

“At the Heart of It” - A biweekly communication piece
Marilyn A. Levine, Central Washington University

As Provost/Vice-President of Academic and Student Life at Central Washington University, I developed a column in the fall of 2015 entitled, “*At the Heart of It*,” (AHOI) to better convey issues for the faculty and staff at CWU. The response to these columns, along with coffee hours every two weeks, was enthusiastic. Among the benefits to utilizing a regular column are:

- 1) Using an authentic voice can establish an ethos of trust.
- 2) Critical analysis and reflection on major issues takes place as one composes the column.
- 3) Creates more inclusion of your leadership team as you gather information, and serve as an advocate for your unit's accomplishments as well as challenges .
- 4) Allows genuine conversations to ensue, based on factual foundations that allows trust to emerge.

In this handout are:

- 1) Contents of the AHOI columns
- 2) List of Supporting Documents
- 3) Two sample columns
- 4) Survey Results: Ways to Improve AHOI

At the Heart of It

[October 5, 2015: Vol. 2. No. 1 "Faculty As Allies: A Manifesto"](#)

[May 4, 2015: Vol. 1 No. 22 "Budget 101\(d\) – RCM Update Spring 2014 – Part 2"](#)

[April 27, 2015: Vol. 1 No. 21 "Budget 101\(d\) – RCM Update Spring 2014 – Part 1"](#)

[April 6, 2015: Vol. 1 No. 20 "Ladder of Changes: Student Government and Student Voice at CWU"](#)

[March 16, 2015: Vol. 1 No. 19 "Academic Focus: Institute for Innovation and Entrepreneurship \(I4IE\)"](#)

[March 9, 2015: Vol. 1 No. 18 "Multimodal Learning: Leadership in Quality and Delivery"](#)

[March 2, 2015: Vol. 1 No. 17 "Student Recruitment: Challenges and Opportunities"](#)

[February 23, 2015: Vol. 1 No. 16 "Library of the 21st Century: An Overview"](#)

[February 9, 2015: Vol. 1 No. 15 "Educational Empowerment: Underrepresented Minorities"](#)

[February 2, 2015: Vol. 1 No. 14 "Ladder of Changes: An Introduction to the Provost's Council"](#)

[January 26, 2015: Vol. 1 No. 13 "Budget 101 \(c\): A Brief Primer On Cost Reductions"](#)

[January 12, 2015: Vol. 1 No. 12 "Ladder of Changes: An Introduction to the Deans' Council"](#)

[January 5, 2015: Vol. 1 No. 11 "Reflections on the Fall Term – Farewell to 2014"](#)

[November 17, 2014: Vol. 1 No. 10 "Educational Empowerment: Faculty Professional Development"](#)

[November 10, 2014: Vol. 1 No. 9 "Ladder of Changes: An Introduction to the Associate Deans Council"](#)

[November 3, 2014: Vol. 1 No. 8 "Internationalization at CWU \(1\)"](#)

[October 27, 2014: Vol. 1 No. 7 "Student Advising and Student Retention"](#)

[October 20, 2014: Vol. 1 No. 6 "Budget 101\(B\): A Guide to Budget Planning in Academic and Student Life"](#)

[October 13, 2014: Vol. 1 No. 5 "An Overview of the Academic and Student Life Division"](#)

[October 6, 2014: Vol. 1 No. 4 "Whither Graduate Studies and Research?"](#)

[September 29, 2014: Vol. 1 No. 3 "What does a Provost do?"](#)

[September 22, 2014: Vol. 1 No. 2 "Budget 101 \(A\): Debunking the Mysterious Fate of the 148 Accounts"](#)

[September 15, 2014: Vol. 1 No. 1](#)

Source URL: <http://www.cwu.edu/provost/heart-it>

Provost Sampler Documents - OVERVIEW

May 4, 2015: Vol. 1 No. 22 “Budget 101(d) – RCM Update Spring 2014 – Part 2”

[Associate Provost Announcement](#)

April 27, 2015: Vol. 1 No. 21 “Budget 101(d) – RCM Update Spring 2014 – Part 1”

[P&R Flowchart](#)

[UPAC Membership and Flowchart Abridged](#)

[Mid-year RCM Progress Updates](#)

April 6, 2015: Vol. 1 No. 20 “Ladder of Changes: Student Government and Student Voice at CWU”

[In the Loop Newsletter \(OISP\)](#)

[CWU New Templates](#)

[ASCWU-SG Goals for 2014-2015](#)

[Wildcat Statue Update](#)

[ASCWU-SG BOT Report, December 5, 2014](#)

[ASCWU-SG BOT Report, February, 2015](#)

March 16, 2015: Vol. 1 No. 19 “Academic Focus: Institute for Innovation and Entrepreneurship (I4IE)”

[I4IE Advisory Board Members](#)

[Nation can use double shot of startups | The Seattle Times-Jon Talton, 2/28/15](#)

March 9, 2015: Vol. 1 No. 18 “Multimodal Learning: Leadership in Quality and Delivery”

[NASPA Letter to Federal Leaders on Sexual Assault Legislation](#)

[Multimodal Learning Report Fall 2014](#)

[Quality Assurance of Online Learning \(12/1/14\)](#)

March 2, 2015: Vol. 1 No. 17 “Student Recruitment: Challenges and Opportunities”

[I-CAT Project Management presentation](#)

[Enrollment Management Overview](#)

[EM Recruitment & Department Communications Plan](#)

[Enrollment Growth Planning with Public Relations](#)

[Admissions Recruitment Outreach Planning](#)

[EM Actual Enrollments and Future Goals](#)

[EAB: Promoting Student Self-Direction](#)

February 23, 2015: Vol. 1 No. 16 “Library of the 21st Century: An Overview”

[EAB: Redefining the Academic Library: Managing the Migration to Digital Information Services](#)

[Library Organization Chart](#)

[Library 2014 Strategic Plan](#)

February 9, 2015: Vol. 1 No. 15 “Educational Empowerment: Underrepresented Minorities”

[NSF Project Abstract for STEP](#)

January 26, 2015: Vol. 1 No. 13 "Budget 101 (c): A Brief Primer on Cost Reductions"

[CWU Year in Review Highlights of 2014](#)

[EAB: Optimizing Institutional Budget Models](#)

[EAB: Periodic Table](#)

[Summary Of Cost Savings & Revenue Generating Suggestions Received \(2009 CWU Survey\)](#)

January 12, 2015: Vol. 1 No. 12 “Ladder of Changes: An Introduction to the Deans' Council”

[OFM Memorandum and Ranking of Capital Projects \(2015-16\)](#)

[2015-2017 Capital Budget Request](#)

January 5, 2015: Vol. 1 No. 11 “Reflections on the Fall Term – Farewell to 2014”

Time Is link (Beautiful Day): <http://www.allmusic.com/album/its-a-beautiful-day-mw0000193305>

[Academic Life Monthly Calendar 2014-15](#)

[Academic Life Topical Calendar 2014-15](#)

November 17, 2014: Vol. 1 No. 10 “Educational Empowerment: Faculty Professional Development”

[Washington Conference on Sexual Assault Prevention and Response Agenda](#)

[Not Alone](#)

[Professional Faculty Development Report \(Boersma\)](#)

[Agendas for Online Institutes](#)

[Report for Academic Service Learning – 2013-14](#)

November 10, 2014: Vol. 1 No. 9 “Ladder of Changes: An Introduction to the Associate Deans Council”

[2015-2017 Capital Budget Request](#)

November 3, 2014: Vol. 1 No. 8 “Internationalization at CWU (1)”

[AUAP 2014 Year in Review Newsletter](#)

[Quick Reference for Faculty-Initiated Campus Internationalization](#)

[Introduction to new UESL Director - Sherri Fujita](#)

[Medical and Counseling Center 2014 Report](#)

[Faculty 180 Quick Reference Guide](#)

[Faculty 180 Screenshots](#)

October 27, 2014: Vol. 1 No. 7 “Student Advising and Student Retention”

[Who Gets to Graduate? - Paul Tough, *New York Times Magazine* - May 15, 2014](#)

[Academic Advising Reorganization](#)

[Student Retention Summary for First Year Experience, Sophomore Year Experience, Map Works](#)

[EAB Student Success Playbook](#)

October 20, 2014: Vol. 1 No. 6 “Budget 101(B): A Guide to Budget Planning in Academic and Student Life”

[Budget Overview from George Clark - October 2014](#)

[Budget Update from President Gaudino - 9-29-14](#)

[OFM State Budget Update - 5-5-14](#)

October 13, 2014: Vol. 1 No. 5 “An Overview of the Academic and Student Life Division”

[The Learning Commons Fact Sheet](#)

[ARC to Success: Linking the “Commons” Model to Academic Success at Central Washington University](#)

October 6, 2014: Vol. 1 No. 4 "Whither Graduate Studies and Research?"

[Gear Up - SOAR Abstract](#)

[Graduate Studies Framing Report 2014](#)

[Graduate Studies Framing Report 2014 - Attachments](#)

[SGSR Annual Grant Report 2013-14](#)

September 29, 2014 - Vol. 1 No. 3 "What does a Provost do?"

[EAB Optimizing Budget Models](#)

[EAB Student Success Playbook](#)

Academic and Student Life Update – “*At the Heart of It*”
Marilyn Levine, Provost and Vice-President of Academic and Student Life

Dear Colleagues,

From the Provost's Sampler

- CWU belongs to the Education Advisory Board. Everyone at CWU—faculty and staff—belong to this group as a result of our membership to the Academic Affairs Forum. If you sign in all you need is to set up a login with your CWU email. The site has hundreds of research studies and national trend analyses on everything from enrollment management to space utilization to multidisciplinary programs, and you can order multiple copies of the books for free and use them for professional development or just insight into national trends.
- Vice-President George Clark and I attended the EAB sponsored Provost-Chief Business Officer Roundtable and the major sessions were on budget resources in a time of challenge and change and a focus on student success – primarily retention. I am posting two of the presentations in this week's Provost's Sampler Documents – but here are two interesting facts:
 1. We often think that most of our attention should be towards students who enter with low skills and are most at risk. According to the *Student Success Playbook* “[The] greatest opportunity to increase graduation rate is targeting support to students from 2.0 to 3.0 – a “murky middle” often overlooked.”
 2. In the *Optimizing Academic Budget Models*, a survey of Provosts, 66% agreed or strongly agreed that “Most new funds for academic programs will come from reallocation rather than new revenue” while 57% of Chief Budget Officers, agreed or strongly agreed that, “New spending at my institution will come from reallocated dollars not an increase in revenue.” Interestingly, the Responsibility Centered Management budget model is gaining increased adherents and support across the nation.
- *REMINDER*: Coffee in the SURC with the Provost is scheduled for October 9 and October 23 at 3:00 pm. The coffee schedule, along with AHOI columns and supporting documents can be found at the *Communication tab* of the Provost Web site: <http://www.cwu.edu/provost/>

At the Heart of It: “What does a Provost do?”

One of the most interesting things about being a Provost is that few people really know what it means, and not just students. The term comes from Europe and it means a head or chief, and in Scotland it has meant a mayor. But many cultures do not have an equivalent word, so it is fortuitous for myself that I also have the title Vice President as well, especially as this position is expected to lead both Academic and Student Life. However, it is useful to know what is expected of this position. In fact, it is quite simple; the Provost/Vice President for Academic and Student Life is the chief academic officer (CAO) of the University with overall responsibility for the Division of Academic and Student Life. Essentially the Provost takes a leadership role in fostering undergraduate and graduate programs of high quality.

The CWU Provost's office focuses on many areas including:

ASL Strategic Planning and Implementation
ASL Budget Management
Program and Curricular Development
Faculty and Student Recruitment, Development and Retention
Integration of Academic and Student Life
Sustaining the University through entrepreneurial leadership
Diversity, Global, and Interdisciplinary Leadership
Community Engagement and Partnerships

The CWU Provost has responsibility for twelve direct reports:

Associate Provost
Executive Assistant to the Provost
Dean, College of the Sciences
Dean, College of Humanities
Dean, College of Business
Dean, College of Education and Professional Studies
Dean, Graduate Studies and Research
Dean, CWU Libraries
Dean, Student Success
Executive Director, Office of International Studies and Programs
Director Academic Planning
Director, Human Subject Protection Administration

In addition to the normative duties, focus areas, and fairly extensive supervisory responsibilities mentioned above, I'd like to articulate that given the gravity of the budget processes we must undertake – I will be focusing this year on three areas:

1. Strategic budgeting
2. Academic planning
3. Student retention initiatives

Each of these will be discussed in much greater detail in future AHOI columns, but they all are related to one central objective that is preserving academic quality and the richness of the student experience while adapting to the challenges we are facing. Challenges, as I've mentioned before, that include financial sustainability, but also issues of social-cultural change and generation.

Until next week . . .

Marilyn

Week of September 29, 2014, Vol. 1 No. 3

Comments can be conveyed to Provost@cwu.edu

Upcoming Topic: "Whither Graduate Studies and Research?"

Supporting Documents: *The Student Success Playbook*, *Optimizing Academic Budget Models*

Link to Education Advisory Board:

<http://www.eab.com/research-and-insights/academic-affairs-forum>

Academic and Student Life Update – “*At the Heart of It*”
Marilyn Levine, Provost and Vice-President of Academic and Student Life

Dear Colleagues,

From the Provost's Sampler

- On September 23rd I was able to meet with the Faculty Senate Executive Committee for two hours to discuss our AY14-15 priorities and develop work sessions with the Provost's Council. As President Gaudino mentioned, the Senate is hard at work on more inclusivity in budgeting issues, as well as normative academic issues.
- The New Student Convocation on September 23rd was very moving, and faculty participation has doubled. I truly want to thank those who participated, and thank Jenna Hyatt, Bob Ford, and Dean Sarah Swager for their management of this event. Dr. James Avey was the keynote and gave an incredible speech. Although this is a short ceremony – it marks the transition to the start of an academic experience – and clearly the students are enthusiastic and inspired.

At the Heart of It: “Whither Graduate Studies and Research?”

Graduate Studies has finally emerged into a clearer light on campus – after a period of some confusion. In the spring of 2013 I assigned the Interim Dean of Graduate Studies, Dr. Kevin Archer, and the Graduate Council to create a Graduate Task Force report that answered several questions including determining the:

- primary mission and vision of Graduate Studies
- the role of the Graduate Office in developing, promoting, and in the marketing of graduate programs
- issues of functions, roles, objectives, assessment, and costs in relation to Graduate Studies
- the longitudinal history of the recruitment and funding of Graduate Assistants at CWU, including the policies and procedures in place to guide the usage of GAs
- the role of new trends in graduate education at CWU such as International Student recruitment and the possibilities of the Professional Masters of Science

The resulting report “*Framing the Issues for Graduate Studies at CWU*” co-authored by Kevin Archer and Robyn Brammer addressed these concerns in thoughtful ways, utilizing surveys, conversations, data, and actually working to solve some of the logistical and planning issues, as typified by the name of the unit changing from Office of Graduate Studies and Research to the School of Graduate Studies and Research (SGSR) to heighten its profile. I want to thank members of the Task Force: Dean Kirk Johnson, Dean Marji Morgan, Dean Connie Lambert, Chair Carey Gazis, Dr. Anthony Gabriel, Chair Laila Abdalla, and Associate Dean Robyn Brammer. As an aside, Robyn has left for a Deanship position in Southern California and her expertise and craft will be missed at Central, but we all wish her success in her new role. In addition to the Task Force, changes were implemented during the year by the Graduate Council and its committees, led by Chair Dion Rivera that accomplished much of the action needed to begin real transformation in the Graduate Studies programs at Central. Among the task force report highlights:

- SGSR has undergone reorganization in actions that include, office staffing redeployments, a new mission and vision statement, and a detailed, new strategic plan.
- SGSR has been active in developing program development and promotion with new graduate degrees and three new degree types, thoughtful consideration of 4+1 and 3+1 programs, and encouraging the creation of new format/delivery of graduate courses.
- SGSR has regularized graduate assistantship provision and funding (see the report and appendices).
- Accreditation compliance and graduate program assessment is a major focus area for the graduate council in the coming year. A program assessment protocol has been developed.
- Standards for International student admissions have been developed.
- Finally, Julie Guggino has been delegated fully to be the Director of Grants and Contracts, and has assumed a national leadership position, as well as leading workshops at CWU. The results have been extraordinary. In the last fiscal year—July 1, 2013 to June 30, 2014—grants and contracts increased 14.13% in one year to a **record high** for CWU with 10.8 million dollars. In the latest news the GEAR-

UP leadership team of Julie Guggino, Tracy Plouse and Kelley Quirk secured a concurrent second federal grant for seven years for \$18 million!

I will conclude this column with one of the salient points that is important campus-wide as we face the issue of prioritizing our academic programming—the relative value of graduate programs to the Central identity. The report eloquently argues:

Graduate studies and active research, in fact, are what make CWU a true university rather than simply a college. Particularly in this time of increasing competition for quality students and faculty, from even community colleges now offering their own four year degrees, the very presence of graduate studies and active faculty research is what gives CWU a competitive edge. It is also an important marker of the most up- to-date higher education teaching and research capacity that is most attractive to the best and brightest student and faculty applicants. In short, graduate studies and research is the competitive difference that makes a difference for CWU, especially at this time of increasing institutional privatization and the full implications of tuition-based funding. Having a formal School of Graduate Studies and Research with identifiable leadership ever promoting graduate programs, faculty research, and graduate student success is thus instrumental to the unique brand definition of higher education at CWU in both the state and the greater region.

Until next week . . .

Marilyn

Week of October 6, 2014, Vol. 1 No. 4

Comments can be conveyed to Provost@cwu.edu

Upcoming Topic: “An Overview of the Academic and Student Life Division”

Supporting Documents:

“Framing the Issues for Graduate Studies at CWU and Attachments” Spring 2014

“CWU Annual Report on External Grant & Contract Activities for July 1, 2013–June 30, 2014” Summer 2014
One page summary of Gear Up (SOAR)

Survey Results: Ways to Improve AHOI

Number of Respondents: 17

	Of High Interest	Of Moderate Interest	Of Little Interest	Of No Interest
I found the usefulness of the Provost's Sampler items of interest:	4	11	2	0

	Of High Informative Value	Of Moderate Informative Value	Of Little Informative Value	Of No Informative Value
I found the major topics for At the Heart of It:	6	8	2	1

	Always	Usually	Sometimes	Never	No Response
I open the Supporting Documents:	4	7	4	1	1

	Relevant to Me	Not Relevant to Me	No Response
The opportunities to meet during Coffee with the Provost	5	11	1

<p>Please share suggestions:</p> <p>It would streamline the process of opening supporting documents if there were links from the Central Today AHOI posting to the specific supporting documents. Otherwise, readers have to navigate to the Provost website and search for the relevant supporting documents.</p> <p>Thank you for reaching out to the faculty in the ways that you have this year.</p> <p>Really liked this last issue. The budget info was informative, as was the policy change info. Appreciate the kudos for various programs at the beginning.</p> <p>I'm so impressed that you do these columns --continued thanks for all your efforts!</p>
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