness Dashboards

Historical Application and Admit Rates
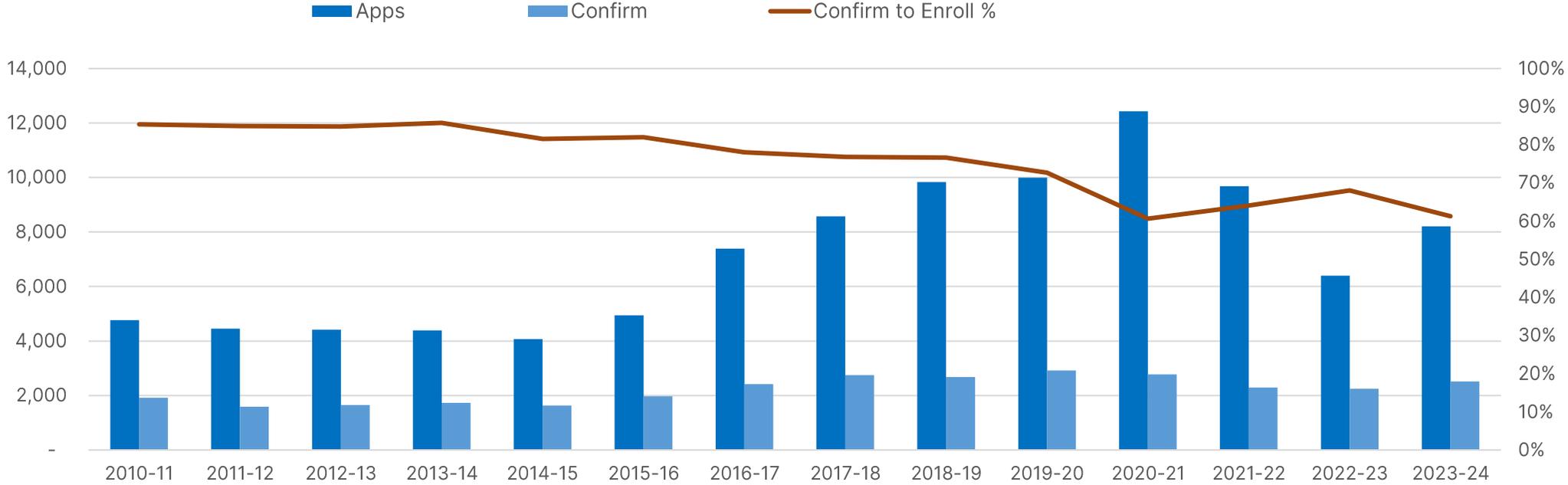
Applications Disaggregated

Applications by Race/Ethnicity

Legend: Fall 2018 (black), Fall 2023 (red)

Categories: African American/Black, Alaskan/Native American, Asian, Hawaiian/Pacific Islander, Latino/Hispanic, Multiracial, NonResident Alien, Not Reported, White

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Admits Disaggregated

% of Applications Admitted by Race/Ethnicity
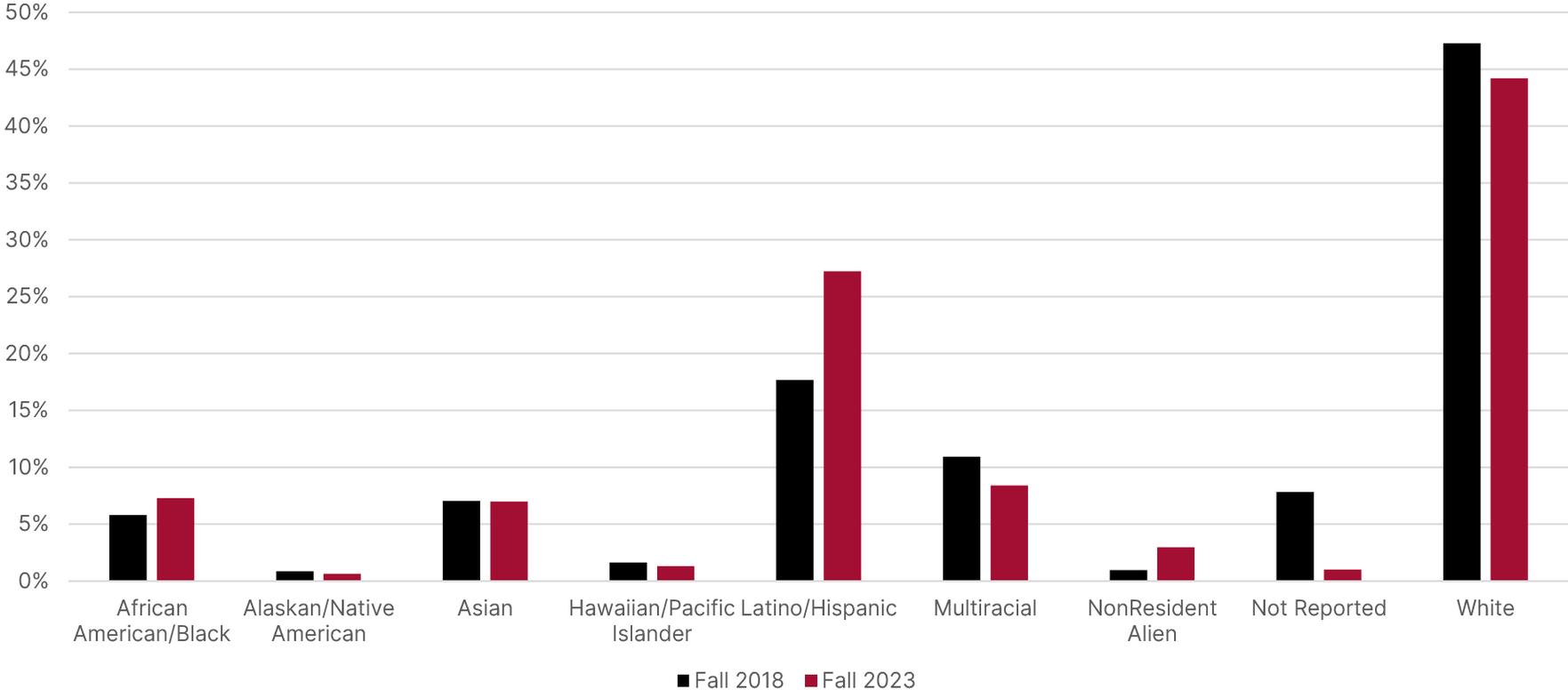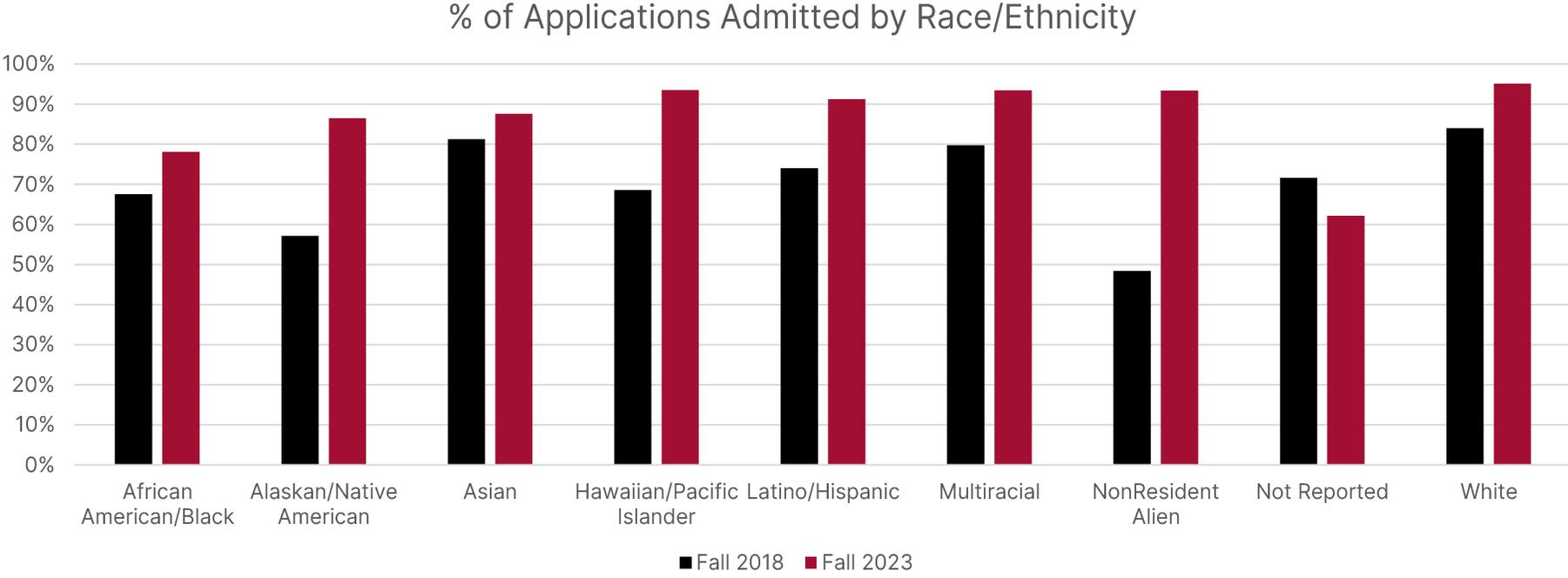
Confirmation Yield Disaggregated

Yield on Confirmations by Race/Ethnicity

■ Fall 2018 ■ Fall 2023

CWU

CREATE YOUR FUTURE
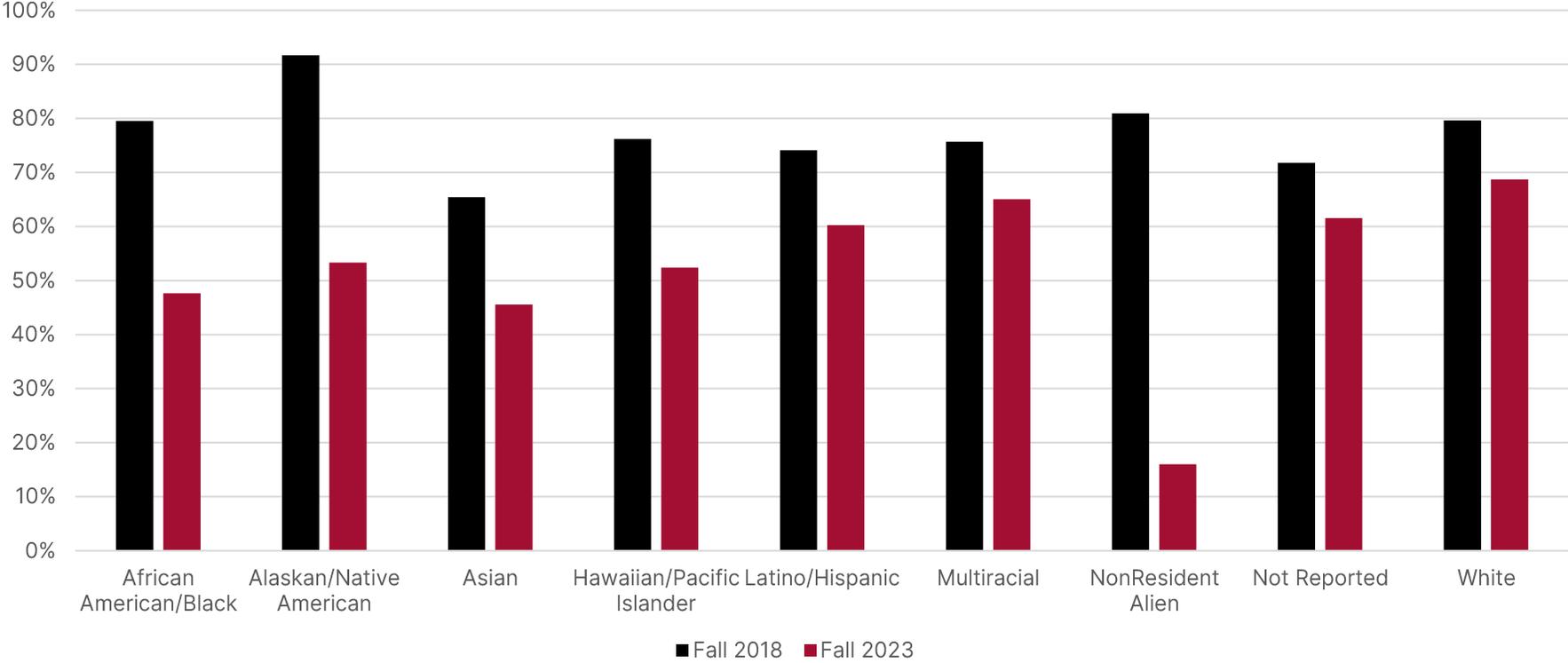
Percent of Newly Enrolled FT Undergraduates
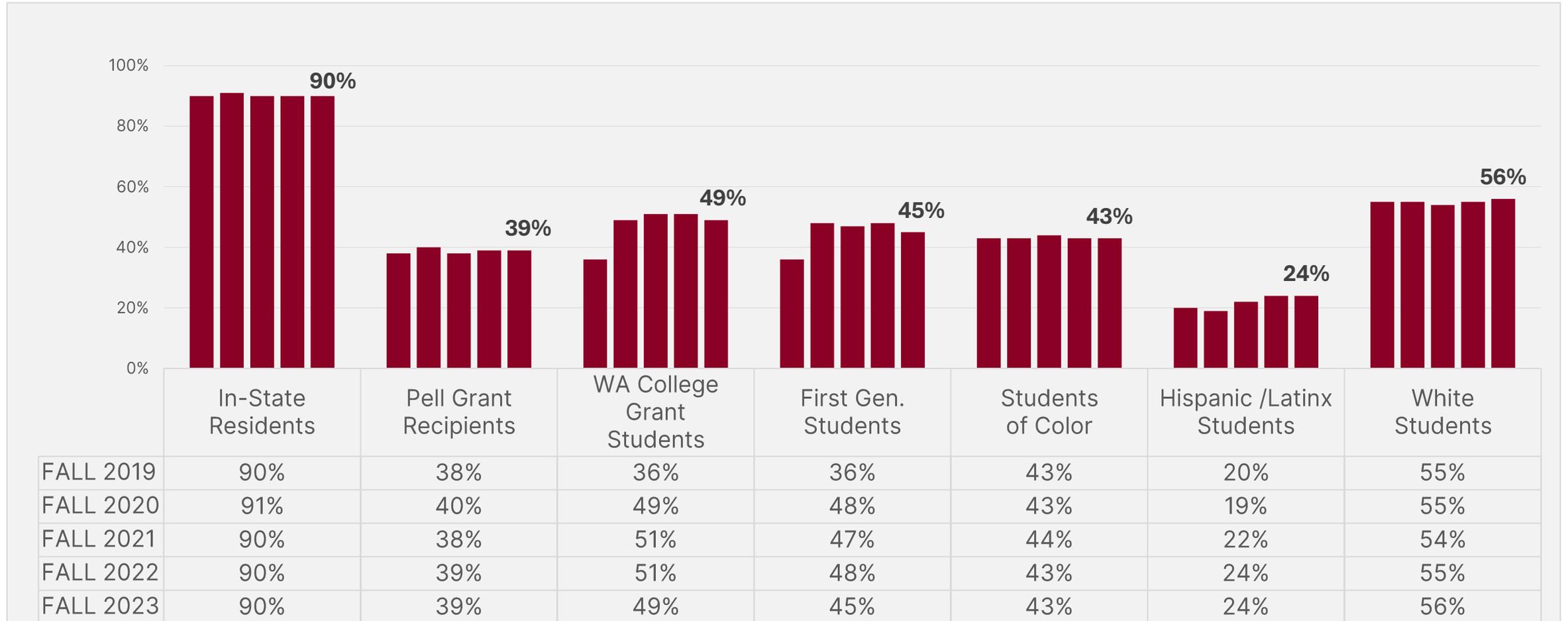
	In-State Residents	Pell Grant Recipients	WA College Grant Students	First Gen. Students	Students of Color	Hispanic /Latinx Students	White Students
FALL 2019	90%	38%	36%	36%	43%	20%	55%
FALL 2020	91%	40%	49%	48%	43%	19%	55%
FALL 2021	90%	38%	51%	47%	44%	22%	54%
FALL 2022	90%	39%	51%	48%	43%	24%	55%
FALL 2023	90%	39%	49%	45%	43%	24%	56%

Retention of Full Time FTIC Students

Retention Rates by Term

	Fall-Winter	Fall-Spring	Fall-Fall
2018-19	92%	88%	73%
2019-20	93%	86%	72%
2020-21	88%	84%	69%
2021-22	90%	84%	68%
2022-23	91%	84%	69%
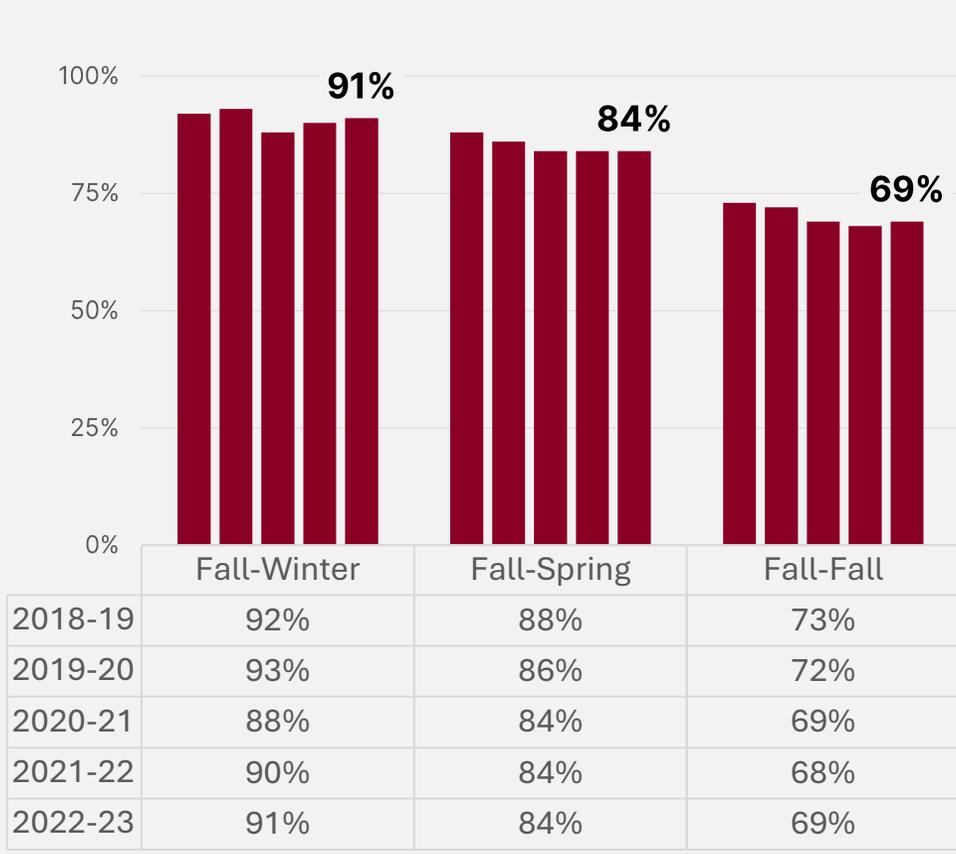
Fall to Fall Retention Rates by Subgroup

	Pell Grant Students	WA College Grant Students	First Generation Students	Students of Color	White Students
2018-19	68%	70%	67%	68%	76%
2019-20	68%	69%	70%	68%	74%
2020-21	65%	64%	62%	66%	71%
2021-22	62%	65%	61%	64%	70%
2022-23	64%	66%	65%	66%	72%

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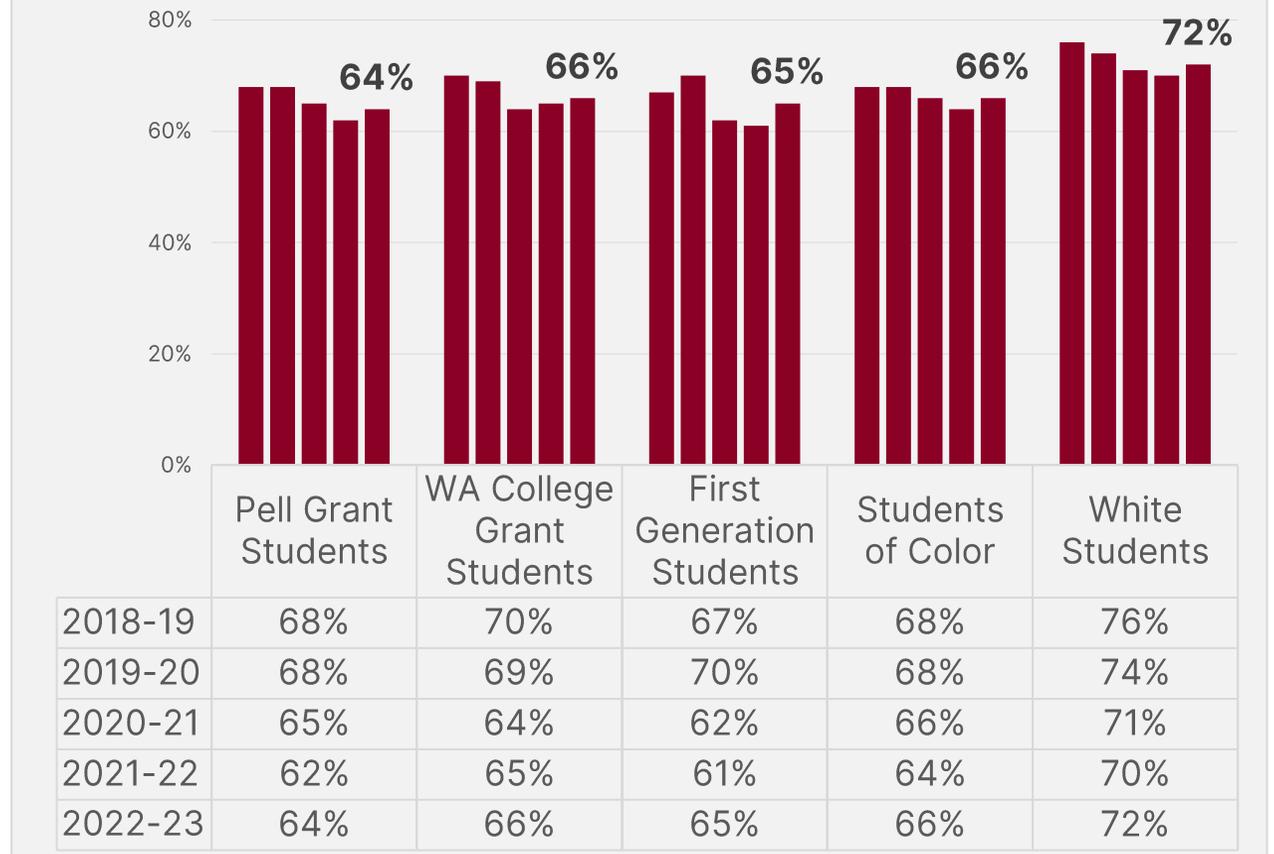
Retention of Full Time FTIC Students

**RETENTION RATES BY TERM &
BY HIGH SCHOOL GPA (HSGPA)**

HSGPA	WINTER	SPRING	2ND FALL
1.00 - 1.99	75%	70%	35%
2.00 - 2.49	81%	69%	47%
2.50 - 2.99	88%	79%	60%
3.00 - 3.24	91%	84%	65%
3.25 - 3.49	92%	89%	76%
3.50 - 3.74	95%	92%	83%
3.75 - 3.99	96%	94%	85%
4.0+	97%	94%	90%
TOTAL	**91%**	**85%**	**70%**

Note: Rates are based on the last five FT-FTIC cohorts (2018-22)

FALL-to-FALL RETENTION RATES BY HSGPA & ETHNICITY/RACE

HSGPA	Hispanic /Latinx	Non-Hispanic Asian	Non-Hispanic Black or African American	Non-Hispanic Two or more Races	Non-Hispanic White	TOTAL
1.00 - 1.99	.	.	.	.	.	35%
2.00 - 2.49	44%	62%	46%	52%	49%	47%
2.50 - 3.99	60%	60%	58%	56%	60%	60%
3.00 - 3.24	60%	89%	59%	56%	68%	65%
3.25 - 3.49	76%	76%	74%	79%	76%	76%
3.50 - 3.74	86%	86%	79%	87%	82%	83%
3.75 - 3.99	87%	88%	85%	82%	85%	85%
4.0+	92%	.	.	.	93%	90%
TOTAL	**68%**	**76%**	**60%**	**67%**	**73%**	**70%**

Six-Year Graduation Rates, FT FTIC students

	All Full-time, FTIC students	Pell Grant Students	WA College Grant Students	First Generation Students	Students of Color	White Students
2013-19	58%	53%	56%	56%	55%	59%
2014-20	60%	55%	57%	55%	50%	66%
2015-21	55%	45%	48%	52%	46%	59%
2016-22	54%	48%	51%	51%	51%	56%
2017-23	50%	44%	44%	45%	41%	55%
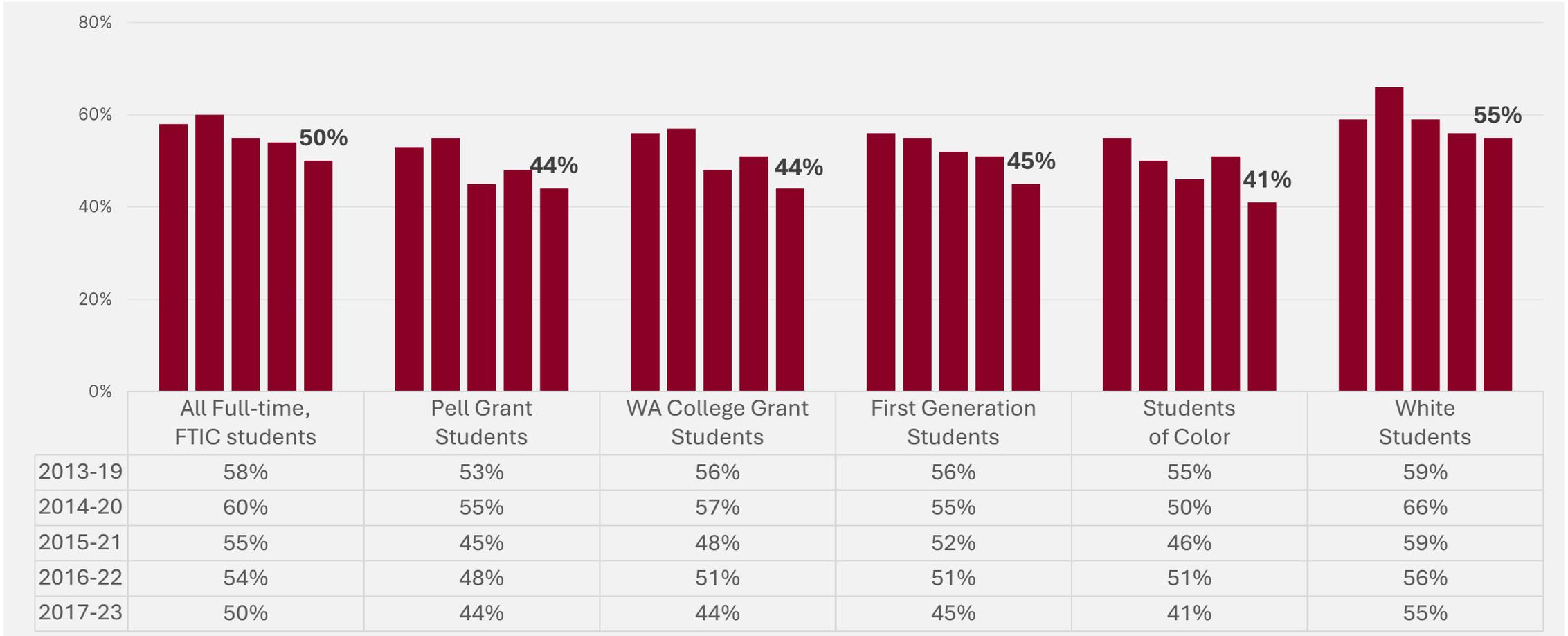
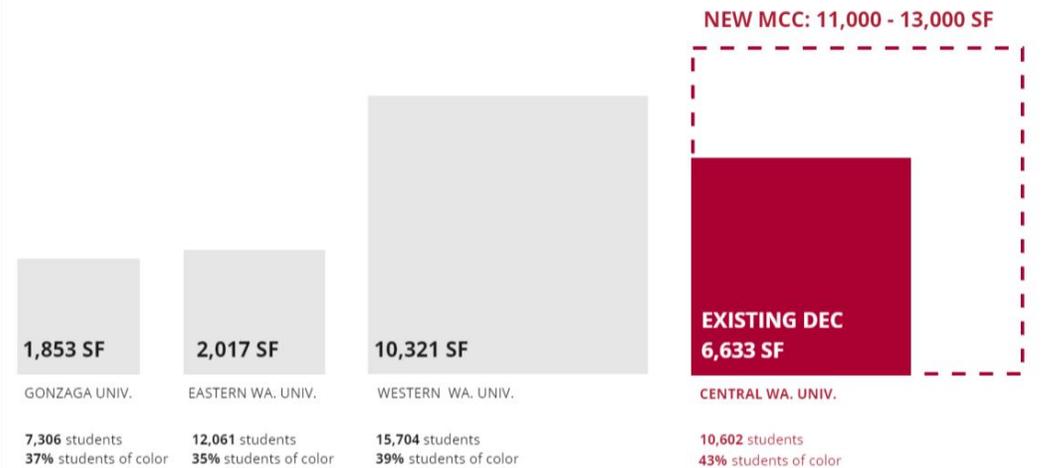# CWU's Multicultural Center

CWU
Black Hall Renovation
including the Multi-Cultural Center
and School of Education

opsis

Welcome to the CWU Multi-Cultural Center's Design Home Page!

This miro board acts as a landing page for the project in the way a website would, sharing the most up to date information. It will be updated monthly in-line with project development and milestones.

Multi-Cultural Center (MCC) Comparisons
total student population data provided is from 2022-2023

NEW MCC: 11,000 - 13,000 SF

1,853 SF	2,017 SF	10,321 SF	EXISTING DEC 6,633 SF
GONZAGA UNIV.	EASTERN WA. UNIV.	WESTERN WA. UNIV.	CENTRAL WA. UNIV.
7,306 students 37% students of color	12,061 students 35% students of color	15,704 students 39% students of color	10,602 students 43% students of color

Gonzaga University

Eastern Washington University

Western Washington University

CWU & Yakima Valley Projects

Funded Projects in FY24
- Lumina Foundation Great Admissions Redesign Partnership with WSAC, Yakima Valley School Districts ($150,000)

Likely Program Funding:
- Yakima Valley Dual Enrollment and Credential Innovation ($1.7 M for two years; beginning spring/summer 2025, if funded)

Equity and Belonging at CWU

2025-2027 Biennium Budget Request

Multicultural Student Success Package

- Hispanic Serving Institution Initiative
- Pacific Northwest Latinx Leadership Institute
- Tribal Relations Initiative
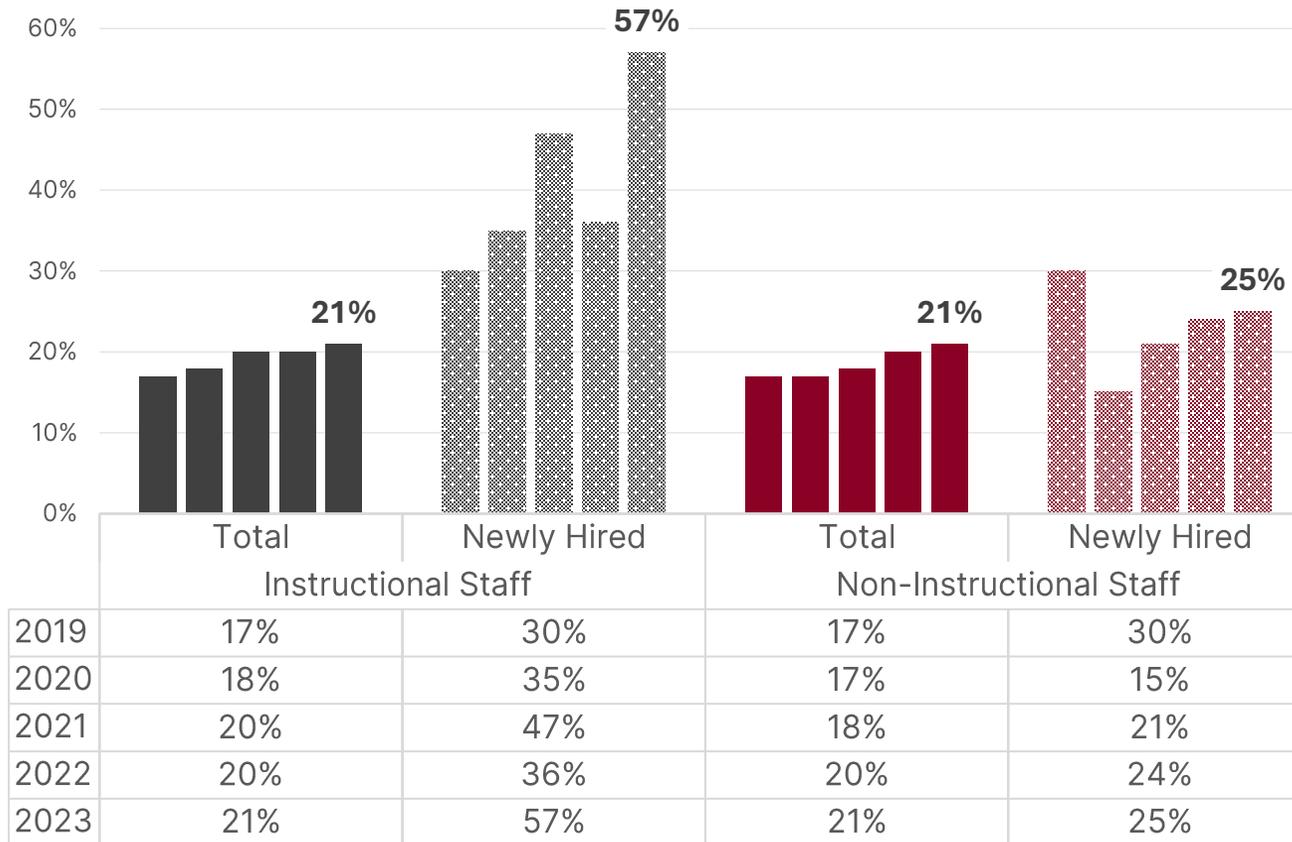
Equity and Belonging at CWU

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.

- **Initiative 1.1:** Make diversity and equity a priority in the hiring, onboarding, and retention of faculty and staff.

Employee Diversity

**Percent of Full-time Employees
who Identify as People of Color**

	Instructional Staff		Non-Instructional Staff	
	Total	Newly Hired	Total	Newly Hired
2019	17%	30%	17%	30%
2020	18%	35%	17%	15%
2021	20%	47%	18%	21%
2022	20%	36%	20%	24%
2023	21%	57%	21%	25%

Note: Employee data as of the Nov. 1st annual snapshot used for reporting to IPEDS and CUPA-HR surveys.

Newly Hired means the hire date was between November 1 (of the prior year) and October 31 (of the reported year) and they were on the payroll as of November 1 (of the reported year). The newly hired counts exclude anyone who previously held any job at CWU.
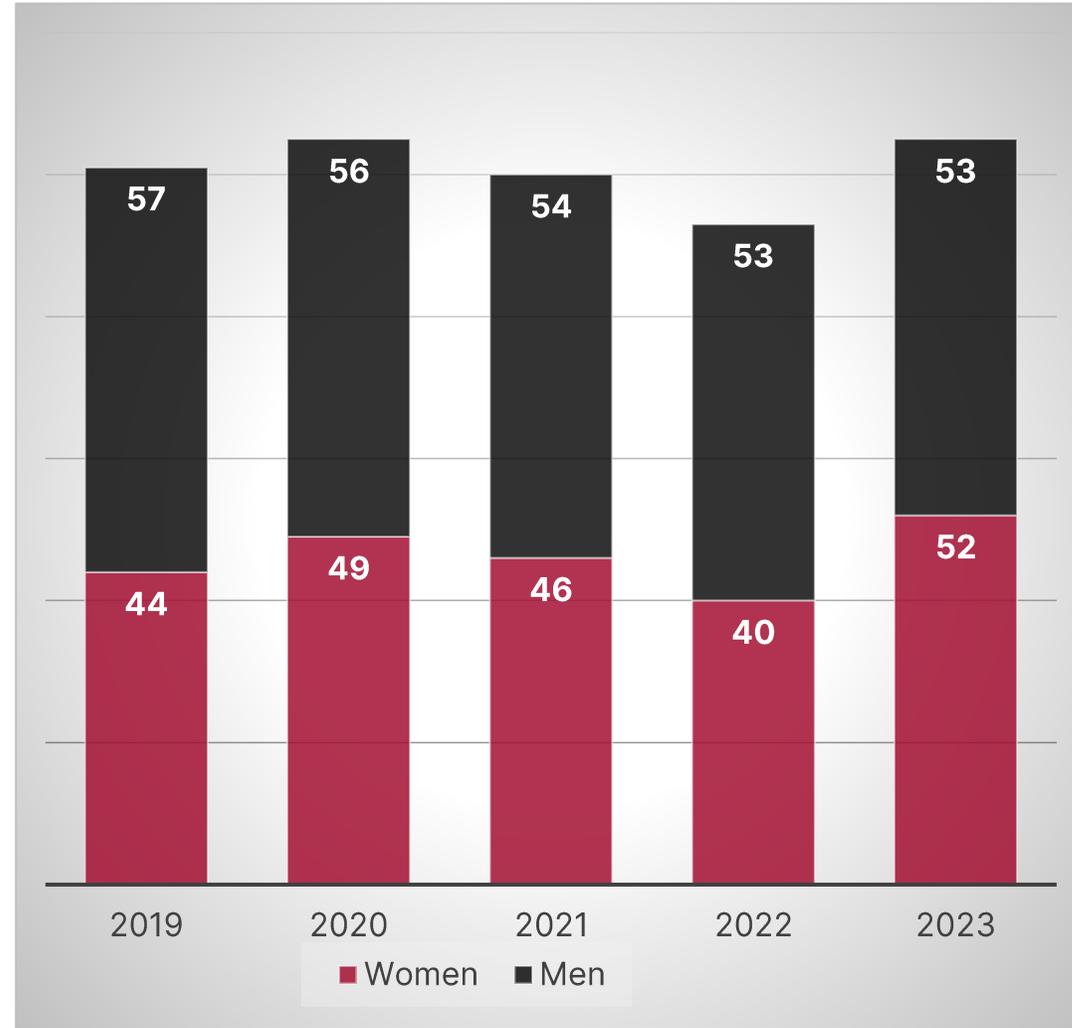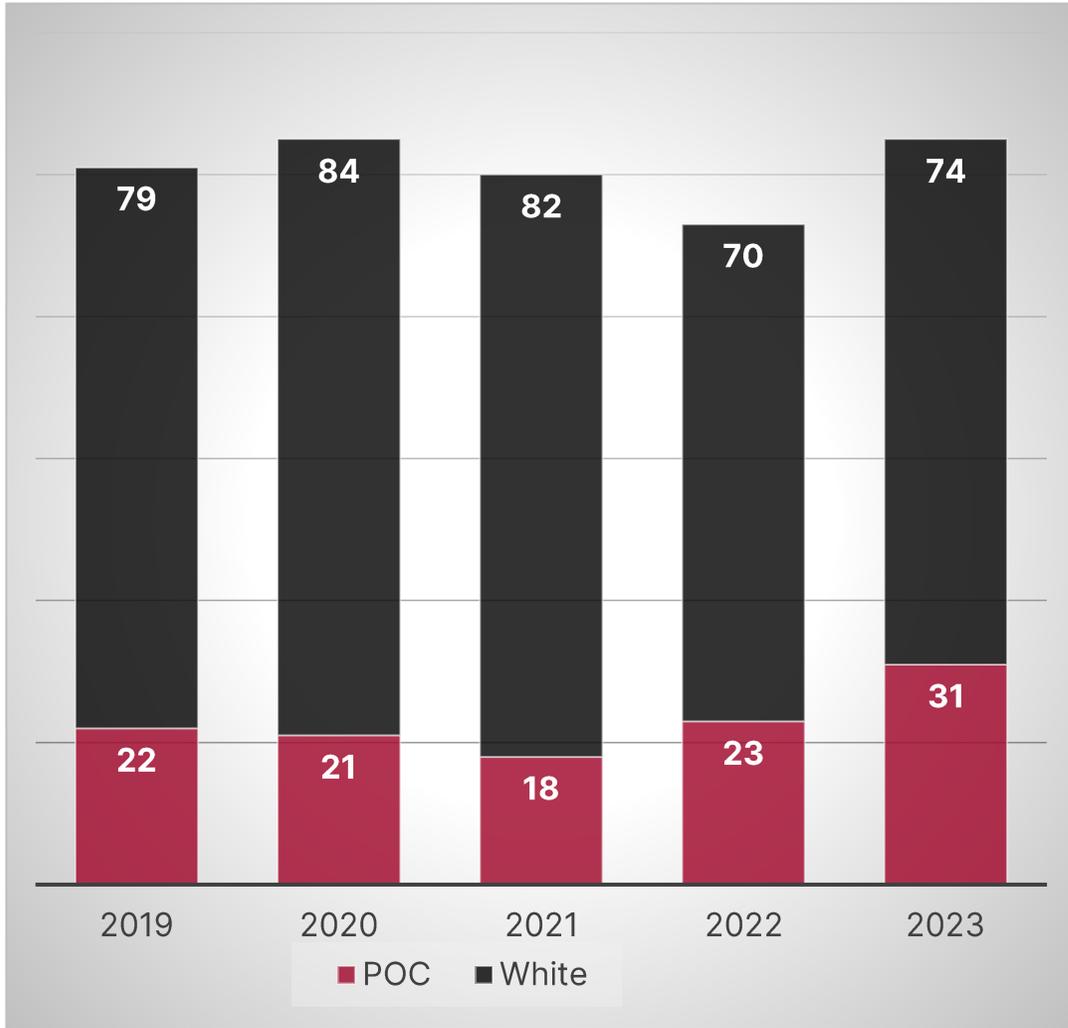
Executive-level Administrator Demographics
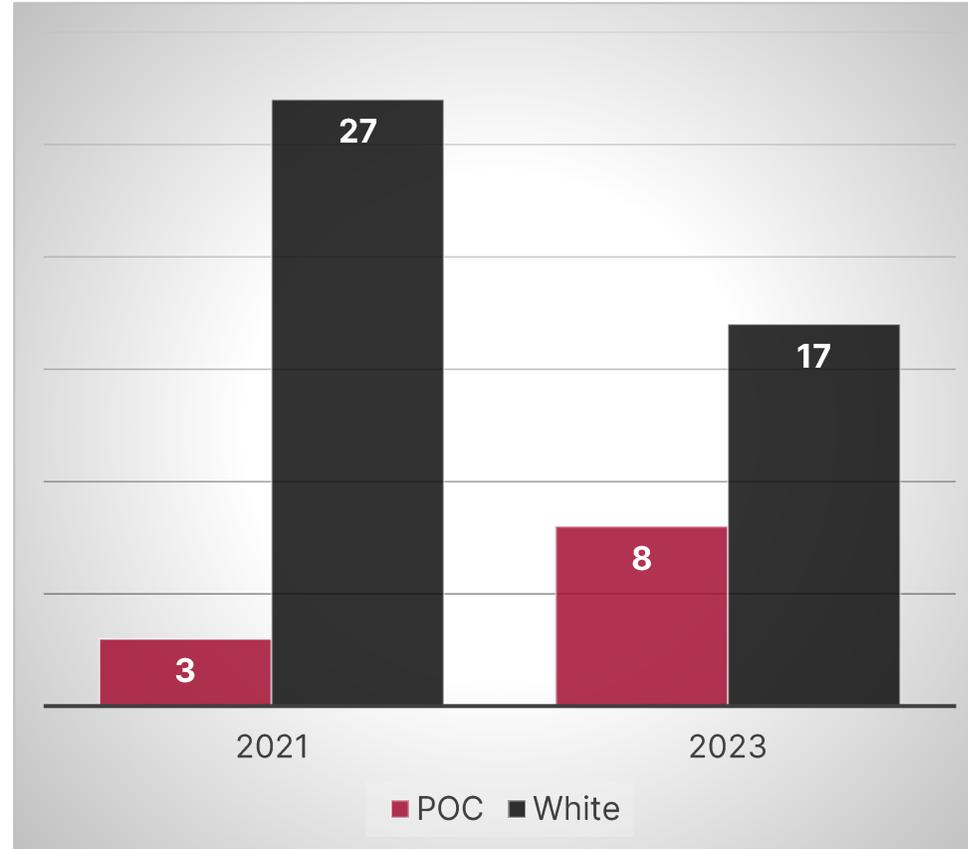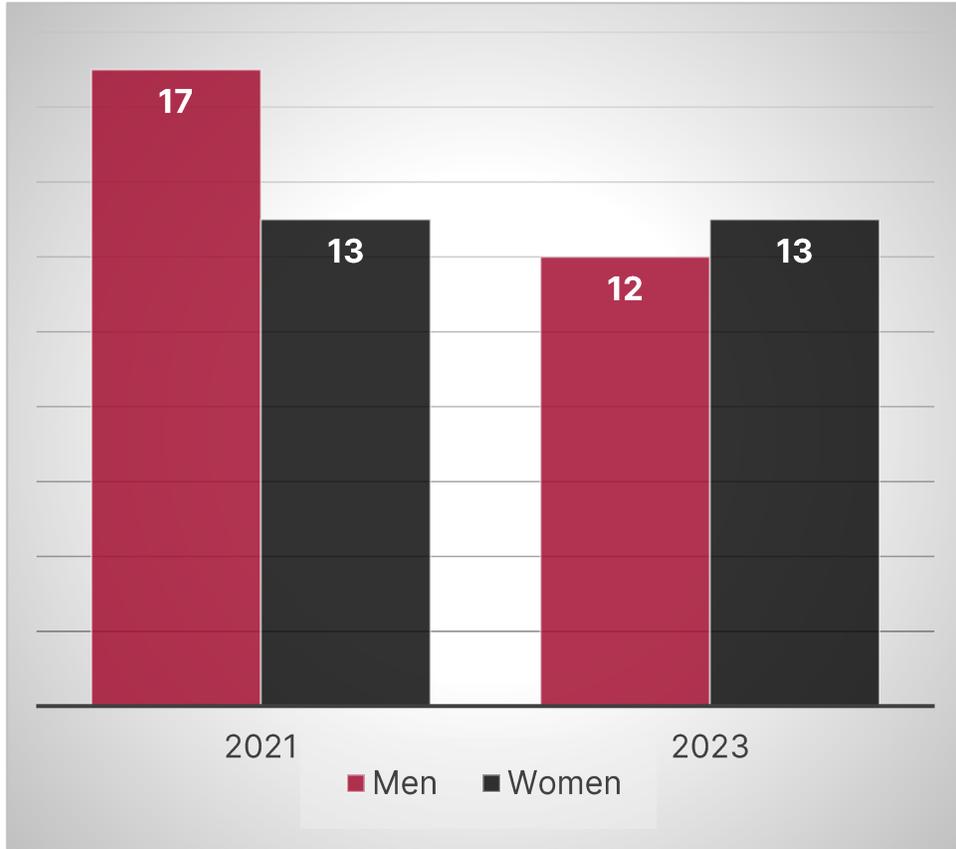
Nov 1 Snapshot

IPEDS 1A
Includes:
president, vice presidents, assoc and assist vps, deans, assoc deans.

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All Administrator Diversity

Left chart (POC / White):

Year	POC	White
2019	22	79
2020	21	84
2021	18	82
2022	23	70
2023	31	74

Legend: POC, White

Right chart (Women / Men):

Year	Women	Men
2019	44	57
2020	49	56
2021	46	54
2022	40	53
2023	52	53

Legend: Women, Men

Nov 1 Snapshot

IPEDS 1A, 1B, 1C 1A plus Exec Directors, Directors, Assoc and Asst Directors, Managers

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Equity and Belonging at CWU

Core Value: Belonging

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

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.

- **Initiative 3.1**: Develop and implement diversity, equity, and inclusion (DEI) training programs for faculty, staff, and students to raise awareness, build understanding, and promote inclusive practices across the university.

Tier One: DEI Professional Development
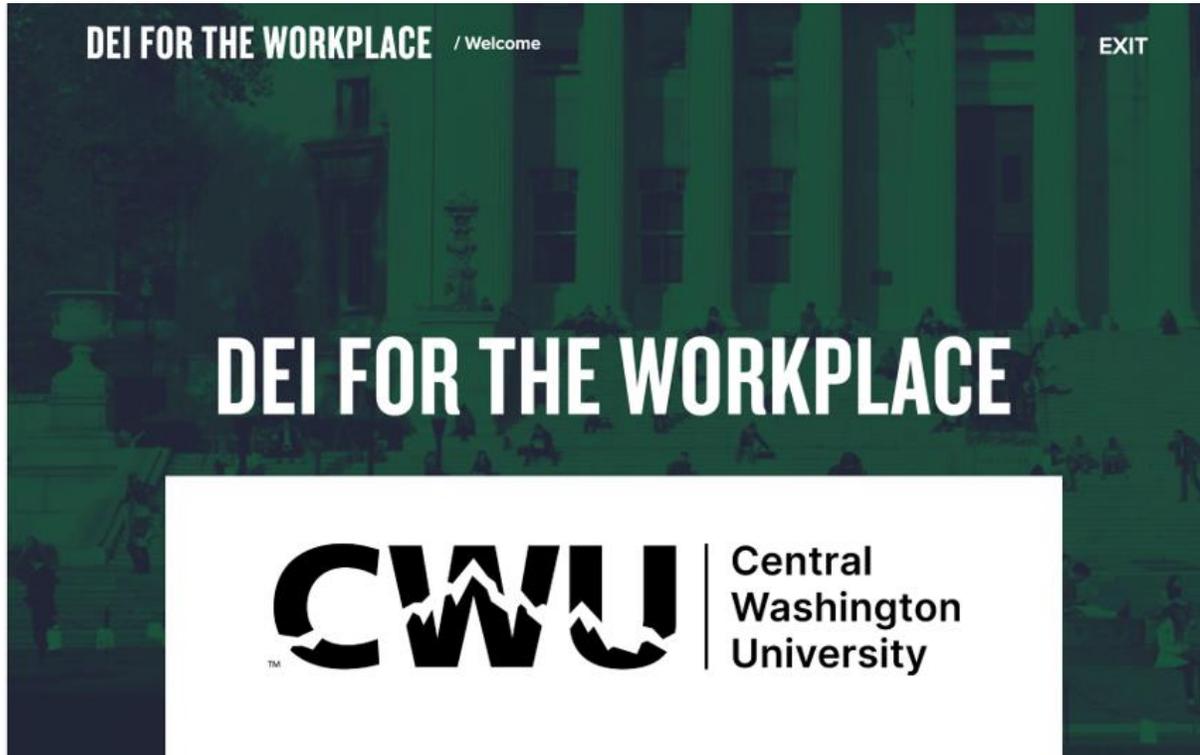
- Foundational – provides basic understanding of diversity, equity, and inclusion, the related terminology, and the significance of the work.

- Case Studies – to identify and understand microaggressive behavior, and the related unconscious and implicit biases.

- Allyship – strategies and practices discussed.

- Course Goals: defining diversity, equity, and inclusion, and identifying categories of difference.

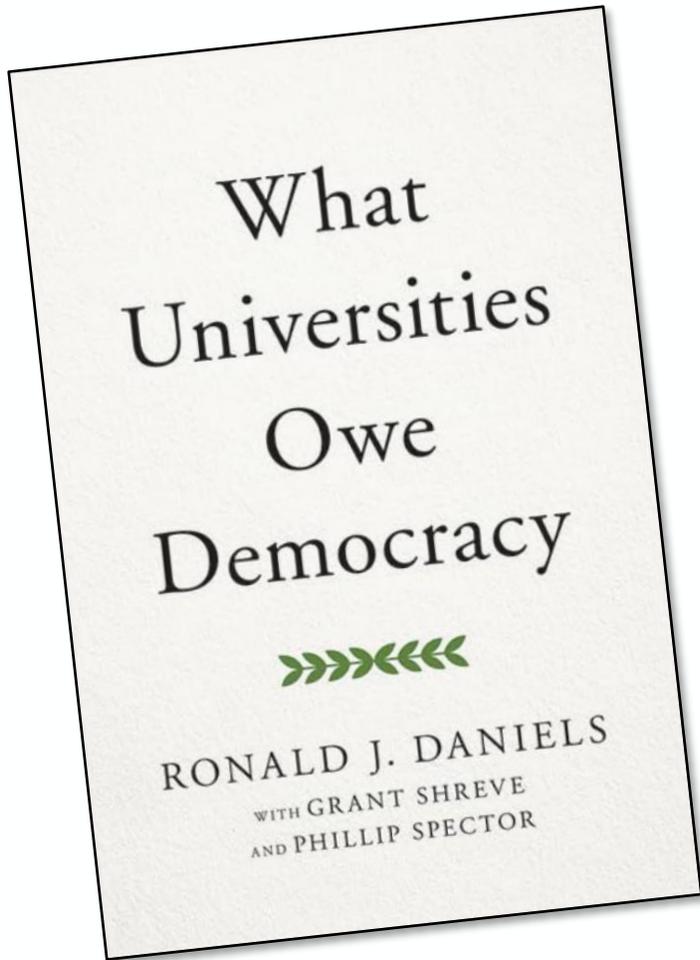# Tier Two: DEI Professional Development

- Diversity Advocate Workshop
- Living Social Justice
- Anti-Racist Emotional Intelligence
- Supervisor Summit
- Equity and Belonging: A Toolkit to live into our Vision

National
Challenge **Three**

The Fraying
of our Democracy

The Fraying of our Democracy

"Universities are not merely bystander institutions to democracy but deeply implicated in, and essential for, its success. It is imperative in this moment of democratic backsliding that our universities more self-consciously vindicate their obligations to this most precious and fragile form of self-governance."

Democracy & CWU

Core Value 1: Engagement

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

Initiative 2.1: Create an Institute for Civic and Community Engagement that partners with SLICE to expand community partnerships to provide experiential learning and civic engagement opportunities for students.

Initiative 2.2: Working through the Campus Compact model, develop and implement a Civic Action Plan.

Democracy & CWU

Democracy & CWU

Core Value 3: 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.

Initiative 2.1: Create a university-wide committee consisting of representatives from faculty, staff, students, administrators, and trustees to study shared governance, review our shared governance practices, and create a national model for shared governance at CWU.

Shared Governance Committee, 2023-24

1966 "Statement on Government of Colleges and Universities"
- Endorsed by the American Association of University Professors (AAUP), Association of Governing Boards (AGB), and the American Council on Education (ACE)

- Call for unified action and aligning of priorities

- Three key elements: interdependence, communication, joint action

- For these elements to happen, there needs to be

  - A mindset of institutional thinking which depends on building trust

  - Data and information sharing

  - Inclusion of faculty, staff, and students in decision-making in ways that elevate collaboration

Shared Governance Committee, 2023-24

Readings from the American Association of University Professors (AAUP)
- "On the Relationship of Faculty Governance to Academic Freedom" (1994)
- "The Role of Faculty in Budgetary and Salary Matters" (1972)
- "Statement on Academic Government for Institutions Engaged in Collective Bargaining" (1988)

Readings from the Association of Governing Boards (AGB)
- "Statement on Board Responsibility for Institutional Governance" (2010)
- "Shared Governance: Changing with the Times" (2017)
- "AGB Board of Directors' Statement on Shared Governance" (2017)

Additional **Information**

Fundraising and Additional Budget Requests

CWU

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CWU's Comprehensive Campaign
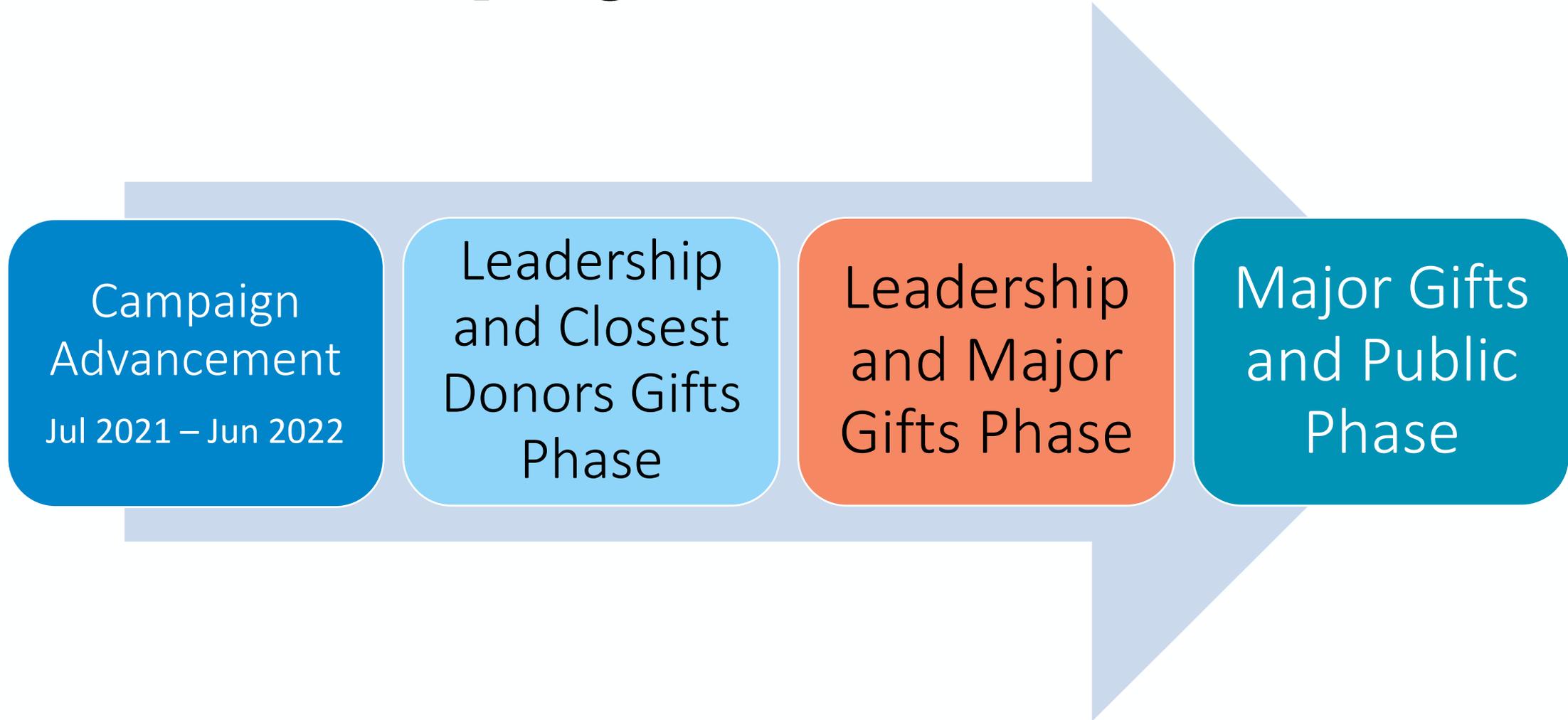
Core Value 1: Engagement

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

- **Initiative 2.3**: Strengthen the partnership between the Foundation, the Alumni Association, and the university community to enhance lifelong alumni and donor relationships that support our students, faculty, and staff.
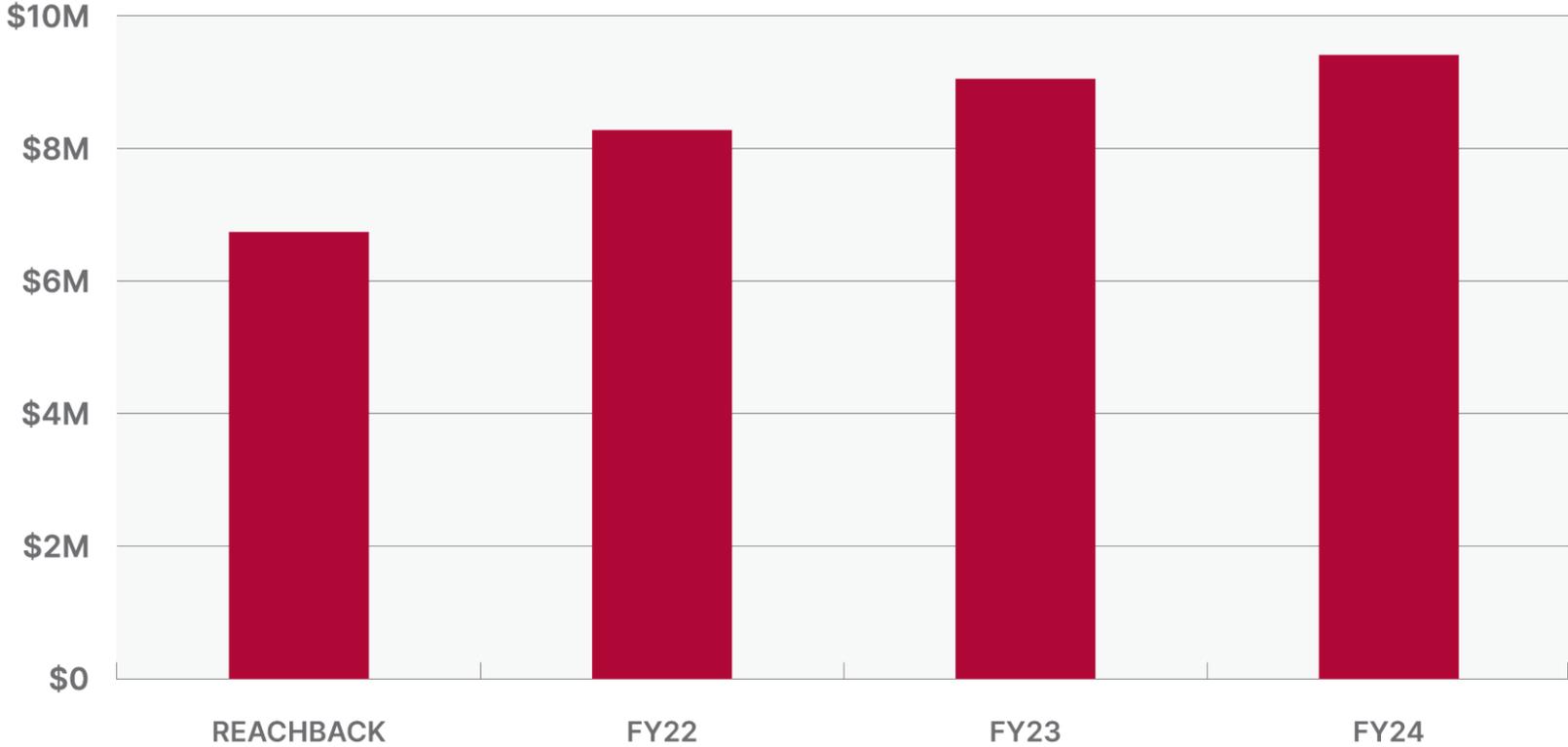
CWU's Comprehensive Campaign

Futures
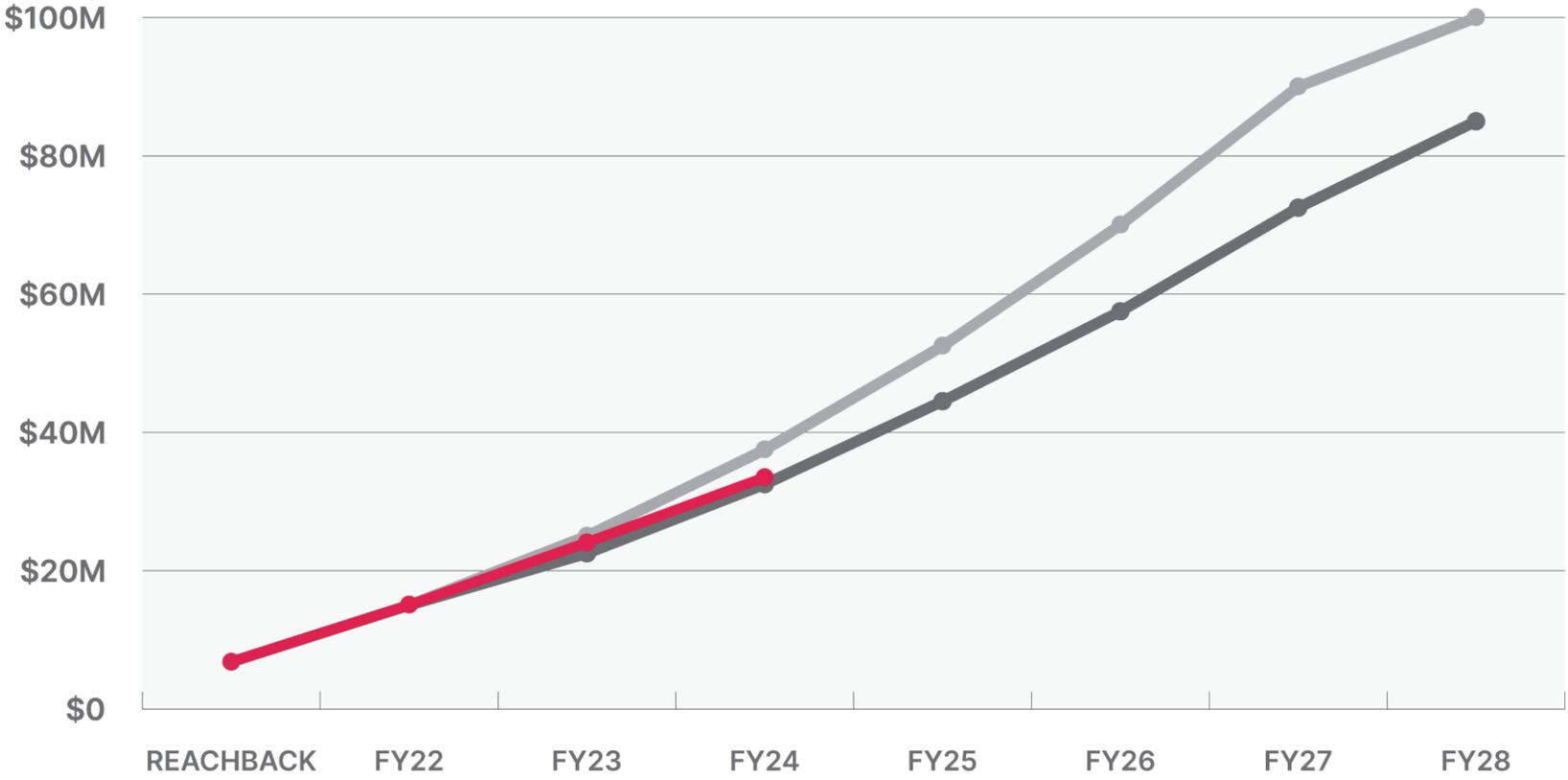Our Campaign for Central Washington University

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CWU's Campaign Process

| Campaign Advancement Jul 2021 – Jun 2022 | Leadership and Closest Donors Gifts Phase | Leadership and Major Gifts Phase | Major Gifts and Public Phase |

CWU Campaign Progress

| | REACHBACK | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 |

CWU — CREATE YOUR FUTURE

Additional Operating Budget Requests

2025-2027 Biennium Budget Request

Healthcare
- Mental Health Counseling Faculty and Resources
- Allied Health Professions and Other Healthcare Programs

Occupational Safety and Health Programs

Business and Community Services

Capital Budget Requests

2025-2027 Biennium Budget Request

- Emergency Backup Power System
- Behavioral and Mental Health (Design)
- Arts Education Complex (Design)
- Aviation Degree Expansion
- Institutional Equipment Upgrades
- Wildcat Farm Composter
- Decarbonization Package

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Breakout Sessions, 10:00-10:45

CWU Climate Change Action Plan & Sustainability Curriculum
Jeff Bousson and Susan Kaspari

Fall 2024 Recruitment Cycle and Fall 2025 Recruitment Plan
Hung Dang and Kelsey Haney

Equity and Belonging Training and Professional Development (SB 5227)
Charlita Shelton, Sigrid Davison, Laura Brant, Mal Stewman

Creating Seamless Pathways from the Yakima School District to CWU
Kyle Carrigan, Yoshiko Takahashi, Sathy Rajendran, Greg Lyman

Breakout Sessions, 11:00-11:45

Supervisor Summit Insights to Action: Conversations Beyond ePerformance
Alexis Andrews and Leah Valverde

Holistic Well-Being and Student Services
Joy Stochosky, Cindy Bruns, Gretchen Delaford, Marissa Howat, Stefanie Parker

***Abriendo Brecha* (Creating Pathways): Transitioning to a Hispanic Serving Institution**
Christy Gilchrist, Margaret Ortega, Verónica Gómez-Vilchis

Beyond Basic Needs: CWU Wildcat Pantry and Student Services
Andrea Guillen and Luis Reyes

Living into our Vision, 1:30-3:30

Equity and Belonging: A Toolkit to Live into CWU's Vision and Mission

Rodrigo Renteria-Valencia

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CREATE YOUR FUTURE

Conclusion

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