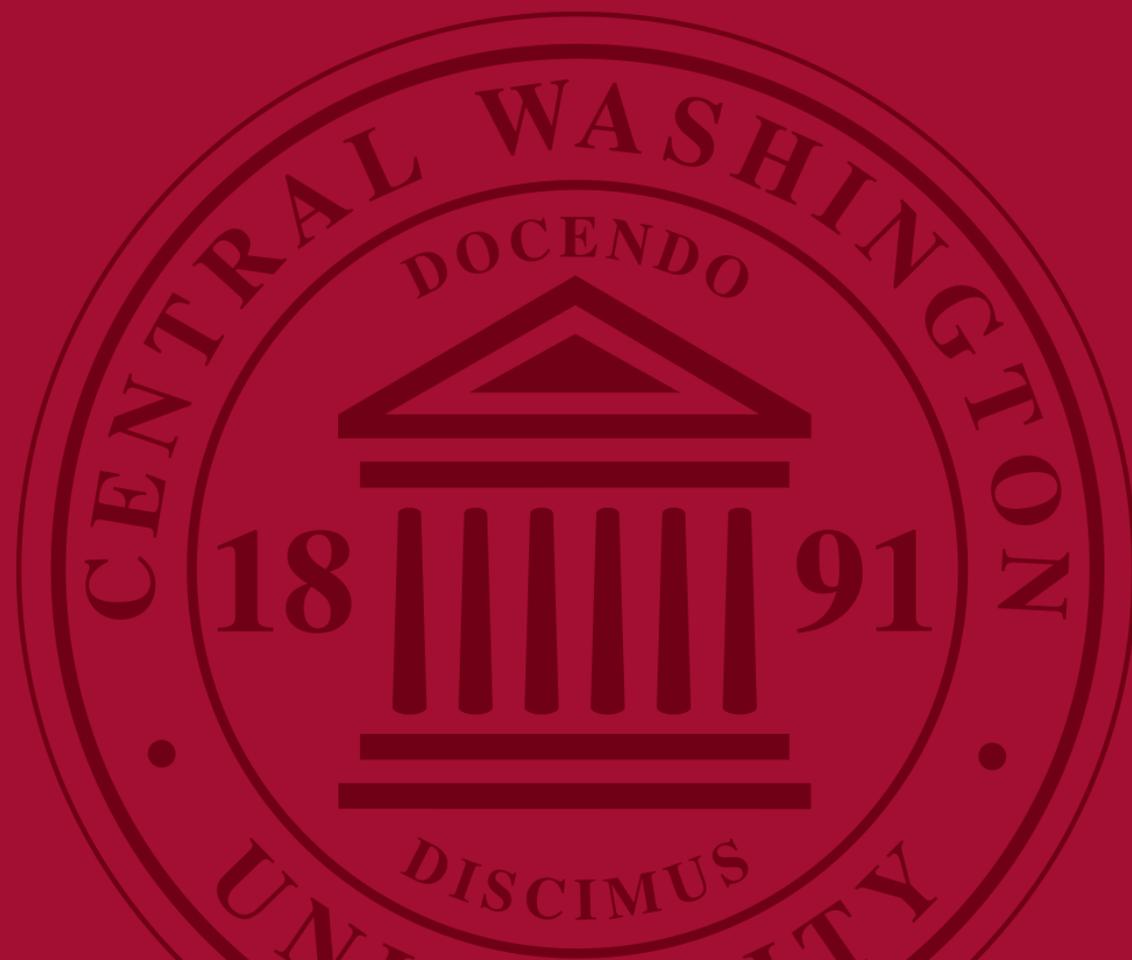


'STATE *of the*  
UNIVERSITY



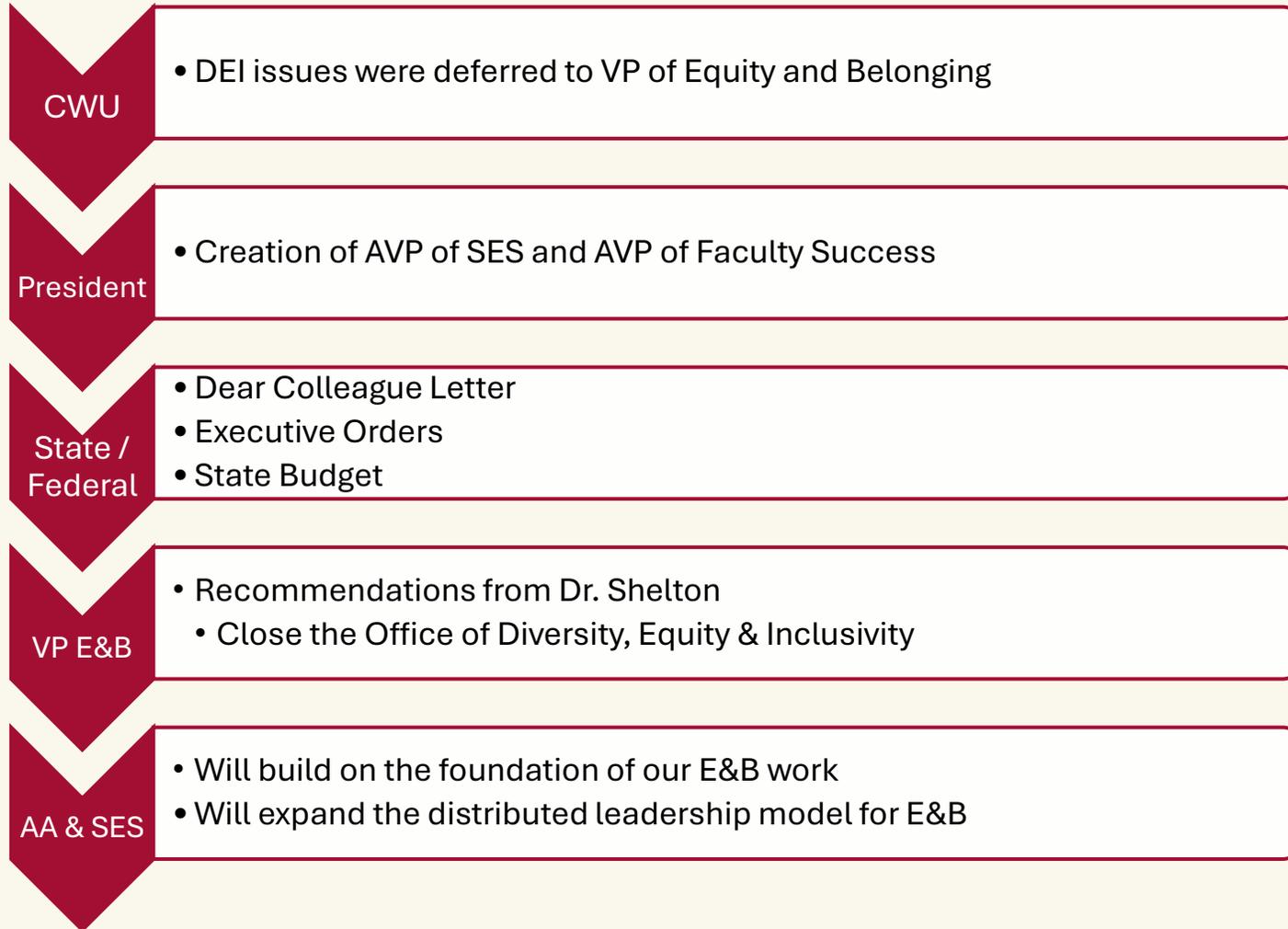
# INFUSING EQUITY & BELONGING ACROSS CWU

**Elvin Delgado**, Interim AVP for Faculty  
Success

**Ruben Cardenas**, Interim AVP SES, Student  
Development & Belonging



# BACKGROUND



# STRATEGIC PLAN

Unifying Value: Student Success

- Goal 2

Core Value: Belonging

- Goal 1
- Goal 2
- Goal 3

# VISION, MISSION, VALUES & STRATEGIC PLAN

## Vision and Mission

- Committee work 2021-2022
- Approved May 20, 2022

## Values and Strategic Plan

- Approved July 21, 2023

## Revised Vision/Mission/Values

- Approved May 16, 2025

# VISION, MISSION, VALUES, & STRATEGIC PLAN

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

**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.

# SUSTAINING MOMENTUM

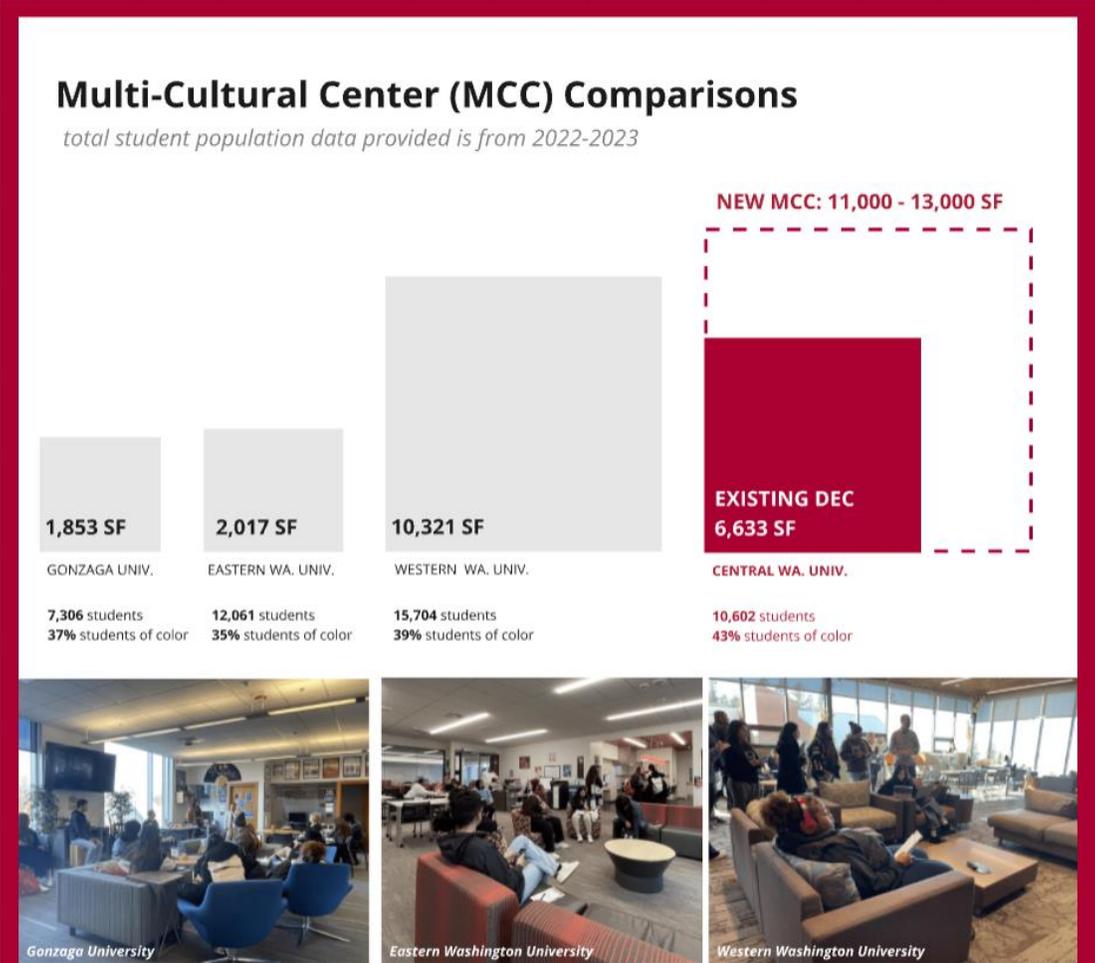
## Multicultural Center

- Evolution of the Diversity and Equity Center
- Construction updates

## Strategic Enrollment Management Plan

- Implementation phase
- Inclusion of E&B in this work

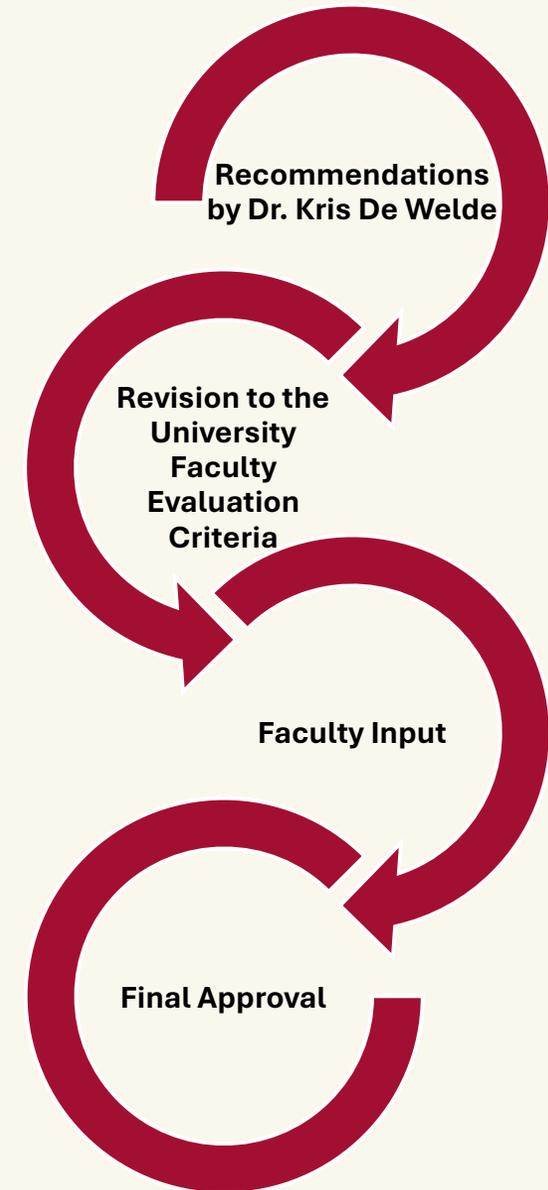
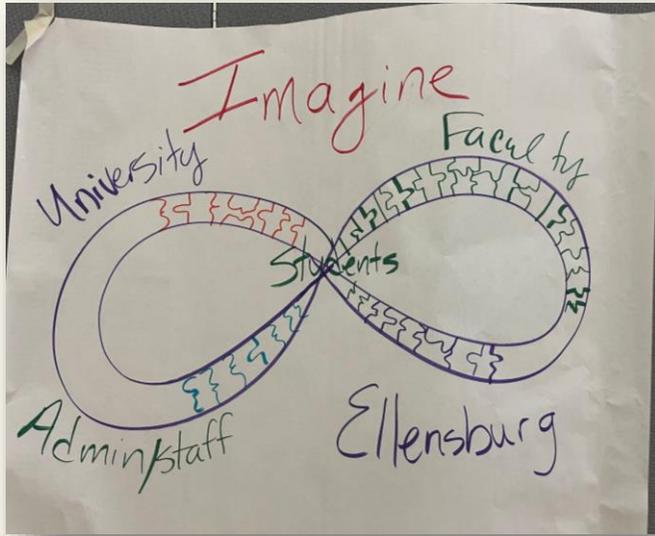
# MULTICULTURAL CENTER PROGRESS



# MULTICULTURAL CENTER WALK-THROUGH



# SUSTAINING MOMENTUM

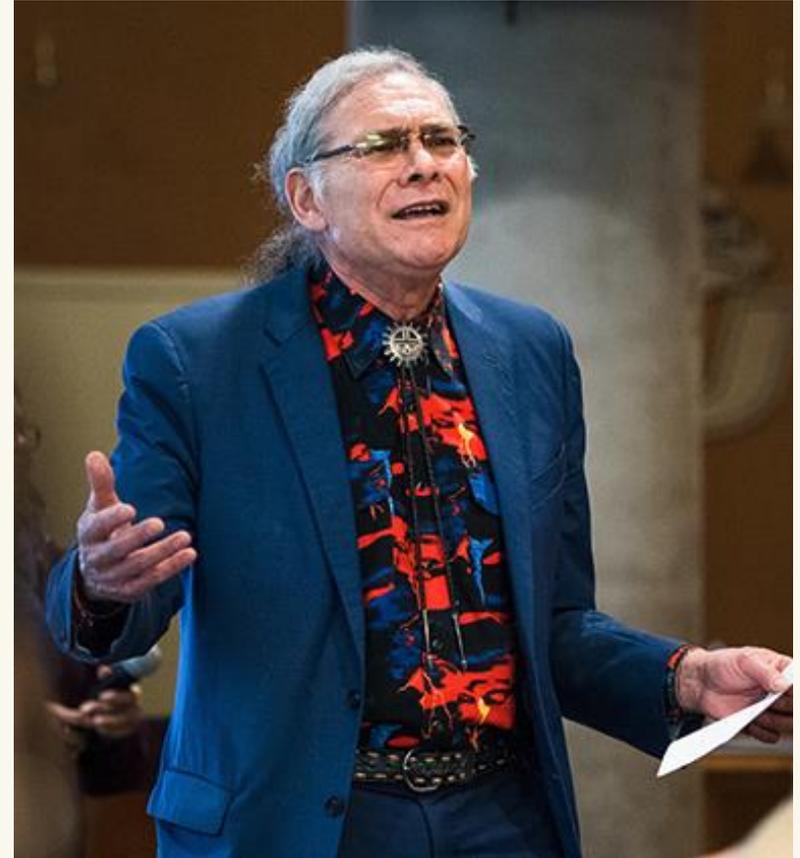


# PROFESSIONAL DEVELOPMENT

Productive  
Discomfort

Raymond  
Reyes &  
Charlita  
Shelton

- In-person and virtual options
- Training the trainers – June 18, 2025
- Continue collaboration with Raymond Reyes & Charlita Shelton



# CWU OFFICE OF EQUITY AND BELONGING SPEAKER SERIES

## In celebration of Women's History



### **Dr. Deena Gonzalez**

Preeminent scholar of Chicana, Latina, Native American, and Indigenous history, second wave feminist.

- *Chicano/A History: Students Making History* (Student Talk)
- Keynote: *The Women In My Life*

## In a pre-observance of PRIDE month



### **Judy and Dennis Shepard**

Founders, *Matthew Shepard Foundation*. Pioneers in federal hate crimes legislation, stalwart advocates for human rights, especially among LGBTQ+ populations.

- Student Roundtable
- Keynote Address

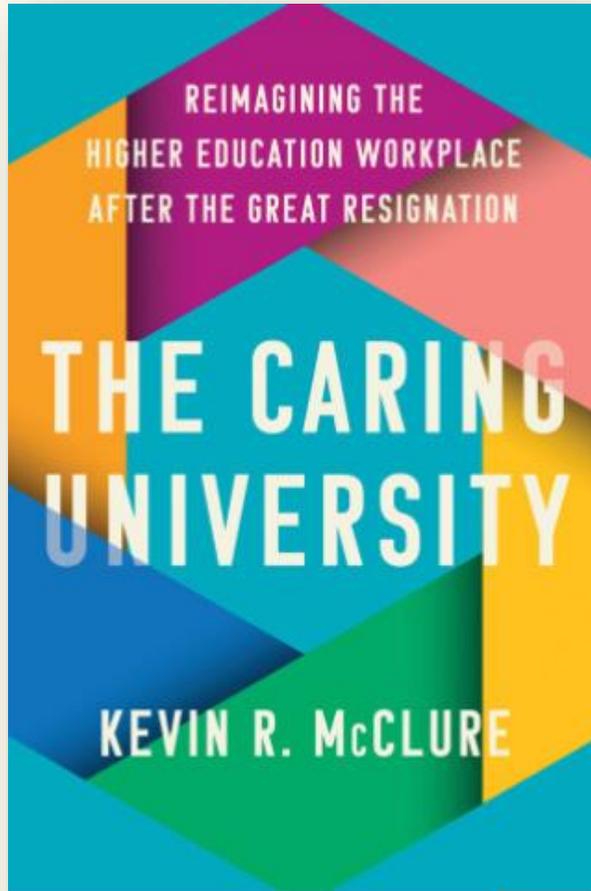


### **Joshua Moon Johnson**

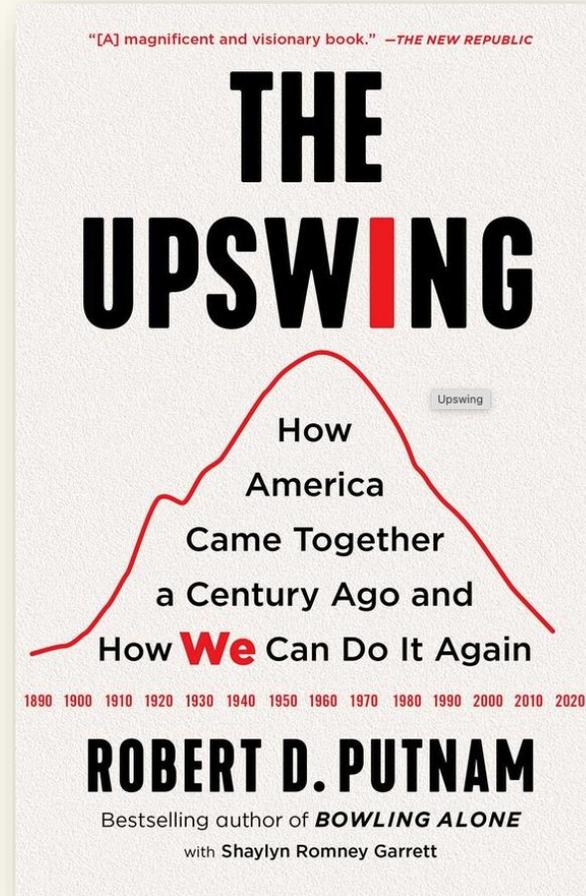
Best-selling author, leading social sciences scholar, award winning speaker, and leader in LGBTQ+ and DEI advocacy.

- University Leadership address
- Public Keynote address: *Centering Belonging: DEIA as a Tool to Radical Belonging*

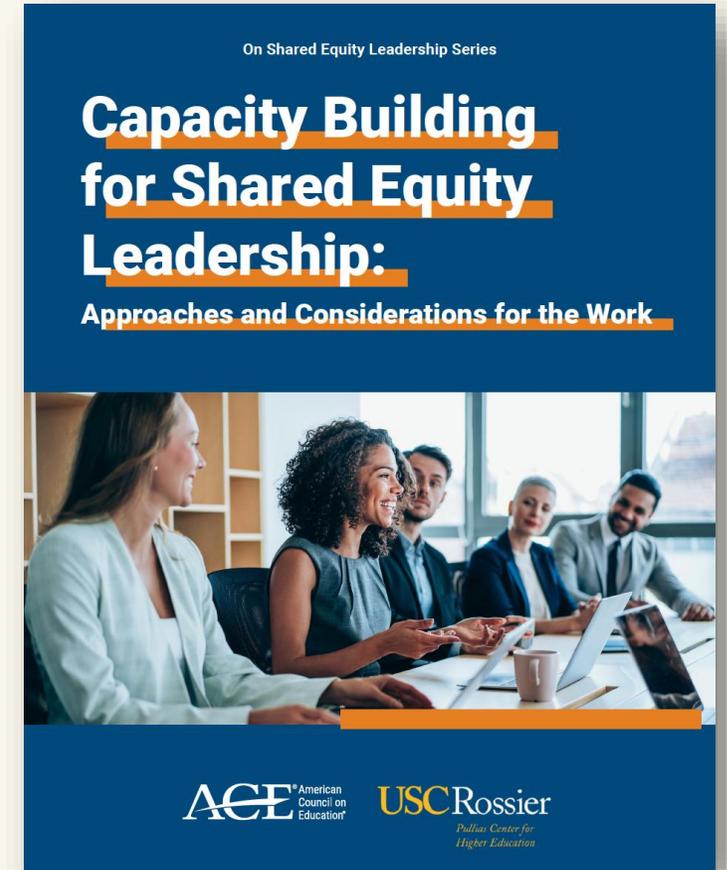
# NEXT STEPS



Ch 5. Pursuing Cultural and Structural Change for Equity and Belonging.



Ch 6. Race and the American "We"



# SHARED EQUITY LEADERSHIP

On Shared Equity Leadership Series

## Capacity Building for Shared Equity Leadership:

Approaches and Considerations for the Work



**ACE** American  
Council on  
Education

**USC Rossier**  
Pulliam Center for  
Higher Education

# SHARED EQUITY LEADERSHIP

- ❑ Shared Equity Leadership is a **collective process** by which equity becomes **everyone's work**, rather than being relegated or siloed in one office or one leader's portfolio.
- ❑ It includes **multiple people in the work** of leadership to accomplish an institution's equity goals – work is **shared or distributed among this group** rather than falling solely on the shoulders of a single individual.
- ❑ Leadership in this model becomes **widespread and institutional** rather than narrowly localized.

# SHARED EQUITY LEADERSHIP

## ▮ *Capacity Building*

*Ongoing investment at multiple levels that is meant to support and develop a repertoire of knowledge, skills, and dispositions to collectively lead equity-minded change efforts.*

# SHARED EQUITY LEADERSHIP

## Capacity Building

- ❑ **Personal capacity:** help individual leaders foster the knowledge, skills, and dispositions necessary to engage in both shared leadership and in equity work more broadly.
- ❑ **Collective capacity:** help groups of leaders learn how to work together effectively across differences and in solidarity.
- ❑ **Organizational capacity:** focus on changes to structures and processes that support a particular organizational goal – promoting equity by making it everyone’s work.

# ACTIVITY INSTRUCTIONS

For the following activities, there will be two parts, each corresponding to a level of capacity building.

In the first part, you will reflect on the definitions as they relate to you and CWU.

These will be personal, and then you can choose to share with your table group.

In the second part, your table will be working together to craft your responses to each strategy.

# ACTIVITY 1:

## **Personal capacity:**

help individual leaders foster the knowledge, skills, and dispositions necessary to engage in both shared leadership and in equity work more broadly.

Consider your journey with personal capacity-building at CWU and answer the following questions:

**How important is personal capacity building to you?**

**How important is personal capacity building to CWU?**

# ACTIVITY 1:

## **Personal capacity:**

help individual leaders foster the knowledge, skills, and dispositions necessary to engage in both shared leadership and in equity work more broadly.

Consider the following strategies for personal capacity-building at CWU and answer the following question:

Strategy One: Professional Development Training and Workshops

Strategy Two: Coaching, Mentoring, and Peer Feedback

**Describe how CWU succeeds at fostering these strategies.**

# ACTIVITY 2:

## **Collective capacity:**

help groups of leaders learn how to work together effectively across differences and in solidarity.

Consider collective capacity-building at CWU and answer the following questions:

**How important is collective capacity-building to you?**

**How important is collective capacity-building to CWU?**

# ACTIVITY 2:

## **Collective capacity:**

help groups of leaders learn how to work together effectively across differences and in solidarity.

Consider the following strategies for collective capacity-building at CWU and answer the following question:

Strategy One: Professional Learning Communities and Communities of Practice

Strategy Two: Affinity Groups (student/staff/faculty)

**Describe how CWU succeeds at fostering these strategies.**

# ACTIVITY 3:

## **Organizational capacity:**

help groups of leaders learn how to work together effectively across differences and in solidarity.

Consider organizational capacity-building at CWU and answer the following questions:

**How important is organizational capacity-building to you?**

**How important is organizational capacity-building to CWU?**

# ACTIVITY 3:

## **Organizational capacity:**

help groups of leaders learn how to work together effectively across differences and in solidarity.

Consider the following strategies for organizational capacity-building at CWU and answer the following question:

Strategy One: Hiring, Onboarding, and Promoting Diverse Leaders

Strategy Two: Incentivizing and Rewarding the Work

**Describe how CWU succeeds at fostering these strategies.**

# COMMUNITY PARTICIPATION IS CRITICAL



# NEXT STEPS

Create the Shared Equity and Belonging Leadership Committee

- Nominations due – October 21<sup>st</sup>
- Membership announcement – October 27<sup>th</sup>



# NEXT STEPS

## Shared Equity and Belonging Leadership Committee:

- Feedback, input, and learning of the university community
- Develop and implement strategies and tactics
- Expand the Equity and Belonging work *institutionally*
- Refine strategies & tactics
- Launch Review Process for Strategic Plan



# HOW TO BE INVOLVED

## Shared Equity and Belonging Leadership Committee

Consider self-nomination for the Shared Equity and Belonging Leadership Committee!

## Shared Equity and Belonging Leadership Committee Self-Nomination



**THANK YOU!**

