



## **Provost/Vice President for Academic and Student Life**

Central Washington University (CWU) invites expressions of interest, nominations and applications for the position of Provost / Vice President for Academic and Student Life. The Provost is the leader of both Academic Affairs and Student Life, with opportunities to promote both student achievement and wellness among a diverse student body. CWU is known as a university where students have opportunities to take small class with faculty who know their names and genuinely care about their wellbeing. Students choose from a wide variety of programmatic specializations from English or Business Administration to Craft Brewing, Aviation, or Law and Justice. Faculty and staff at CWU are committed to the institution, to creating high quality and engaging experiences for students, and ultimately to promoting student achievement.

CWU is growing and diversifying, resulting in many opportunities for innovation and collaboration. This new Provost will collaborate with engaged faculty, staff, students, and administrators to shepherd in a new advising model; assist with assessment of a newly implemented and innovative general education program; support the continued implementation of the Responsibility-Centered Management (RCM)/ Activity-Based Budgeting (ABB) model; and lead efforts to promote inclusion, transparency, and collaboration across divisions.

### **The University**

Central Washington University (CWU) is one of three state-supported comprehensive universities in Washington State. Like other regional universities, CWU began as a normal school, became a College of Education in 1937, a state college in 1961, and a comprehensive university in 1977. Offering more than 135 bachelor's and master's degrees, the University enrolls approximately 12,000 students and employs about 1,800 faculty and staff. Average class size is 25, with a faculty-student ratio of 20:1. With its robust focus on inclusivity and diversity, more than a third of students are people of color. CWU enrolls and graduates the largest percentage of Hispanic/Latino/a students of any public baccalaureate institution in the state. CWU is one of only eight institutions nationally to earn a CASE Educational Fundraising Award for exemplary development programs in 2019.

The University holds regional accreditation through the Northwest Commission on Colleges and Universities. The ten-year review completed in 2018 garnered commendations for providing curricular, co-curricular and collaborative programs and partnerships that enhance the community and provide meaningful opportunities for student learning and engagement; building an institutional culture and identity around a commitment to serving students; and for the enthusiasm with which the entire University embraced the regional accreditation process.

CWU engages in multi-year budget forecasting in order to ensure financial sustainability. The forecasting is informed by a comprehensive data warehouse and detailed financial planning system. The six-year, data-driven finance and enrollment planning has delivered budget surpluses in the past several years and is driving forecasts of continued financial stability for the

foreseeable future.

Student success is the core of the University's mission, and faculty engage in scholarship, invention, and creative activity to support teaching, to advance knowledge, and to provide outlets for creative expression. Externally sponsored grants and contracts funded during the academic year 2018 totaled more than \$14.3 million. The largest awards were from the US Department of Education and the National Science Foundation. CWU faculty and alumni have received numerous honors and recognition: Alumni include a CEO of the year, National Teacher of the Year, and National Principal of the Year, among many other honors. Faculty have garnered national-level recognition for teaching in many disciplines, including mathematics, physics, and the geological sciences. CWU's nationally recognized music department is among the largest and most prestigious on the West Coast.

The University has been very successful in adding and maintaining modern, state-of-the-art facilities, investing more than a quarter of a billion dollars in campus facilities over the past ten years. In recent years, campus construction and remodeling projects have included impressive science, technology, and music facilities, two large residence halls, and a new, spacious student union and recreation facility. In all, CWU's residential campus includes 56 academic and 32 auxiliary buildings on about 350 acres. In addition, the University provides education programs at eight other locations: six University Centers co-located with community colleges, and educational sites at Sammamish and Joint Base Lewis McChord, the largest military installation on the West Coast.

The University maintains a vibrant housing program that serves 2,800 students and includes 17 residence halls and 5 apartment complexes. To enhance the student experience, CWU offers more than 125 clubs, organizations, and associations and supports 13 varsity athletic teams. CWU competes in the Great Northwest Athletic Conference (GNAC) of NCAA Division II.

CWU plays a key role in the economic, educational and cultural vitality of the community and region, and is the largest employer in the county. The \$113-million payroll for this educated workforce supports retail, food, housing, and entertainment businesses. CWU camps, conferences, and events draw more than 50,000 people to restaurants, hotels, and retail businesses each year. In addition, the University provides instructional and library resources for the community and partners with other educational service providers to enrich access and opportunity to education for citizens of the region. Each year more than 350 dramatic and musical performances, art and museum exhibitions, lectures, and athletic events are open to campus and community members.

### **Campus Demographics**

CWU prioritizes diversity and inclusion. For the fourth time in five years, CWU has earned the prestigious Higher Education Excellence in Diversity (HEED) Award from INSIGHT Into Diversity magazine. CWU is also one of the top 50 LGBTQ friendly schools, recognized for policy, programming, and a supportive environment.

On the Ellensburg campus, 49 percent of students self-identify as female, 50 percent self-identify as male and 1 percent do not report gender. Among traditionally underrepresented groups, 19 percent of students self-identify as a person of color and 16 percent as Latinx. As such, CWU is an emerging Hispanic-Serving Institution (HSI). Many students also are the first in their family to go to college (39 percent). The diversity of Central's students is more pronounced

at University Centers, where 35 percent of students identify as people of color; 60 percent of students are female; and 50 percent are the first in their family to go to college.

Faculty and staff on the CWU campus are also becoming more diverse: 10 percent of faculty and staff self-identify as people of color and 8 percent self-identify as Latinx. This is encouraging and the trend is expected to continue.

### **The Division of Academic and Student Life**

This Division is responsible for providing students educationally-purposeful programs, events, services and activities that promote academic, personal, and professional growth within and beyond the classroom. As the leader of the Division, the Provost will have the opportunity to further integrate the twin pillars of Academic Affairs and Student Life. The Provost will promote attentiveness to student recruitment and retention amongst both faculty and staff. The Provost will be able to enhance student success by continually improving curricular, co-curricular, and extracurricular programs at CWU. The Provost will have the opportunity to collaborate with passionate faculty and engaged students and have overall responsibility for the Division through:

- Representing and articulating the academic mission of the university to educational, governmental, and accrediting agencies.
- Serving on appropriate committees and councils to provide leadership in representing the university.
- Participating as a senior member of the President's Cabinet and University Policy Advisory Committee in matters of policy formation, strategic planning, development, resource allocation, organizational structuring, facilities master planning, institutional operations, and public relations and working collaboratively with Faculty Senate.
- Providing leadership for undergraduate and graduate academic planning, evaluation, and assessment of instruction, programs, student academic support, and student learning.
- Overseeing the planning, development and implementation of retention programs as well as the co-curricular and extra-curricular experience of students, with particular attention to both in- and out-of-class learning environments and their impact on student development, satisfaction, and retention.
- Facilitating the integration of student life and services with academic life and programs.
- Overseeing development of budgets and development of guidelines for resource allocation for the academic year and for summer school.
- Overseeing faculty evaluation and all aspects of faculty appointments, advancement, retention, scholarly/creative/research endeavors, and community service activities in accordance with the Faculty Collective Bargaining Agreement.
- Overseeing and providing support for all academic and student life units and offices including the evaluation of administrators and staff. Promoting professional development for deans, other academic officers, and staff.
- Serving as a primary spokesperson to external bodies including legislative and other governmental bodies on matter related to the University's academic affairs.
- Overseeing the administration and implementation of the Faculty Collective Bargaining Agreement.
- Working closely with the Faculty Senate to develop and revise academic policies and to meaningfully consult with faculty in the shared governance process.

### **The Position**

The Provost provides leadership for the Division of Academic and Student Life, fostering an

engaging, inclusive, challenging, and inspirational environment for students, faculty and staff, both inside and outside the classroom. The Provost takes a leadership role in offering rigorous, high quality experiences to undergraduate and graduate students on the residential campus in Ellensburg, and at the eight learning centers in Washington, and through nationally-recognized online degree offerings. The Provost also aids the faculty in enhancing an environment that focuses on research and creative expression in the classroom and in their professional lives.

The Provost is a responsive thinker and leader who helps guide the process of establishing priorities, building consensus and commitment, and making decisions that enhance the mission and future prospects of CWU. The Provost understands the challenges and changes affecting higher education in the United States, particularly at public comprehensive universities. The Provost is responsible for oversight of the Academic and Student Life Division with a total budget of nearly \$125 million, which includes a direct operating budget of approximately \$2.5 million.

The Provost's direct reports include:

- Associate Provost for Accreditation, Academic Planning & Assessment
- Associate Provost for Extended Learning and Outreach
- Associate Provost for Undergraduate and Faculty Affairs
- Dean, College of Arts and Humanities
- Dean, College of Business
- Dean, College of Education and Professional Studies
- Dean, College of the Sciences
- Dean, Libraries
- Dean, School of Graduate Studies and Research
- Dean, Student Success
- Executive Director, William O. Douglas Honors College
- Executive Director, Office of International Studies and Programs
- Executive Assistant to the Provost

The Provost will collaborate with other division leaders to fulfill the university's mission. Other divisions include:

- Enrollment Management
- Inclusivity and Diversity
- Business and Financial Affairs
- Operations
- Public Affairs
- University Advancement

### **Opportunities & Challenges**

The new Provost must be an experienced and collaborative leader with a proven track record of promoting excellence in academics and developing and implementing university-wide student success initiatives as well as establishing operational best practices. The successful candidate will be expected to address the following challenges and opportunities:

- The Provost will provide leadership to define a cohesive vision for the Division of Academic and Student Life to support CWU's commitment to academic excellence and student success. The Provost will work collaboratively across the University to ensure the continued success of all students.

- The Provost must promote a culture that values inclusion, collaboration, and shared governance. Concurrently, the Provost must develop effective strategies for enhancing communication within the Division and beyond. The next Provost will have the opportunity to continue to promote a transparent and inclusive environment for all faculty, staff, students and members of the CWU community. The Provost will help ensure that decisions are made in a visible and consultative manner, and will uphold the principles of shared governance.
- The Provost must provide leadership to the Division while working in collaboration with Administration to successfully continue the implementation of Responsibility-Centered Management (RCM) and Activity-Based Budgeting (ABB). The Provost must provide exemplary leadership and work with the deans of the various colleges to promote a vision of academic excellence befitting their college and academic unit. The Provost will be a strong steward of fiscal resources and work on equitable allocation of existing resources while also identifying opportunities for developing new revenue streams.
- The Provost will lead efforts to make the campus an open and welcoming environment for its diverse student body. The Provost will ensure that the campus supports not only the recruitment of accomplished and diverse faculty and staff but also provides an environment that supports professional growth that leads to retention of diverse faculty and staff.

### **Qualities and Characteristics**

The successful candidate must have:

- An awareness and understanding of the trends and issues currently impacting higher education nationally and globally;
- An appreciation for multiple levels of leadership within an academic organization and a willingness to partner and collaborate with other campus leaders;
- The ability to serve as an effective leader, advocate, and ambassador on behalf of the faculty and Academic and Student Life to internal and external groups;
- Exceptional interpersonal and communication skills; the ability to effectively communicate with diverse stakeholder groups on important campus issues;
- The ability to take strategic and intelligent risks, to identify innovative opportunities and to participate in a decision-making process that is data-driven, collaborative, and contextualized by the human factors involved;
- A transparent management style that fosters collegiality and collaboration in the decision making process;
- The ability to build community to foster collaboration and shared vision and to promote the recruitment and retention of diverse faculty and staff;
- A track record as an effective steward of University resources and the ability to identify opportunities for growth and efficiency;
- A commitment to providing a superb educational experience for all CWU students.

### **Required Qualifications**

The successful candidate will have a record of teaching and scholarly/creative accomplishments suitable for a tenured appointment at the rank of full professor in an academic department of the university. Candidates must also exhibit substantial administrative leadership at a regional comprehensive university or comparable setting. The most qualified candidates will also have:

- A doctorate or terminal degree from a recognized regionally accredited institution;
- Five years of senior-level administrative experience in higher education;

- Demonstrated commitment to inclusivity and diversity in hiring staff, faculty, and student populations, and program development;
- Experience leading, directing, or overseeing university or programmatic accreditations;
- Experience with academic budgeting and planning processes with a demonstrated understanding of the financial and operational drivers of performance at a comprehensive university.

### **Preferred Qualifications**

- Demonstrated success in working with faculty on academic and university issues under the principles of shared governance;
- A record of managing growth, enhancing enrollment management, and increasing student retention;
- Demonstrated experience in Activity-Based Budgeting (ABB) and/or Responsibility-Centered Management (RCM);
- Demonstrated ability to anticipate and/or respond to the changing regulatory, demographic and political landscape of higher education;
- Superb communication skills;
- Demonstrated awareness of the needs and issues of part-time, non-tenure-track, tenured-track, and other classifications of faculty;
- Demonstrated success in data driven and well-informed decision making;
- Demonstrated success in working with international students, faculty and staff;
- A record of enhancing the quality and educational effectiveness of graduate programs;
- Experience in working in a multi-campus environment and/or experience leading and overseeing off-campus learning centers and/or satellite campuses and online learning programs;
- Experience working in a unionized academic environment and with collective bargaining.

### **The Community and Region**

CWU's exceptionally beautiful and well-maintained residential campus occupies 367 acres in Ellensburg, the largest city and county seat of historic Kittitas County. The city is situated in the geographic center of the state and on the eastern slopes of the Cascade Mountains. The community sits on ceded land of the Yakama Nation and has been a gathering place for tribes across the region. Ellensburg's downtown features beautiful brick buildings largely constructed between 1889 and 1917, and located just three blocks from the CWU campus. The historic core of downtown Ellensburg is lined with entertainment venues, and has a vibrant nightlife, with a variety of restaurants, bars, cafes, microbreweries and lounges. Weekends bring delicious local food, fresh produce, regional crafts, and eclectic entertainment downtown at the Kittitas County Farmer's Market. Ellensburg is home to many top arts and cultural events in Washington, including Jazz in the Valley, Dachshunds on Parade, Winterhop Brewfest, Buskers in the 'Burg, and Spirit of the West.

Ellensburg's convenient central location in the state and its historic small-town charm, has gained the city a reputation as one of the best cities to live in Washington. Safety is another strong suit of the city, with violent crime rates much lower than the rest of the nation. Over the years, Ellensburg has gained a reputation as one of the healthiest cities in the state, with national recognition for being a bike-friendly, walkable community, where 14.3 percent of residents commute by foot, one of the highest percentages in the state." The city transit system is free to users.

Ellensburg is located approximately 100 miles and under 2 hours away from the Seattle-

Tacoma-Bellevue metropolitan area; the state's second largest city, Spokane, is about 2 and a half hours away. Yakima is about 40 minutes away where there are regular cultural events, such as a Cinco de Mayo festival, the Folklife festival, the Fresh Hop Ale festival, and many other food, music, dance, and craft events. The Yakama Nation is in Toppenish and hosts an annual Treaty Day celebration of the 1855 Treaty. Central Washington is home to a flourishing wine industry, with more than 100 wineries. Among the world's leading producers of hops, the area is also home to regionally well-known micro-breweries. The Columbia River Plateau contains many natural and historical attractions including the Hanford Site, the Columbia River Gorge National Scenic Area and Multnomah Falls.

For more information about CWU and the community in Ellensburg, please visit <https://www.myellensburg.com/>.

### **Application and Nomination Process**

The Provost Search Committee will begin reviewing applications immediately and will continue to accept applications and nominations until the position is filled. Applicants must submit a current resume or curriculum vitae and a cover letter describing relevant experience and interest in the position. Nomination letters should include the name, position, address and telephone number of the nominee. All applications and nominations will be handled in confidence.

Applications and letters of nomination should be submitted by email to:



**Alberto Pimentel, Managing Partner**  
Storbeck/Pimentel & Associates  
6512 Painter Avenue, Whittier, CA 90601  
Email: [apsearch@storbeckpimentel.com](mailto:apsearch@storbeckpimentel.com)

Refer to code “**CWU-Provost**” in the subject line

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