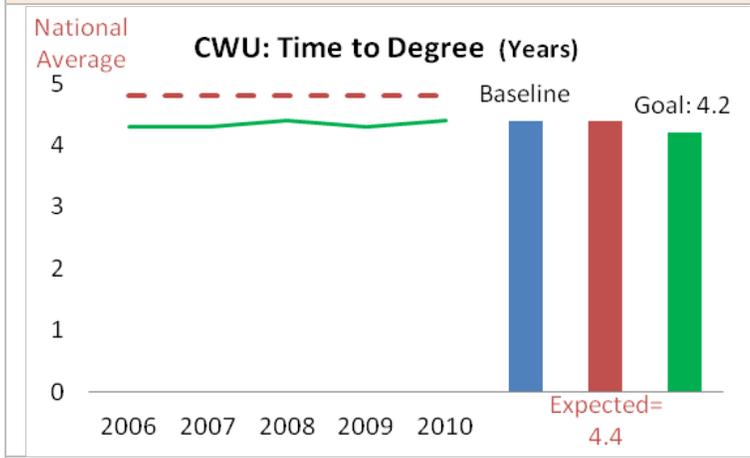
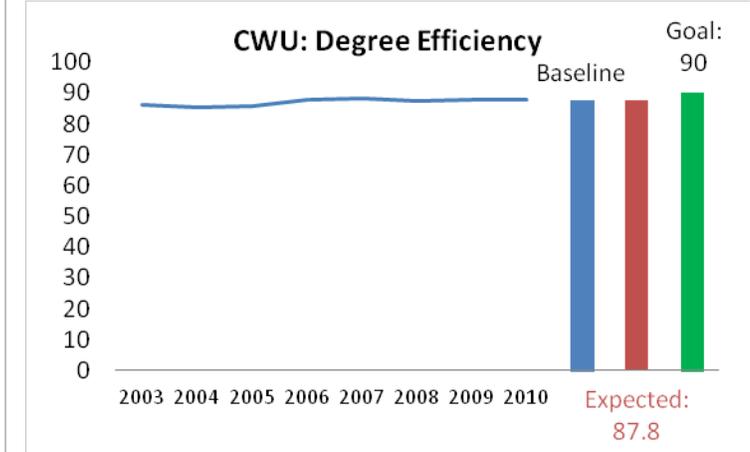


Time and Credits to Degree



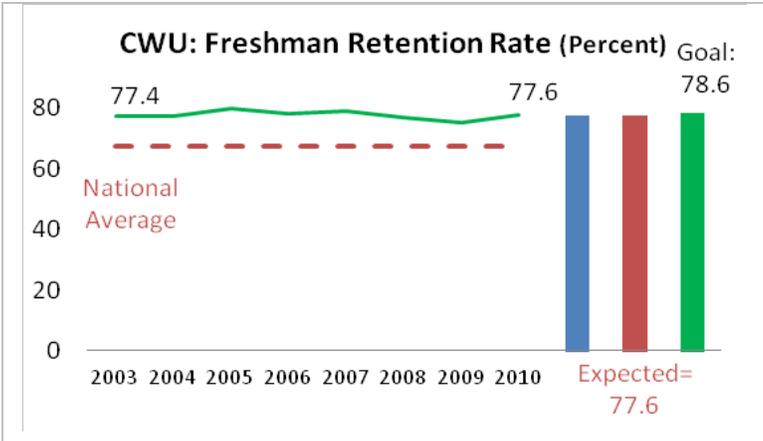
Time to degree (full-time, first- time students)
Measures number of years students take to complete degrees. Lower time to degree indicates better performance.

- CWU's average time to degree of 4.4 years is better than the national average of 4.8 years, and they hope to achieve a 4.2 year level by 2015.



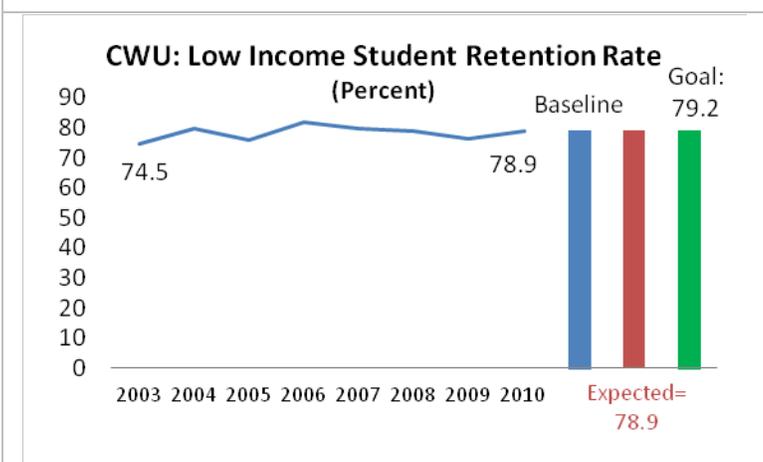
Degree efficiency (full-time, first- time students)
Measures the percentage of students who graduate with less than 125% of required credits, a measure of how efficiently earned credits translate to degree attainment

Student Retention and Success

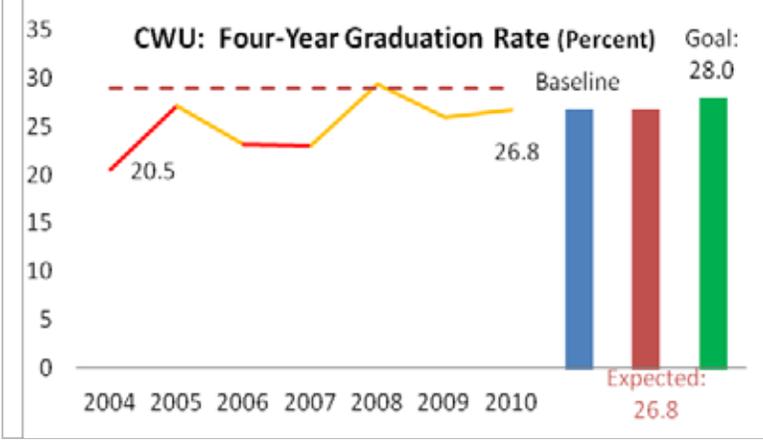


Retention rate (fall-to-fall, new full-time, first-time students)
Measures the percentage of all entering freshmen returning in the fall of their sophomore year, a measure of student persistence.

- CWU's freshman retention rate of 77.6 percent is better than the national average. CWU's goal is to improve freshman retention to 80.0%



Retention rate, Pell Grant recipients (fall-to-fall, new full-time, first-time students)
Measures the annual percentage of low-income students continuing toward degree completion.



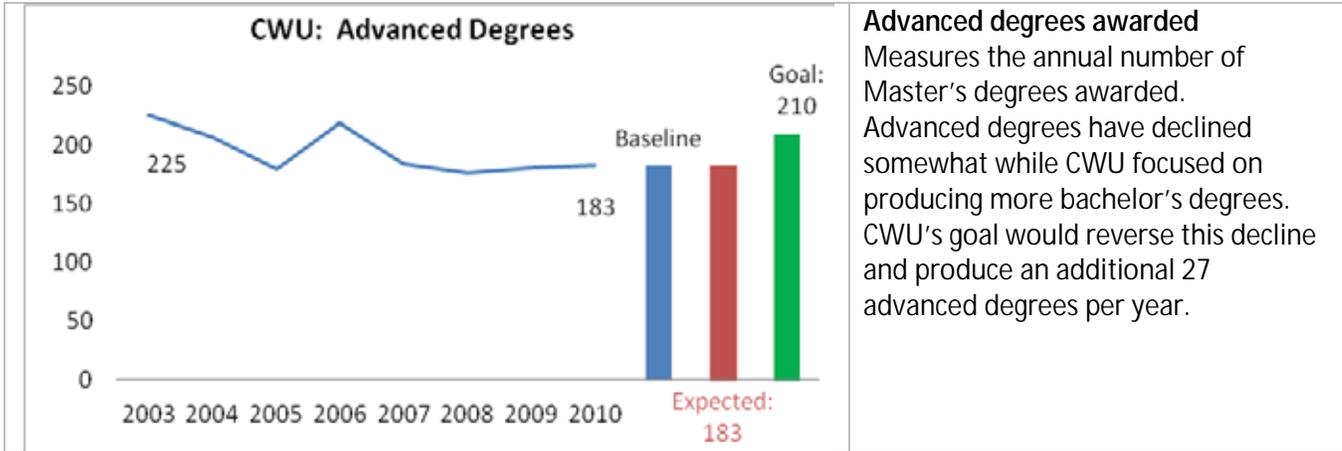
Four-year graduation rate (new full-time, first-time students)
Measures the percentage of all undergraduate students attaining a bachelor's degree within four years of enrollment.

- CWU's current four-year graduation rate is just below the national average. Their goal is to increase the rate from just under 27% to 28%.

| | |
|---|---|
| <p style="text-align: center;">CWU: Four-Year Graduation Rate, Low Income Students</p> <p style="text-align: center;">29.4 29.4 29.4</p> <p style="text-align: center;">BASELINE EXPECTED GOAL</p> | <p>Four-year graduation rate, Pell Grant recipients (new full-time, first- time students)</p> <p>Measures the percentage of low-income undergraduate students attaining a bachelor’s degree within four years of enrollment.</p> |
| <p style="text-align: center;">CWU: 6-Year Graduation Rate (Percent)</p> <p style="text-align: center;">52.6 55.8 Goal: 55.8</p> <p style="text-align: center;">2003 2004 2005 2006 2007 2008 2009 2010</p> <p style="text-align: center;">Baseline Expected: 55.8 Goal: 55.8</p> | <p>Six-year graduation rate (new full-time, first- time students)</p> <p>Measures the percentage of all undergraduate students attaining a bachelor’s degree within six years of enrollment.</p> <ul style="list-style-type: none"> ▪ CWU’s graduation is very close to the national average. |
| <p style="text-align: center;">CWU: 6-Year Graduation Rate, Low-Income Students (Percent)</p> <p style="text-align: center;">52.5 61 Goal: 61</p> <p style="text-align: center;">2003 2004 2005 2006 2007 2008 2009 2010</p> <p style="text-align: center;">Baseline Expected: 61 Goal: 61</p> | <p>Six-year graduation rate, Pell Grant recipients (new full-time, first- time students)</p> <p>Measures the percentage of low-income undergraduate students attaining a bachelor’s degree within six years of enrollment</p> |

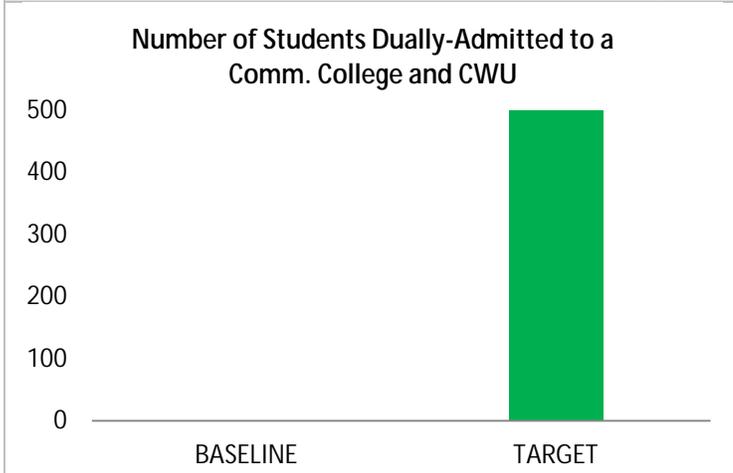
Degree Production

| | |
|--|--|
| <p>CWU: Bachelors' Degrees</p> <p>2500 2000 1500 1000 500 0</p> <p>1894</p> <p>2003 2004 2005 2006 2007 2008 2009 2010</p> <p>Baseline 2440</p> <p>Expected: 2,440</p> <p>GOAL: 2,500</p> | <p>Bachelor's degrees awarded Measures the annual number of bachelor's degrees awarded. CWU has increased BA degree production over the past eight years.</p> |
| <p>CWU: High Demand Degrees</p> <p>250 200 150 100 50 0</p> <p>122</p> <p>2003 2004 2005 2006 2007 2008 2009 2010</p> <p>Baseline 231</p> <p>Expected: 231</p> <p>Goal: 250</p> | <p>High-demand bachelor's degrees awarded Measures the annual number of bachelor's degrees awarded in high demand fields.</p> |
| <p>CWU: Bachelors' Degrees, Low Income Students</p> <p>1000 800 600 400 200 0</p> <p>713</p> <p>2003 2004 2005 2006 2007 2008 2009 2010</p> <p>Baseline 925</p> <p>Expected: 925</p> <p>Goal: 925</p> | <p>Bachelor's degrees – Pell Grant recipients Measures the annual number of bachelor's degrees awarded to low-income students. As overall BA production has increased, so have awards to low-income students.</p> |

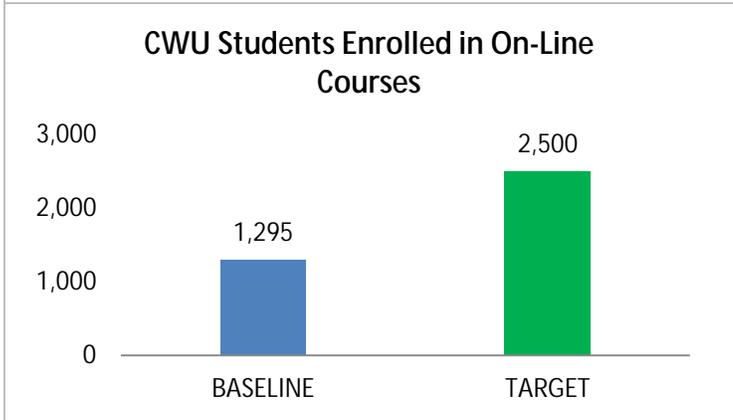


Advanced degrees awarded
 Measures the annual number of Master's degrees awarded. Advanced degrees have declined somewhat while CWU focused on producing more bachelor's degrees. CWU's goal would reverse this decline and produce an additional 27 advanced degrees per year.

Institution-Specific Metrics



Number of students dually-admitted to a community college and CWU.
Institution comment: This initiative offers qualified students admission to CWU after they enroll at a state community college. The program immediately sets students on a path to completion of baccalaureate degrees.



CWU Students enrolled in on-line courses
Institution comment: In fall 2011, CWU launched an on-line campus called "Finish Line" which emphasizes degree completion. CWU serves more students on-line than any other Washington comprehensive university.

CENTRAL WASHINGTON UNIVERSITY - PERFORMANCE PLAN NARRATIVE
April 12, 2012

UNIVERSITY PROFILE

Central Washington University serves more than 11,000 undergraduate, graduate, and professional students. In fall 2011 CWU enrolled 1,371 FTE freshmen. The average freshman SAT for fall 2011 was about 1000; the average grade-point average for freshmen and transfer students was 3.1. Nearly 95 percent of students are Washington residents, about 70 percent of whom come from western Washington. Sixty-five percent of CWU graduates transferred from another institution, often a community college. Twenty-one percent of students are people of color; 67 percent receive financial aid.

CWU serves students face-to-face and on-line. CWU's residential campus is located 100 miles east of Seattle in Ellensburg. CWU also provides bachelor's and master's degree programs at eight other campuses, which are co-located with community colleges in Des Moines, Everett, Kent, Lynnwood, Moses Lake, Steilacoom, Wenatchee, and Yakima.

"Finish Line" is an on-line campus launched in fall 2011 to enable people to complete degrees on-line. CWU serves more students on-line than any other Washington comprehensive university.

A new dual admission program admits **qualified** community college students to CWU **after they enter a 2-year** college, streamlining the admissions, advising, and transfer processes.

Students choose CWU for academic programs that are not offered anywhere else in the Northwest. Others come to CWU to have the opportunity as an undergraduate to do research or gain hands-on experience in their chosen field. CWU is the first choice of students who want to live and learn on a close-knit campus in a college town or avoid the anonymity of very large universities. A hallmark of education at CWU is small classes taught by professors who love teaching. CWU's largest lecture hall holds just 80 students.

"PRIDE POINTS" (Three facts people should know about CWU.)

Serving students from community colleges is central to CWU's mission. Nearly half of all students and 65 percent of graduates are students who transferred to CWU from another institution. CWU's new dual admission program is designed to set community college students on the path to completing a bachelor's degree from the moment they set foot on a college campus.

CWU's unique approach to learning generates success for students who might struggle in a larger, more anonymous environment. CWU has relatively small classes; the largest lecture hall holds 80 students. Classes are taught by professors committed to teaching and to hands-on

learning. Built into CWU culture is allowing students to apply what they're learning outside the classroom: construction management students build a garage; music students perform at Benaroya Hall; engineering students build solar vehicles, and so on. Professors partner with undergraduates in research and present it nationally. This commitment to hands-on learning makes education relevant and exciting, and prepares graduates to be effective employees on day-one.

CWU is a value-added university. CWU generally enrolls typical high school students who are admitted with modest academic profiles: a 3.1 GPA and an SAT around 1,000. However, CWU's unique approach to education turns typical students into remarkable graduates who excel at the highest levels in business, education, science, government, and the arts.

PERFORMANCE CONTEXT

CWU performs above general national averages for all areas of performance addressed in areas except 4- and 6-year graduation rates. However, *CWU performs more than ten percentage points above the average for Carnegie-Classification "Master's Colleges and Universities,"* and slightly above the performance averages for comparable Global Challenge States.

In the event that state funding becomes available to invest in strategies that will enhance performance in areas that already are better than average, CWU is committed to making additional gains in those areas. Until that time, however, CWU proposes to improve performance in undergraduate degree production to 2500 per year.

Since the 2008 legislative session CWU has weathered reductions in state support of more than \$66 million. The magnitude of this budget cut has required CWU to take actions that may impede the university's performance on some measures articulated in E2SHB 1796, including time to degree, retention and success of students from low-income, diverse, or under-represented communities, and degree-production in "high-demand" programs of study. Therefore our performance goal is not to lose ground in spite of the tremendous loss of state support.

Concurrent with actions required to absorb deep budget cuts, however, CWU has implemented strategies to improve student success. We hope that these strategies allow us to improve performance or, at the very least, prevent CWU from losing ground.

Some strategies designed to strengthen the university include the merging of academic and student life divisions of the university, in order to infuse all aspects of student life on campus with intellectual and experiential development. This merger also is helping to coordinate academic planning and advising, testing, and all aspects of student wellness.

Perhaps the most compelling evidence of the commitment to student success is the creation of the Department of Student Success. The unit targets CWU's disproportionately large number of

students who have not declared a major--as many as a third of students. Students who are undeclared are more likely to take classes they don't need, feel unsuccessful and frustrated, and end their studies prematurely.

"First-generation" and transfer students are among those most likely to be undeclared. Students who are the first in their families to go to a university may be more likely to have difficulty understanding university processes and culture and find the experience overwhelming. Transfer students, a large portion of the CWU student body, may be more likely to be unsure of a degree choice. They may have transferred from another school where they had a poor experience, or, for a variety of reasons, may simply be unsure of how to proceed to degree completion.

The Department of Student Success will provide educational programs, events, services, and activities that promote academic, personal and professional growth within and beyond the classroom. The department will create connections between in- and out-of-classroom experiences to promote student success and achievement. The new unit also will facilitate professional development opportunities, increase student engagement in the university, and improve support that helps students find their way around campus and forward to degree completion.

INSTITUTION-SPECIFIC MEASURES

In fall 2011 CWU launched two new initiatives: an on-line campus called "Finish Line," and a dual admission program for Washington state community colleges. The on-line campus emphasizes degree completion and complements CWU's longstanding and close partnerships with community colleges, as does the dual-admission program. This initiative **offers qualified students admission to CWU after they enroll** at a state community college. The program immediately sets students on a path to completion of baccalaureate degrees. Both programs support CWU's commitment to and history of service to transfer students.