

| Q8  | Q9  | Q10   | Role<br>Role |
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| <p>What opportunities and challenges exist for us as we bring this vision to life?<br/>The major challenge (and opportunity) of this University is its location. In order to grow or even maintain enrollment near to prior years, it's going to take recruiting and retention efforts that go beyond Ellensburg and Western Washington. The past recruiting efforts have been largely focused around obtaining regional students who want to come live in the dorm and be around a physical campus. That market is drying up quickly and a new day has dawned. Now universities compete nationally and globally. It's due time to start expanding the pool of students (and offering programs) appropriately.</p>  | <p>I'm not sure. That sounds like a question for administrators who get wrapped up in how the pie is divided. But I do know that there needs to be transparency across departments or divisions so that individual departments have some level of control (or at least visibility) into how recruiting is done.</p> | <p>Not only a vision for the future of where learning is going and how to attract students from all demographics, age, etc., but also someone who has a proven track record of doing that. People can talk a good game when interviewing, but have they actually accomplished somewhere else what we are hoping they can do here? That's the question you need to be investigating.</p>   | Faculty      |
| <p>Have a new vision for student success and enrollment management<br/>Grow enrollment and implement enhanced methods for retention</p>   | Student Affairs division would make sense   | Comprehensive student success and retention plans. Invest in improving the student experience and motivation of students with the notion of sense of belonging.   | Staff        |
| <p>Challenges: High turnover in the science departments. Inadequate staffing (professors and support staff) in the Computer Science department. Too many online classes. Not enough in-person classes.</p>  | Need to have more in-person classes.  | Someone who understands that students learn best in in-person settings.   | Other        |
| <p>The opportunities we have is to connect with high school students and students from community colleges who may not have thought of CWU as an option. We are an access institution and we should embrace that niche. Our location is optimal for drawing students from a wide area of Washington State. The challenges we face are ensuring enough resources for the students once they have accepted CWU and are on-campus. This includes but not limited to health and counseling, case management, tutoring, financial aid, student employment, affordable dining options and availability, affordable housing options, disability support, and DEC resources.</p> <p>The other challenge is the balance between enrollment and retention. There appears to be a focus on increasing enrollment numbers by reducing barriers to entry which is good but this has also meant admitting students who are not prepared to be in college. Thus, retention has decreased. Additionally, the amount of resources needed to try to get those students prepared have increased exponentially. Only to lead to those same students failing courses such as University 101 which costs the student more time and money in the end.</p> | <p>This question is unclear. Because it is unclear as to the current organizational structure at the division level.</p>  | <p>There should be a focus on students who are academically prepared for attending CWU. If they are not ready for example a high school GPA of less than 2.0 then finding ways to get them ready before recruiting them. Find ways to make the financial aid process easy and simple. Based on S3 and other surveys students want more information about financial aid. If students can't pay for school they leave. If students are not prepared academically and fail their classes they leave. There needs to be a focus on supporting staff/faculty whose job it is to support students. It is about relationships.</p> | Staff        |
| <p>We have incomplete data. We do no real market research; instead we do small student surveys that do not reflect non-students so we don't know why students don't come here. We encourage the hoarding of the limited information we have which encourages the rumor mill that acts as the real communication chain.</p>  | <p>Athletics should not be reporting directly to the President.</p> <p>We got rid of VPs/Associate Vice Provosts/Vice Provosts only to hire more Deans as replacements while continuing to pay the former admins as faculty. We need fewer</p>  | A commitment to doing the right thing, even if it costs more in the short term.   | Staff        |
| <p>I understand the important's of recruitment. However the challenges I faced and still see are the neglect faced by transfer students. I think going to community colleges is great but CWU does a great job of getting them in the door. A lot of those students have lived at home for an extra 2-3yrs and on paper should be treated like traditional freshmen because they lack the skills to navigate higher education the same exact way a traditional freshmen would and at times are more afraid to ask questions and seek resources because they come in older but lack the foundational pieces to be successful.</p>  | <p>separating out each division honestly, I don't think Chief of Staff and Public Affairs need to be on the same tier as Diversity, Inclusion, and Athletics. If you are going to have a tier system allow space for each of those offices or committees etc. to not be smashed together.</p>                       | <p>I would want to see leadership not just from racially diverse backgrounds in the conversation, but also those that represent those with disabilities, those that are traditional students, those that are non-traditional, those that come from single parent households etc. All of these voices need a voice and offered a seat in the conversation. Representation matters and if you can't see yourself when you see Central you are not going to want to "belong" to the wildcat family. I take a lot of pride being a CWU inductee, I will also take pride in being a grad because I saw what I could become.</p>  | Student      |

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| <p>Opportunities--1. new leadership that is interested in listening, communicating, and that emphasizes the importance of meeting students where they are, instead of complaining about them not being this or that. Challenges--1. Creating community and engagement at a time when many students, faculty and staff are not on campus, but accessing the university from different states and even countries. How to build community, recruit students, engage in community outreach, and so forth when faculty, students, and staff are scattered 100s, even 1000s of miles in all directions? This might also be an opportunity, but seeing it as such is a challenge. People no longer have to live in the state where they work, which is a huge challenge for Central and other state institutions. 2. Advising - one of the biggest challenges, maybe the biggest, to student retention. The system is ineffective and constantly changing. Central should work to create a model advising system that starts with potential students and continues through to recent graduates.</p> | <p>Structure matters, but without the right values and incentive system, the structure won't matter. We have had 2 different structures in the past 20 years, and effective communication and collaboration between divisions did not happen with either structure. Values and incentives are key.</p>         | <p>Leaders at every level who value listening, communicating, and collaborating, and who think of their units as composed of not only current students, faculty and staff, but also potential and former ones.</p>  | <p>Faculty</p> |
| <p>opportunities- I think we already work hard to do this in individual departments. Faculty get to know students well, meet with them often, and often work with them from 184 experience first quarter to graduation to grad school and career. challenges- it's not working consistently across departments. It's harder for students who aren't sure what major they want to pursue, it's harder in the context of faculty and staff advisor turnover, etc. Faculty aren't very involved in the recruitment stage, and I think it would be beneficial to find ways to support faculty involvement at early stages to help with continuity.</p>   | <p>I am aware of the challenges of having ASL combined, but I personally think we should work through those challenges rather than reorganize divisions. This vision requires integration of academics and student life- staff advisors and faculty advisors need to work seamlessly together, for example</p> | <p>We need someone leading that is passionate about collaboration and helping us join together as many units for the same goal. This person needs to be an empowerer rather than a micro-manager, because they cannot be an expert on each role.</p>  | <p>Faculty</p> |
|  |  |   | <p>Other</p>   |
| <p>Opportunities: 8 satellite centers in the state through which to conduct community-based marketing of CWU programs; online programs that are more accessible and convenient for adult learners wishing to complete a bachelor's (or advanced) degree; Strong partnerships with community colleges.<br/>Challenges: Declining secondary student population; cost of higher education; lack of awareness of the satellite centers; too much emphasis on new buildings and not enough on updating and repairing existing facilities; employee moral and commitment; lack of flexible work schedules</p>  | <p>Career Services should be more closely aligned with Academics, Advancement, and Alumni &amp; Constituent Relations, rather than student life.</p>   | <p>Open-mindedness - A realization that the old, traditional way of conducting higher education business has changed, and that it will no longer be a successful model. Less emphasis on degree focus - requiring students to choose a major early in their college experience - more exploratory emphasis, which may require more flexible course options that can be applied toward a degree.</p>   | <p>Staff</p>   |
| <p>Recruiting, advising, and academic departments seem to not communicate well. For example, if the admissions component of the cycle had access to information about programs, students may come to CWU better prepared and not need as much advising or as many remedial courses. Also, some students may pick their schools based on knowing the specifics of a program. For example, a student may say "I'll study English at CWU because they gave me a specific program of study and told me what to do my last year in high school while WWU didn't know anything about the department."</p>  | <p>I think keeping academic and student life together would support this cross "office" (whatever general term you want here) communication.</p>   | <p>The leader should have a background, or at least familiarity, in recruiting, advising, and academics. This preparation would best know how the parts work together.</p>  | <p>Faculty</p> |
| <p>Better connections with online students who are not on campus</p>   | <p>Not sure - I would have to see some alternative models</p>  | <p>Inclusivity and creating a sense of belonging for everyone.</p>  | <p>Student</p> |
| <p>Opportunity to collaborate more with colleagues and create more community as we work to streamline this process. Challenge also in creating communication across centers, departments, programs so that each of us clearly understands our support roles and can also provide support when a team member is out. How do we create transparency between departments? How do we identify areas we are inadequately trained? How do we help students create community and friendships that supports retention, persistence and success while we are working online, virtually, remotely and limited in our ability to connect in person?</p>   | <p>I'm not sure how to respond to this question. I would like to have more training in my role and learn how I can support faculty, staff and students in a way that is more effective, utilizing a system that is easy to follow and effective for my work with students.</p>                                 | <p>Leadership has a willingness to learn, to change, to grow. Ability to let go of old habits and systems to embrace new modalities. Clearly able to communicate and good at relating to staff, faculty. Open to trying new ideas and encourages creative solutions. Someone who provides a stable ground for new ideas to grow and has a strong work ethic. Leadership also has a strong upper level support system to turn when issues arise that may cause stress or concern. Leadership cares for personal health and supports self care in team.</p> | <p>Staff</p>   |

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| <p>Challenge: Inflation<br/>Opportunity: Balanced and affordable tuitions</p> <p>More night and weekend courses</p> <p>Challenge: Parent and student views on unnecessary "core" curriculum<br/>Opportunity; First year mandatory core classes. Following years only degree concentration classes.</p>  | <p>Revisit athletic expenditures, downsizing and football program elimination.</p> <p>Professors teaching 60 percent of classes at minimum.</p> <p>Value your staff of diversity more.</p>   | <p>Remember that every person has dignity and value, whatever their status.</p> <p>CWU has a track record of elevating position, titles, academic achievements above others - you don't fully know what an individual can bring to the table unless you truly get to know them without prejudging.</p>  | <p>Staff</p> |
| <p>The pipeline vision has the challenge of buy-in on the part of students (having the population available to recruit in the first place and being competitive in offerings to sway students to CWU rather than other schools). However, it provides the opportunity to be intentional with students from when they start their time (through first communication or interest in the university)</p>   | <p>Academic and Student Life (specifically, student life/academic affairs (advising, etc) for the onboarding-graduation phase) and recruitment efforts from admissions.</p>  | <p>Future thinking (planning for contingencies and potential unexpected changes in colleges), collaborative mindset</p>   | <p>Staff</p> |
| <p>A new division and VP during such a tough budget time may not be received well. Especially with cuts possibly coming. Also, communication between divisions hasn't been great.</p>   | <p>Only academic issues should be within provost division. Everything else should be separate. I believe the faculty/student experience can often be in conflict if in one division. Students need a direct advocate that isn't seen as protecting faculty also.</p> | <p>A national search, since this is so key to the future of CWU. In addition, we need someone who has done the work of student engagement that also brings in new ideas. Public forums should be held with student groups invited and all ASCWU representatives to choose someone who communicates well with students.</p>                    | <p>Staff</p> |
| <p>Applying the proper resources to actually make this happen. Often, plans are created but the resources do not follow. Another situation occurs where different processes are put into place and it creates additional work for those lower on the organizational chart. In both situations, more work and burden is placed on the line level worker (i.e., faculty and staff that work directly with students) without the proper resources. This is a fundamental challenge that has to shift. Attention must be placed on resources and the burden/wear/stress that line level workers feel must be addressed.</p> | <p>Organizational structure is not the place to start. This is the wrong question to be asked as #2. If the focus is on administration's organizational structure and this is the top priority, we our eye is not on the ball.</p>                                   | <p>A deep dive into the operational issues that need to be addressed. I believe that many of the core issues that impact student learning, student retention, staff stress/load, faculty stress/load, and staff turnover can be addressed with various organizational structures. Again, this is survey is not asking the right question.</p> | <p>Staff</p> |