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UA3/9 15 Years: 15 Points of Progress, Transformational Leadership, 1997-2010 [Western Kentucky University]

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15 YEARS:

15 Points of Progress



Transformational Leadership | 1997–2012

PRESIDENT'S MESSAGE

Fifteen years ago I had the privilege of returning to my alma mater as President – something rare and very special in higher education today. The challenge given to me by the WKU Board of Regents at that time was to achieve a lasting transformation of the University from top to bottom. I was impressed with the Board's focus. It was very progressive – and equally aggressive – for a Kentucky “regional” institution. And so, together, we embarked on this wonderful journey. The result has been a physical, cultural, and attitudinal transformation of WKU.

Coincidentally, I arrived as the Kentucky General Assembly was debating Higher Education Reform. With the passage of what was known as “House Bill 1 – The Kentucky Postsecondary Improvement Act of 1997” – came a number of substantial changes to higher education in Kentucky. The opportunity was ripe for WKU to emerge with a broader mission and a new vision.

While educating students and providing access to a quality, affordable higher education certainly remain at the heart of what we are about as a Kentucky public institution, what Kentucky needs us to be is much more significant. Kentucky needs its universities to be economic development drivers that respond to the needs of business and industry and to be forces for solving problems and improving the quality of life for all those within our reach – whether within the confines of our hometowns or across the globe in a remote African village.

WKU has shed its regional context. Our vision has changed – no longer are we satisfied with the idea of being a good regional university or even



Gary A. Ransdell ('73, '74)

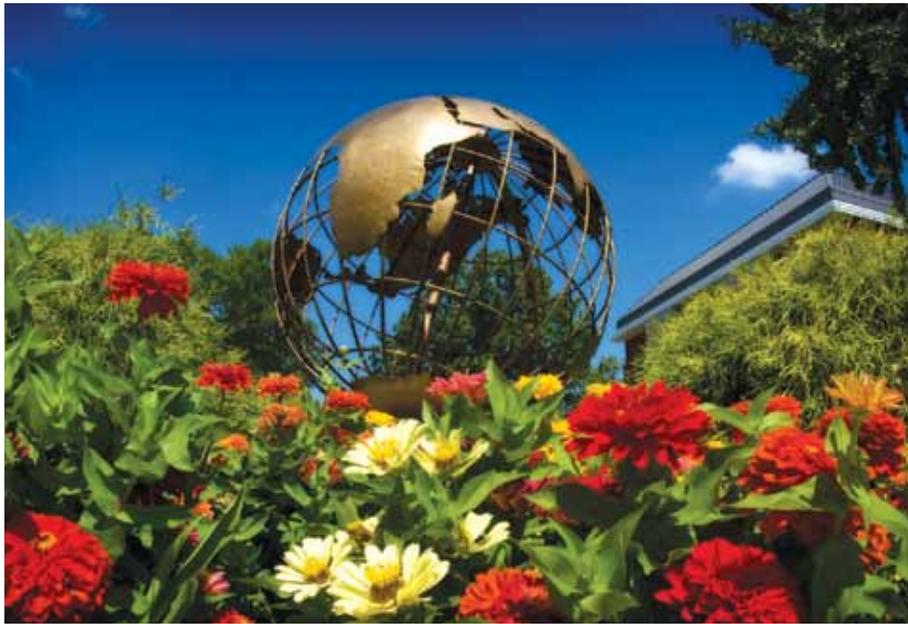
with being “The Best Comprehensive University in Kentucky and Among the Best in the Nation.” Our vision today is to be “A Leading American University with International Reach,” and we are ever focused on the measures that provide points of proof that we are achieving that vision.

During these 15 years we have completed two strategic plans to physically rebuild the campus, significantly increase our enrollment, improve academic quality, and enhance student life. We have just embarked on a third strategic plan, which emphasizes four broad goals: enhancing academic quality, building a diverse university community, impacting the quality of life in our region, and being good stewards of the campus physical plant and our financial resources. We have completed two capital campaigns that combined have raised more than \$304 million in private gifts to support faculty, students, programs, and capital projects at WKU. Most importantly, we have created the intellectual heartbeat of Kentucky for elementary, secondary, and postsecondary students through the Center for Gifted Studies, the Gatton

Academy of Mathematics and Science in Kentucky, and the WKU Honors College. Our Honors College student academic measures are outpacing those of elite private institutions, and their successes are becoming the means through which WKU is achieving national and international recognition.

We have expanded our reach in Kentucky by enhancing our regional campuses in Elizabethtown/Radcliff/Fort Knox, Owensboro, and Glasgow. More than 5,000 students are enrolled on those campuses. We have grown our distance learning programs with more than 6,000 students currently enrolled from across Kentucky and from nearly every state in the nation. We have also recommitted ourselves to growing the number of students who transfer to WKU from Kentucky's community and technical colleges by signing joint admission agreements with KCTCS institutions in Bowling Green, Elizabethtown, Henderson, Hopkinsville, Madisonville, Owensboro, and Somerset. Nearly 1,000 KCTCS students are now jointly enrolled at WKU and are on track to earn a bachelor's degree.

Our students are more engaged than ever and are gaining experience and knowledge of other cultures and communities throughout the world through study abroad, exchange programs, and global internships and fellowships. Through our Confucius Institute WKU is bringing the Chinese language and culture to elementary and secondary students across our region of Kentucky. And our ever-increasing population of international students adds an element of cultural exchange and understanding that is critical to our students' success in a global business environment.



Keown Plaza

“Gary and I have spoken often about what was so exciting when we arrived, and it was the combination of being able to lead an institution but also participate in this ambitious reform agenda. Over the last 15 years, higher education has performed, and one need look no further than Western Kentucky University to see how that’s played out. Our biggest challenge here (at NKU), and I suspect Gary’s challenge, is to sustain the momentum against very strong headwinds. But if I were betting on a university president in Kentucky, I’d bet on Gary Ransdell.”

— Dr. Jim Votruba, President, Northern Kentucky University, 1997-2012

Our athletic programs are also achieving a high level of success. WKU Football earned the 2002 Division 1-AA Football National Championship and has today emerged as a successful BCS program. Our 19 Athletic teams continue to dominate the Sun Belt Conference in all sports and have achieved national success in Men’s Basketball, Women’s Volleyball, and Baseball as well. Since 2000, 85 percent of WKU student-athletes who have fulfilled their eligibility have graduated.

While the physical transformation of the campus is the most visible change, I am most proud of the shift in academic quality at WKU. We have three new doctoral programs. This year we celebrate 10 years of Mechanical, Civil,

and Electrical engineering programs. Our fastest growing college, the College of Health and Human Services, didn’t even exist 15 years ago, and today it is home to our School of Nursing with plans to double its enrollment in the coming year. And something that wasn’t even on the radar for us in 1997, the Gatton Academy, was ranked by *Newsweek* as the number one high school in the nation in 2012!

This report, *15 Years: 15 Points of Progress*, documents the most significant changes at WKU since our transformation began in late Fall, 1997. Our success is measurable. Our achievements are significant. Most importantly, our transformation is a lasting one.

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Transforming Academic Reputation

At the heart of the vision for WKU to become “A Leading American University with International Reach” is advancing the academic reputation of the institution. As the academic reputation rises, so too does the value of a WKU degree - past, present, and future. Raising the academic performance of the student body, providing a unique learning environment for students, and preparing students to compete for national and international scholarship and research awards are keys to achieving the academic transformation that was envisioned in 1997.

The Center for Gifted Studies

The WKU Center for Gifted Studies has provided educational experiences beyond the traditional classroom for gifted and talented students, support for their families, and rigorous training and professional development for educators for more than 30 years. The Center has become one of the preeminent advocates for gifted education in the United States, and Center Director Julia Roberts is highly regarded as a national and international expert on gifted education.

The Center’s reach begins with first through eighth graders who participate in the Super Saturdays program to take advantage of fun opportunities to explore and investigate math, art, science, history, writing, music, and performance outside the normal classroom environment. More than 1,000 students participate in the Super Saturdays program annually.

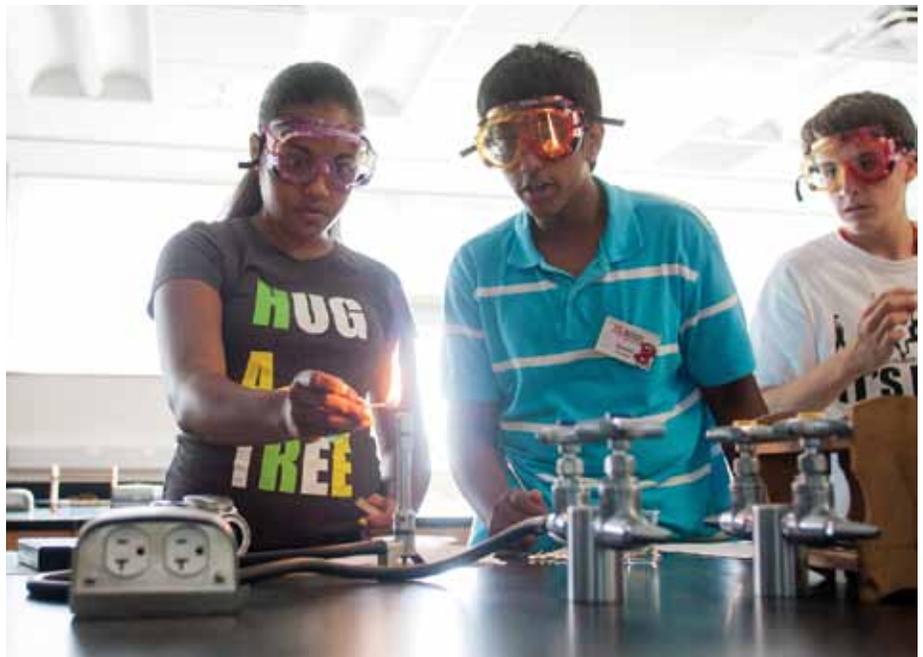
In partnership with Duke University, the Center has hosted the Kentucky Awards Ceremony for the Duke Talent Identification Program each year since 1982 to recognize exceptional performance by Kentucky’s seventh graders taking the ACT college entrance exam. Thousands of Kentucky middle schoolers and their families have visited the WKU campus for the Duke Recognition Ceremony.

In addition, more than 9,000 middle and high schools students have attended summer educational enhancement programs at WKU, and 7,300 educators have participated in the Advanced Placement Institute training program since 1984.

The Gatton Academy

In 2006 the Kentucky General Assembly approved funding to establish the Gatton Academy of Mathematics and Science in Kentucky on the WKU campus. The Gatton Academy is an independent residential high school for Kentucky’s exceptional high school juniors and seniors who have demonstrated interest in pursuing careers in science, technology, engineering, and math. The first class of Gatton students arrived at WKU in 2007. Gatton students take classes alongside WKU Honors students and participate in research, public service, and study abroad programs.

Students from 107 of Kentucky’s 120 counties have attended the Academy in its first five years, and 267 students have graduated from the Academy. The average ACT score of incoming high school juniors selected for the Academy’s Class of 2014 was 30.02 compared to the statewide average of 19.6. In 2012, graduating seniors at the Gatton Academy outperformed their high school peers for the fifth consecutive year on the ACT, posting an average score of 32 out of 36.



The Gatton Academy's awards and recognitions include being ranked the Top High School in America by *Newsweek* in 2012; being named to the *Washington Post's* "Public Elite" high schools list in 2009, 2010, 2011, and 2012; and being named an Intel School of Distinction Finalist in 2012 for excellence in science.

Honors College

In 2007 the WKU Board of Regents took the bold step of expanding the honors program to a fully independent Honors College. The goal was to grow the Honors College to 1,200 students by 2012, which has been achieved.

Students in the WKU Honors College experience an intimate, highly selective learning environment similar to that of a small private college but with the resources and benefits of a robust state university. Honors College students gain experience through service, applied research, and study abroad and live and learn together in housing dedicated for Honors students.

The Honors College accepts up to 300 high achieving students each year. The class of 2014 has an average ACT score of 29 and an average high school GPA of 3.8.

Scholar Development

In 2008, WKU established the Office of Scholar Development (OSD) to help all students develop the vision, experience, and skills to be independent, engaged scholars. OSD encourages



research and creative activities while assisting students seeking the top national and international scholarships.

WKU was listed among the top producing institutions of students winning Fulbright Awards in 2009; and in 2010, with four students earning Fulbright Awards, WKU was listed as a top 10 producer of Fulbrights among master's degree granting institutions.

In 2011-12, WKU students and recent alumni earned 28 national awards worth more than \$500,000. WKU was one of the top producers in the country of Barry M. Goldwater Scholars, the most prestigious awards for undergraduate students in science, engineering, and mathematics. Three of four WKU students applying for Goldwater Scholarships were successful

while the fourth received an honorable mention.

WKU and Gatton Academy students have also won Rotary Ambassadorial Scholarships, the Princeton-in-Asia Fellowship, U.S. Critical Language Scholarships, National Security Language Initiative for Youth Scholarships, Department of Defense SMART Scholarships, Morris K. Udall Scholarships, a U.S. Presidential Scholar award, the William Jefferson Clinton Scholarship, and a Boren Award for International Study.

A record number of applicants for Fulbrights, Marshalls, and other prestigious awards are expected in 2012-13.

1998 Dr. Julia Roberts and Dr. Charles McGruder propose a residential school of mathematics and science

2006 Kentucky General Assembly approves funding for the Gatton Academy of Mathematics and Science in Kentucky

2007 Gatton Academy opens at Florence Schneider Hall and is named to honor businessman and benefactor C.M. "Bill" Gatton

WKU Board of Regents approves creation and development of independent Honors College

2008 Office of Scholar Development established

2009 Gatton Academy named to *Washington Post's* list of "Public Elite" high schools for the first time

2011 Center for Gifted Studies celebrates 30th anniversary

The World Council for Gifted and Talented Children moves its headquarters from Winnipeg, Canada, to WKU

2012 Gatton Academy named a finalist in Intel Corporation's 2012 Schools of Distinction Awards

Newsweek names Gatton Academy the nation's top Public High School

Center for Gifted Studies launches Innovate Kentucky project to increase awareness of and interest in STEM fields

"Where I see the dramatic improvement is in our honors students. We've got some awfully good students... some powerhouse students. We know who they are because we keep up with them."

— Mary Ellen Miller, WKU Professor of English (and longest serving member of the faculty at 50 years and counting)

Enhancing the Student Experience

College students obviously encounter a great number of changes when they begin their college career. They may be living away from home for the first time, meeting new people from many different cultures, and looking for ways to get involved in their new surroundings. Their out-of-classroom learning experiences are abundant, and enhancing all aspects of student life has been a priority for WKU's transformation. From the construction of new academic buildings and the renovation of residence halls to the added emphasis on developing leadership skills and enhancing health and wellness programs, the University ensures that every student has the best possible chance for success.

Campus life

Each residence hall has been fully renovated and features moveable furniture, high-speed Internet access, cable TV, a kitchen on each floor, study and TV lounges, vending machines, laundry facilities, community rooms, and resident mailboxes. Trained staff members create dynamic opportunities to provide a premier living and learning experience that encourages student success. In addition to renovation projects that began in 1999, WKU Housing & Residence Life has added Shared Interest Communities designed to bring students together who have common academic, social, and extracurricular interests. Students can create groups that are purely social or that perform community service

projects. Shared Interest Communities are completely student driven and are monetarily supported by WKU Housing & Residence Life.

WKU dining facilities also have been renovated and expanded and provide food choices from the science campus at the top of the Hill to the residence halls near Pearce-Ford Tower at the bottom of the Hill and several points in between. Students can choose from the all-you-care-to-eat Fresh Food Company, several popular chain restaurants, made-to-order foods, and two on-campus convenience stores. And the Big Red Dollars program is supported by several local restaurants and businesses, giving students even more options.

Perhaps the most significant improvement to campus life is the \$49 million renovation of the Downing University Center, the heart of student activities and social life at WKU. When DUC reopens in 2014, WKU's student center will be state-of-the-art and will feature upgraded dining, new offices for student organizations, a 24-hour study area, larger meeting rooms, and a new WKU Store.

Programming offered by the Campus Activities Board, the Cultural Enhancement Series, various academic departments, and extracurricular organizations offer WKU students more opportunities than ever before to attend concerts, lectures, theatre productions, musical performances, presentations, workshops, seminars, and more on campus each semester.

Health and wellness

The Raymond B. Preston Health and Activities Center, one of the finest recreational sports and fitness facilities in the country, opened to students, faculty, and staff in 1992. In 2010 a larger, state-of-the-art fitness center was added. Programming by Preston Center staff offers a variety of fall and spring intramural sports as well as outdoor educational activities and other programs for students to enjoy.

In 2008 WKU opened the new and improved Health Services Center to better serve the health and wellness needs of the campus community. The full-service primary care center has three full-time board certified physicians and two nurse practitioners and offers patients state-of-the-art treatment and diagnostic capabilities. In addition, Health Services provides numerous health education workshops and programs that benefit students, faculty, and staff.

Leadership and volunteerism

WKU students seeking opportunities to get involved and develop leadership skills can choose from more than 300 clubs and organizations. Students have the opportunity to participate in the Dynamic Leadership Institute and other leadership & volunteerism activities. DLI is a four-phase program designed to teach students interpersonal skills and knowledge needed to engage in leadership roles on campus, within the community, and in their future careers. The program, which began with 90 students in 1994, has grown to 1,000

students annually. Involvement in these dedicated leadership programs provides students a foundation for success, a passion for learning, and a commitment to responsible global citizenship while fostering creativity and service to others.

As a measure of growth in these areas, the budgets for the Student Government Association and the Campus Activities Board have increased from \$240,000 to \$430,000. Student membership in the Greek community has grown from 1,300 to 1,850, and the number of Greek organizations has grown from 27 to 33.

In 2005, the Board of Regents approved a plan to create a Greek Village on the north end of campus. As of 2012, three organizations have completed houses, one is under construction, two are in the planning stages, and two more are initiating the process to relocate.

Diversity

As WKU's African American enrollment has grown from 928 in 1997 to 2,179 in 2011, the Office of Diversity Programs has continued to develop

and improve programs that enhance the campus climate for diversity, social justice, leadership, and intellectual growth.

One such program is the Outstanding Black Graduates Recognition Ceremony, which has been held each semester since May 1998. The program has become a much-anticipated event by the University, families, friends, and, of course, the graduates.

Student support services

The Student Success Center, located in the Downing University Center since 2006, offers students needing academic assistance several options for support.

Each year the Academic Advising & Retention Center logs more than 70,000 student visits, providing critical academic support necessary to help students achieve their academic goals and to progress toward degree completion. In addition, peer-to-peer tutoring is offered through The Learning Center, which was created to promote student success, enhance student performance, and increase student retention.

Student Disability Services works to ensure that students with disabilities have access to all facets of the WKU experience by reviewing disability documentation, meeting with students to determine appropriate accommodations, and partnering with other areas on campus to implement those accommodations.

The Career Services Center has expanded its mission to assist students in identifying and reaching their career and employment goals to include career exploration and academic career guidance. They assist students with preparing resumes and cover letters, practicing interview skills, researching job openings and employers, locating potential employers, and accessing online job databases.

Because the university experience should be challenging but not overwhelming, the Counseling and Testing Center, located at Potter Hall, provides a safe, non-judgmental space to work through issues that some college students face including homesickness, depression, or eating disorders. Specially trained counselors and psychologists are available to help students meet these challenges head-on before they become serious problems.

Campus safety and communication

Campus safety is a primary concern at WKU. Safety and security workshops are taught at MASTER Plan, students are encouraged to sign up for text alerts, and a nightly student escort service is available through the Campus Police Department, which operates 24/7. The University uses a variety of tools to communicate with students during an emergency, weather-related event, or any event that may cause disruption in the normal campus routine. Communication tools include text messages, mass email, indoor and outdoor warning systems, website alerts, social media, campus cable television system, digital signage, and local news.



“Dr. Gary Ransdell’s involvement in developing a campus that is receptive to college students has been second to none. Campus life and the campus climate have changed under (President Ransdell’s) leadership. It’s not just a place to take classes and go home – it’s a place to grow and live.”

— Howard Bailey, Vice President for Student Affairs

Expanding International Reach

WKU is expanding its international reach by recruiting more students from around the globe and by offering more opportunities for students to study and intern abroad. The Office of International Programs provides student services and leadership in the development of a strong international profile that is recognized both nationally and internationally.

International and study abroad services

The Sofia-Downing International Center is home to the Office of International Student and Scholar Services (ISSS). ISSS provides specialized support services including immigration advising and guidance, programs and events, and cultural adjustment to WKU's international students, scholars, and their

dependents. International student enrollment has grown from 84 students in 1997 to 683 in 2011.

The Office of Study Abroad and Global Learning serves the WKU community by engaging students, faculty, and staff in diverse, educational, and cultural experiences through various international study abroad opportunities. In 2010-11, more than 600 students studied abroad in 44 countries.

WKU also is home to the Kentucky Institute for International Studies (KIIS), a consortium of colleges and universities that offers international educational experiences in Europe, Asia, Africa, Canada, and Latin America.

Partnerships and exchanges

In a further commitment to recruiting international students, WKU opened an Admissions office at partner institution Hebei University in China in 2012.

Faculty and student exchange agreements are in place with more than 20 universities in China, Japan, South Korea, Taiwan, Belgium, France, Germany, Turkey, the Netherlands, Canada, Mexico, and Ecuador. WKU has scientific research partnerships with nine universities in China and Taiwan and has student teaching partnerships with eight universities in Spain, Ecuador, Belize, Germany, South Korea, and Sweden.

In 2010, WKU became the first U.S. University to announce an educational affiliation with Navitas, a global education services provider, to establish a University Pathways Program for international students.

WKU students around the world

Two unique study abroad opportunities allow students to either spend a semester living and studying in a castle in England or on a ship that sails around the globe. At Harlaxton College in Grantham, England, students live in a gorgeous manor house, take classes with 150 other students from all across America, and have the opportunity to travel throughout Europe on the weekends. Students may also choose the "Semester at Sea" program, an educational adventure where they live and study on a cruise ship that travels to multiple locations around the world including Spain, Morocco, Ghana, India, and more throughout an entire semester.

Through the convenience of distance learning programs, WKU has undergraduate and graduate level students studying online in more than 40 countries.



Harlaxton College in Grantham, England

2007	WKU sends first group of students to Harlaxton College in England
2009	The first group of WKU students participates in the Semester at Sea program
	Chinese Language Flagship Pilot Program begins at WKU
2010	WKU announces an educational affiliation with Navitas
	The first Navitas students arrive at WKU
2011	Confucius Institute's Chinese Learning Center opens at Helm Library
	President Gary Ransdell participates in the President's Forum during the 6th annual Confucius Institute Conference in Beijing
2012	The first student graduates from the Navitas program



Confucius Institute

WKU is home to Kentucky's first Confucius Institute, awarded by the Chinese Ministry of Education. Through the Confucius Institute, teachers from China are placed in area schools to teach Chinese language and culture. Thirty-three Chinese teachers taught at 41 schools in 12 districts across Kentucky in 2011-12.

Additionally, the Confucius Institute offers cultural programming, K-12 summer programs, teacher training and certification, professional development, and language proficiency exams. The Chinese Learning Center, located on the first floor of the Helm Library, contains artwork, multimedia exhibits, and 3,000 volumes in a space designed in a traditional Chinese setting.

Chinese Flagship

A select number of students are chosen each year to participate in the Chinese Language Flagship program at WKU – one of only nine in the U.S. The Chinese Language Flagship Program is an initiative of the National Security Education Program of the U.S. Department of Defense that seeks to bring students from the beginning level of Chinese language proficiency to the superior level during

their undergraduate career. Students take Flagship courses every semester in addition to their major or minor coursework, and they typically travel to China at least once per year to gain work experience.

Languages and cultures

A major or a minor in a foreign language can be combined with almost any academic or career interest. The Department of Modern Languages offers majors and minors in French, German, and Spanish. In addition, students can

enroll in lower division instruction in Arabic, Chinese, Japanese, Russian, and even Swahili.

The Asian Religions and Cultures majors and minors facilitate the understanding of the continent and its peoples, including their languages, religions, and cultures. The majors and minors provide students with an understanding of the Asian past as well as with the knowledge to put current issues and problems into broader historical, religious, and cultural contexts.



President Gary A. Ransdell participates in the President's Forum during the 6th annual Confucius Institute Conference in Beijing in 2011.

Responding with Relevant Programs

If universities are to be economic development engines for the Commonwealth, we must develop academic programs and shape curricula in ways that best meet the workforce needs in the regions we serve.

Engineering

As the industrial base has grown substantially in south central Kentucky, so too has the need for more engineers. Between 2000 and 2001 WKU sought and received approval to establish programs in Mechanical, Civil, and Electrical Engineering. These programs are designed to prepare new and competent engineers who are ready to make strong technical contributions in the workforce or to continue in graduate studies. In 2012, 545 students

are enrolled in these three ABET accredited programs assuring quality and stimulating innovation

Educational Leadership Doctoral Program

In 2008 WKU established its first advanced professional degree program, the EdD, or Educational Leadership Doctorate, to help meet an increasing need in P-20 education. The program offers four specializations for education and not-for-profit professionals: Teacher Leadership, Organizational Leadership, P-12 Administrative Leadership, and Postsecondary Leadership. WKU's first class of doctoral students from the EdD program graduated in May 2011. The EdD program currently has 133 students enrolled.

Doctor of Nurse Practice

WKU has a strong history of nursing education and has been graduating nurse practitioners at the master's degree level for some time. Beginning in 2015, however, the professional standards for the nursing industry state that all new nurse practitioners should be educated at the clinical doctoral level. The DNP is a terminal professional degree that focuses on the clinical aspects of nursing rather than academic research and prepares registered nurses to become nurse practitioners.



- 2001** Engineering programs approved by the Council on Postsecondary Education
- 2002** College of Health and Human Services is formed
- 2005** Engineering programs receive ABET accreditation
- 2007** SkyTeach program receives grant funding from NMSI
- 2008** WKU offers first doctoral degree program in Educational Leadership
- 2010** Kentucky General Assembly passes legislation to allow DNP programs at comprehensive universities
- 2011** Kentucky General Assembly grants authority to expand advanced practice doctoral degrees at comprehensive universities
- First WKU Education Leadership Doctoral program students graduate
- 2012** WKU Board of Regents approve Doctor of Physical Therapy program
- Groundbreaking for Health Education Building at The Medical Center at Bowling Green, future home of WKU School of Nursing and DPT program

Recognizing that only one university in Kentucky offered the DNP, Kentucky universities worked together to pass legislation in 2010 to allow all public universities to offer the Doctor of Nurse Practice degree. The DNP was established as WKU's second advanced practice doctoral program in 2011 and will graduate the first group of students in May 2014.

Doctor of Physical Therapy

Like many states Kentucky suffers from a shortage of physical therapists. That shortage is especially a problem in rural communities in western Kentucky. Recognizing that the shortage will only multiply as the population ages, a group of physical therapy and hospital professionals in south central and western Kentucky came together for the purpose of creating a Doctor of Physical Therapy program at WKU. Led by local businessman and physical therapist Tom Pennington, this group worked tirelessly to raise funds and in 2011 successfully lobbied the legislature to pass a law granting WKU authority to establish a third advanced practice doctoral program.

The DPT program at WKU is established to serve the health care and preventative needs of Kentucky's citizens, particularly in the rural and under-served areas of south central and western Kentucky, by developing competent and caring physical therapists. WKU has hired a director, clinical coordinator, and two additional PhD faculty for the DPT program. The first class is anticipated to begin in June 2013.



College of Health and Human Services

The College of Health and Human Services, established in August 2002, is the newest college at WKU. CHHS brings together all health and human services programs under one administrative unit. The College consists of seven departments and offers degrees at the associate, baccalaureate, master's, and doctoral degree levels. Departments include Allied Health, Communication Disorders, Family and Consumer Sciences, Nursing, Kinesiology, Recreation and Sport, Public Health, and Social Work. The College also oversees the Academic Center for Excellence, the Institute for Rural Health Development and Research, the Kentucky Emergency Medical Services Academy, and the South-Central Kentucky Area Health Education Center and is a partner in the Suzanne Vitale Clinical Education Complex.

Suzanne Vitale Clinical Education Complex (CEC)

The Suzanne Vitale Clinical Education Complex (CEC) at WKU is a community-university partnership that helps individuals and families realize dignity, independence, and productivity by providing services in these areas: Linda and John M. Kelly Autism

Program, Vickie and Dan Renshaw Early Childhood Center, Betty and Dr. Page Talley Family Counseling Center, Preston Family Foundation Acquired Brain Injury Resource Program, Family Resource Program, and Communication Disorders Clinic.

The CEC is part of both the College of Education and Behavioral Sciences and the College of Health and Human Services and prepares pre-professionals across disciplines for their careers while conducting research to enhance education and service.

SKyTeach Program

The SKyTeach program, created in 2007, is a partnership between the Ogden College of Science and Engineering and the College of Education and Behavioral Sciences. The program prepares the next generation of math and science teachers by partnering with area school districts to get future teachers into the classroom much earlier than normal. So far 49 certified teachers have graduated from the program with 250 more currently enrolled. For the first five years, grant monies from the National Mathematics and Science Initiative (NMSI) funded the program. WKU was one of only twelve universities, and the only university in Kentucky, to receive this highly competitive grant.



Medical Center – WKU Health Sciences Complex (scheduled to open in 2013)

Engaging Students in Research

Research is defined as the discovery of new knowledge that leads to the development of new technologies, methods, materials, and/or uses. WKU students significantly enrich their academic experiences by engaging in applied research, which is important to both academics and economic development.

Involving students in relevant research, especially at the undergraduate level, gives them marketable experience that serves them well whether they go on to graduate school or enter the workforce. It also enables the University to partner with area businesses and industries to find solutions to real problems, further contributing to the regional economy.

ARTP

The Applied Research and Technology Program (ARTP), approved by the Kentucky Council on Postsecondary Education in 1999, began operations in 2000 and by 2010 helped the Ogden College of Science and Engineering increase external funding 14 fold to \$14 million. The ARTP is a multidisciplinary program containing 17 scientific and service-oriented centers and institutes. The program is designed to prepare students for the knowledge-based global economy while meeting the research and technical needs of the community, state, and nation.

Each center operates within a cooperative and interdisciplinary framework to apply state-of-the-art science toward finding cost effective solutions to environmental and health issues and to the technological problems of government and industry.

Center for Research and Development

In 2000, WKU, with the help of the Commonwealth of Kentucky, transformed a run-down shopping mall into a thriving, high-tech business and research center. Today, the WKU Center for Research and Development brings together scientists, engineers, WKU faculty, and students for research collaborations. It is home to:

- The Applied Physics Institute (API), a multidisciplinary center performing research and development projects in nanoscale physics, material science, nuclear physics, and cyber physical systems. The API is internationally recognized for the development of technology to detect chemical, radiological, nuclear, and explosive threats through non-intrusive measures.

- The Institute for Combustion Science and Environmental Technology (ICSET), which includes the Combustion, Thermal Analysis, and Mercury Emissions Control labs. Services include polymer, fuel and pharmaceutical analysis, materials identification, mercury emissions analysis and control, and clean coal combustion technology.

- The Advanced Materials Institute, which specializes in the analysis and characterization of a variety of materials and provides third-party testing of materials for regional and national businesses.

- The Cyber Defense Center, which is dedicated to protecting important computer networks from cyber attacks.

- The Bowling Green Innovation and Commercialization Center, part of the Kentucky Innovation Network. The ICC helps technology companies through preliminary business assessment, business development, and ultimately Capitalization (the ABCs of business development) at no cost to the business.

Applied Research and Technology Program (ARTP)

Advanced Materials Institute

Applied Physics Institute

Nondestructive Analysis (NOVA) Center

Stimulating Opportunities for New Enterprises (STONE) Center

Center for Gerontology

Agriculture Research and Education Complex

Biotechnology Center

Center for Biodiversity Studies

Applied Statistics Center

Bioinformatics and Information Science Center

Social Science Research Center

Architectural and Manufacturing Science Institute

Architectural Innovation Center

Hoffman Environmental Research Institute

(which includes the Water Resource Studies Program and the Cave and Karst Studies Program)

Institute for Combustion Science and Environmental Technology

Institute for Astrophysics and Space Science

Kentucky Climate Center



Governor Steve Beshear and NOVA Center Director Ed Kintzel discuss the capabilities of the Large Chamber-Scanning Electron Microscope (LC-SEM) at the Center for Research and Development. The LC-SEM is the only one of its kind available for public use at a North American university.

- The Nondestructive Analysis (NOVA) Center, which houses one of two large chamber scanning electron microscopes in North America and the only one available for public use.
- The Lost River Data Center, a partnership with Bowling Green Municipal Utilities, that includes a High Performance Computer Center offering businesses a secure site to locate servers and business critical data.
- The Small Business Accelerator, which provides technology-based businesses with business support services and community resources to help them survive and grow during the start-up period.

More than 600 new jobs have been created as a result of the business growth at the WKU Center for Research and Development.

“President Ransdell was so interested in moving that [Center for Research and Development] forward. Now over 600 jobs have been created – good paying, high-tech jobs.

“I think down the road this and the Gatton Academy are the two things that WKU will be known for that will be transformational in our community and our whole region.”

– Kentucky Representative Jody Richards, Bowling Green

Student and faculty research

The University encourages research activities through programs such as the Faculty-Undergraduate Student Engagement (FUSE) grants. FUSE grants are designed to support undergraduate students’ intellectual development by fostering active engagement in the areas of research, creative and scholarly activities, or artistic performances.

Students and faculty have presented research findings at national and international conferences, such as the American Astronomical Society, American Meteorological Society, and the International Congress on Scientific Research in Show Caves. WKU research has taken place on almost every continent and has been recognized by NASA, *National Geographic*, and the National Science Foundation.

Entrepreneurial education

The Gordon Ford College of Business is helping develop the next generation of entrepreneurs. The College offers a bachelor’s degree in entrepreneurship, and students gain practical experience and engage in networking through organizations such as Students in Free Enterprise. In addition, four Centers of Excellence provide services and educational opportunities to students and the community. They are:

- The Center for Applied Economics, which serves as an economic information access point for Bowling Green and south central Kentucky, provides a bridge between technical research in economics and the local community on relevant topics, provides fee-based studies, and engages graduate students in applied analysis.
- The Center for Entrepreneurship and Innovation, which integrates academics and action research by developing collaborative programs across all disciplines and generates new venture start-ups.
- The Center for Professional Selling, one of 13 fully certified sales programs in the United States as a member of the University Sales Center Alliance.
- The BB&T Center for the Study of Capitalism, which is committed to educating students, faculty, and the general public about capitalism.

1998	Applied Physics Institute opens at WKU
1999	ARTP begins operations at WKU
2000	The Center for Research & Development opens in the building known as “the old mall”
2011	NOVA Center opens
	Lost River Data Center opens

Instilling Civic Responsibility

WKU takes great pride in the responsibility to promote development in the area of Kentucky that it calls home. The University is entrusted with nurturing the economic growth and quality of life in the region. WKU has persisted to identify and solve problems that impact the quality of life of those within our reach and aims to be an excellent steward of the governmental support provided to our public university.

Regional stewardship and services

WKU established the ALIVE Center for Community Partnerships (A Local Information and Volunteer Exchange) in 2003 as part of the Regional Stewardship initiative. The ALIVE Center promotes community development across south central Kentucky through campus and community partnerships and connects faculty, staff, students, and community members with service opportunities through volunteerism, service-learning, and community-based research.

The Institute for Citizenship & Social Responsibility (ICSR) was established in early 2010 as a part of the Department of Diversity and Community Studies. It is an organization of administrators, faculty, students, and staff committed to promoting careful reflection on civic values; engaging in critical analysis of contemporary social, economic, and political problems; and developing the skills of community organizing, citizenship, and civic engagement as a

means to achieving social change and the common good.

The Institute for Rural Health Development and Research provides dental services, medical services, health screenings, and health education to thousands of Kentuckians in area communities. With its two Mobile Wellness Units, The Institute provides preventative services and health education to the medically under-served and uninsured in rural Kentucky.



WKU student-athletes participate in the United Way Day of Caring.

Students take action

Hilltoppers With Heart began in 2011 as a program designed to give WKU student-athletes, coaches, and staff the opportunity to make an impact in the community by volunteering their time and talent with numerous organizations. WKU Athletics partnered with United Way during the project in 2011 by participating in the third annual United Way Day of Caring, a one-day

structured volunteer program that provides hands-on volunteer labor for a wide variety of projects.

The \$100 Solution™ is an international program that helps to answer a central question for students: With this \$100 bill, what can I do to enhance quality of life for others? Over 100 projects have been conducted since 2009 with more than 250 students participating.

WKU was named the “Most Globally Active and Aware Campus” in the nation in 2007 as a result of participating in The ONE Campaign Campus Challenge. The ONE Campaign seeks to raise public awareness about the issues of global poverty, hunger, disease, and efforts to fight such problems in developing countries. WKU competed against more than 1,500 other schools in the challenge.

Several WKU students took a 3,000-mile bike trip across the United States in 2010 and again in 2012 to raise awareness and funding for the Alzheimer’s Association. During these three-month trips from California to Virginia and from Minnesota to Florida, respectively, the groups stopped in several major metropolitan areas to hold fundraising events with the local Alzheimer’s Association chapters.

- 2001** The first Mobile Wellness Unit was acquired through federal funding
- 2003** WKU celebrates the opening of the ALIVE Center
- 2007** WKU wins the top prize in The ONE Campaign
- 2009** The \$100 Solution™ project kicks off for the first time at WKU
- 2010** The ICSR is established
- 2010** WKU students embark on the first of two 3,000-mile bike rides to raise money for Alzheimer’s Awareness
- 2011** Athletes and staff participate in Hilltoppers with Heart as part of the United Way Day of Caring
- 2012** WKU departments participate in the United Way Day of Caring for the fourth consecutive year

Sustaining Our Future

Fifteen years ago, the recycling program at WKU was primitive, recycling only paper and cardboard. Today WKU is at the cutting edge of sustainability efforts among college campuses across the nation.

GreenToppers

In 2007, GreenToppers, a student organization, gained considerable attention for its effort in improving sustainability. A key initiative of the GreenToppers is the Big Red Bikes program to promote bicycle use and awareness. The bicycle-lending program, which currently has a fleet of 35 bicycles, refurbishes abandoned or donated bicycles for loan to students, faculty, and staff at no cost. GreenToppers also began coordinating a formal Earth Day celebration on WKU's campus in 2007.

Sustainability prioritized

In 2008, a full-time Sustainability Coordinator was hired, and the WKU Sustainability Committee, comprised of faculty, staff, and students, was created to integrate principles of sustainability into University academics, operations, and culture.

In 2011, a new Recycling/Surplus Department was formed in an attempt to further reduce waste, with the goal of becoming a near-zero waste campus.

Further innovations

WKU is committed to building to LEED (Leadership in Energy and Environmental Design) standards, an internationally recognized framework that provides guidelines for sustainable building construction, renovation, and operations.

Since 2010, rainwater collection systems, used for irrigation, have been installed at five locations and collect as much as 45,000 gallons of water for various needs such as watering campus trees and gardens.

In 2010 and 2011, using utility savings resulting from energy conservation and efficiency initiatives, WKU installed natural gas boilers to provide steam to the entire campus through three miles of underground steam lines. Two remaining coal boilers that had served the campus since 1927 are now idle, greatly reducing WKU's overall carbon footprint.

Recognition and awards

WKU was honored with the distinction of the Tree Campus USA Certification in 2010, 2011, and 2012. The certification requires five core requirements: Campus Tree Advisory Committee, Campus Tree Care Plan, Campus Tree Program with Dedicated

- 2007** GreenToppers launch the Big Red bikes program and the first Earth Day celebration at WKU
- 2008** Full-time Sustainability Coordinator hired
- Campus-wide sustainability committee formed
- 2009** Sustainability officially becomes part of WKU's strategic plan
- 2010** Rainwater collection systems installed
- LED lighting system installed at WKYU-PBS
- 2012** WKU listed in the *Princeton Review's Guide to Green Colleges*

Expenditures, Arbor Day Observance, and a Service Learning Project.

WKU was ranked among the nation's most environmentally responsible "green colleges" in 2010, 2011, and 2012, and is one of only three universities in Kentucky listed in *The Princeton Review's Guide to 322 Green Colleges: 2012 Edition*.



WKU transit buses carried more than 500,000 passengers in 2011 in buses that utilize 5 percent biodiesel fuel.

Growing Private Support

A key difference in WKU today is the level of philanthropic support among alumni, friends, faculty, staff, and corporate partners. Prior to 1997 only about \$3 million was raised annually. Today annual giving is at \$17.9 million, and the University's endowment has increased from \$19.3 million in 1997 to \$111.8 million in 2012.

Shifting to a philanthropic culture

In 1998 WKU launched its first major capital campaign, "Investing in the Spirit," with a goal to raise \$78 million in private funds. That goal was exceeded by a substantial amount, and WKU posted a record \$102 million in total gifts and pledges by the end of the campaign in 2003.

The success of the "Investing in the Spirit" campaign created a change in how WKU is perceived and demonstrated a shift to a more philanthropic culture.

The second major fundraising campaign for WKU, "A New Century of Spirit," was publicly announced in September 2007 with an even more ambitious \$200 million goal. By the campaign's conclusion in June 2012, private gifts and pledges reached more than \$202 million. This number is even more noteworthy considering the recession that began in 2008.

The scholarships, endowed professorships, improvements to

academic and athletic facilities, and new and enhanced student life programs that were made possible by the generosity of donors during these two campaigns are a lasting testament to the power and importance of private support.

The next major capital campaign will focus on strengthening scholarship support for WKU students.

Alumni and friends support WKU at many different levels, and all donors have a significant impact on the University's goals of teaching, research, and public service. The President's Circle, which recognizes donors who give \$1,000 or more each year, now includes more than 2,500 members. The Cherry Society, which honors lifetime giving of more than \$25,000, has also grown exponentially during the last 15 years, and it is

not uncommon to recognize donors at levels of \$1 million or even \$5 million. In addition, The Society of 1906 honors individuals who make legacy commitments to the University through their estate plans. Donors who include WKU as a beneficiary of wills, life income agreements, retirement plans, or other assets are now a major part of WKU's fundraising success.

Lifelong Hilltoppers

WKU alumni play an important role in enhancing and strengthening the WKU Spirit. Much of the success of the two capital campaigns was due to the more than 100,000 alumni around the globe who are proud to call WKU their alma mater. With the growth in enrollment and graduates, the alumni base, too, has grown by more than 50 percent in the past 15 years.

Alumni support is substantial in a myriad of ways from philanthropy and volunteerism to mentoring current students and participating in special events. The Alumni Association annually conducts more than 200 events and programs that impact more than 50,000 alumni, and a record number of alumni volunteers—more than 2,000 annually—are contributing their time, talents, and energy to the Association. Because of this, the WKU Alumni Association achieved Top 10 status in the country in overall alumni participation rate for public comprehensive universities.

The Council for Advancement and Support of Education (CASE) recognized the WKU Alumni Association as the best overall alumni relations program in the southeast district in 2012. The Augenstein Alumni Center, slated to open in 2013, is a proud display of the alumni spirit and will create a place for all alumni to call home.

1998	First major capital campaign begins
	Gordon Ford gift of \$10.6 million announced for the College of Business
2003	Investing in the Spirit concludes having raised \$102 million
2006	WKU announces the largest gift ever to the University in the amount of \$15 million in Planned Giving from Jerry Baker
2007	Second major capital campaign begins
2012	A New Century of Spirit campaign concludes having raised more than \$202 million



Marrquon Bartee, a film editing major at WKU, performed in the "Hilltopper of the Century" music video, produced in 2012, to thank those who donated to the most recent capital campaign, "A New Century of Spirit." Scan the code to view the video on your smartphone.

"I wanted to make this gift because I have been interested in education for many years, and I believe that education is the hope of the world."

– Gordon Ford, Spring/Summer 1999
WKU ALUMNI magazine

"A college education made a change in my life. WKU is an institution with a perpetual life. The endowment will provide permanent support, and the home will be open to the public so everybody in the area can enjoy it."

– Jerry Baker, Summer 2006
Spirit of Giving newsletter

"As co-chair of both campaigns, it is noteworthy that despite a weak economy, the Hilltoppers were able to raise twice the amount of funds than were raised during the first campaign. This confirms the increased support that President Ransdell is receiving for his transformational goals for WKU."

– Don Vitale, Co-Chair of Investing in the Spirit and A New Century of Spirit campaigns

"I could never express to any of the scholarship donors the gratitude and relief I have due to their scholarships. I hope that one day I will be in a position where I can help out college students as well, just as I was helped when I needed it most."

– Hannah Brantley, junior from Salem, Ky., and multiple scholarship recipient



Rebuilding the Campus

New and improved facilities

Nowhere is the transformation of WKU more visible than in the improvements to the physical campus. Nearly \$500 million in new construction, renovation, and infrastructure improvements has been completed during the last 15 years. New academic buildings for Journalism and Broadcasting, Engineering and Biology, Education and Behavioral Sciences, and the Music Rehearsal Hall have opened. The old Snell Hall has been replaced with a new Snell Hall. Many more buildings have been renovated, including the oldest building at WKU, Van Meter Hall, which is now a state-of-the-art performing arts center. Research labs, commercial space for high tech start-up companies, and a Clinical Education Complex to serve the region have also been built. New and renovated athletic facilities for softball, soccer, and baseball have been completed, along with major renovations of Diddle Arena and Houchens Industries - LT Smith Stadium. And the WKU presence has grown substantially in the region with new and improved facilities on the regional campuses in Barren, Daviess, and Hardin counties.

Student life improvements

Improving student life on campus has been a priority for campus construction as well. Every WKU residence hall has been renovated, and construction on new student housing is underway. The Downing University Center, the focal point for student activity and energy, is currently undergoing a complete renovation. The Preston Center has been expanded, new campus restaurants have opened, and millions have been invested in classroom improvements, sidewalk and street repairs, parking and campus lighting improvements, and campus wayfinding.

The WKU campus is now completely wireless, and students enjoy an array of outdoor seating options and more green space for events and activities. Students also now have a place on campus to worship, reflect, and celebrate life in the Chandler Memorial Chapel, and the Guthrie Bell Tower and Plaza is a space dedicated to honoring WKU alumni who have served honorably in our nation's military, especially those who have sacrificed everything for freedom.

Modernization and beautification

Many more campus improvements are those unseen as work continues to replace aging steam lines and underground electrical lines. The addition of art and enhanced landscaping and careful attention given to the grounds by Facilities employees has brought the WKU campus to life, making it among the most beautiful college campuses in the nation.

Future plans

Much remains to be completed. First, the final renovation of the Thompson Complex Center Wing must be funded by the state. Then a new building is planned for the Gordon Ford College of Business, and a new home will soon be constructed for the WKU Honors College and International Center. The Augenstein Alumni Center will open in 2013, and a new building to house the WKU School of Nursing and Doctor of Physical Therapy program will open on the campus of The Medical Center at Bowling Green in 2013 as well.

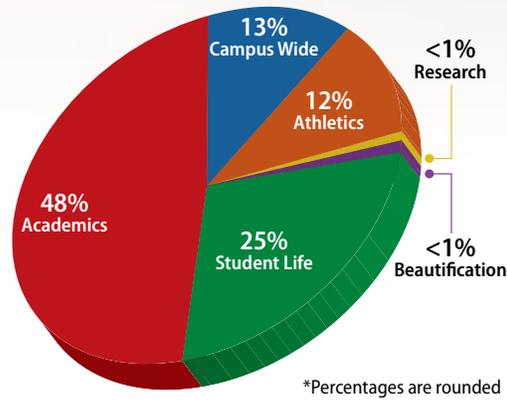
Completed, current, and future construction, renovation, and campus improvement projects total nearly \$818 million.



Centennial Mall

Financial Distribution of Campus Improvements

1998-2012



Campus Improvements

Academic	\$394.559 million
Athletics	\$96.351 million
Beautification	\$6.400 million
Campus Wide	\$106.869 million
Student Life	\$206.952 million
Research	\$6.827 million
Total	\$817.958 million

Construction Projects 1998-2011 (Completed)	\$485.918 million
Current Construction Projects	\$95.140 million
Future Projects	\$236.900 million
Total	\$817.958 million

RENOVATIONS, OPENINGS, AND DEDICATIONS

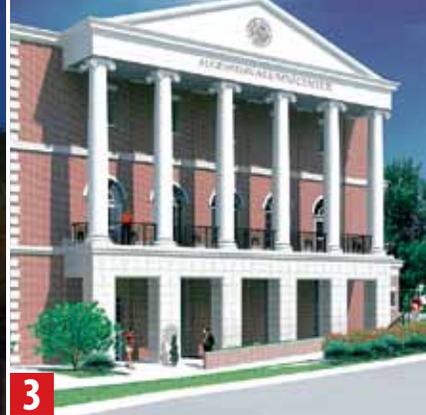
1999	Student Life Foundation established
2001	WKU Glasgow Regional Center McLean Hall
2002	Guthrie Bell Tower and Plaza Bates-Runner Hall, Northeast Hall, Southwest Hall
2003	Mass Media and Technology Hall Diddle Arena Barnes-Campbell Hall and Bemis-Lawrence Hall
2004	Engineering and Biological Sciences building Hugh Poland Hall DUC Restaurant
2005	Parking Structure 2 Minton Hall
2006	Centennial Mall
2007	Adams-Whitaker Student Publications Building Hardin County Training Center
2008	Health Services Center Einstein Bagel Shop at MMTH, Pearce-Ford Tower Food Court Houchens Industries - LT Smith Stadium
2009	Snell Hall Replacement Building Chandler Memorial Chapel College High Hall Meredith Hall, Zacharias Hall, Keen Hall, Gilbert Hall, McCormack Hall, Pearce-Ford Tower, Rodes-Harlin Hall Baseball Clubhouse Preston Center Expansion WKU Owensboro Administration Building
2010	Van Meter Hall
2011	Gary A. Ransdell Hall Knically Center Expansion Music Rehearsal Hall
2012	USDA Greenhouse Gateway Apartments Parking Structure Panda Express at Garrett Conference Center
2013	Augenstein Alumni Center
2014	DUC Renovation Complete (rendering below)



Campus Renovations

These photos represent just a few of the many campus renovation and construction projects that have taken place over the past 15 years at WKU.





- 1. Gary A. Ransdell Hall
- 2. Chandler Memorial Chapel
- 3. Augenstein Alumni Center
- 4. Gatton Academy
- 5. Centennial Plaza
- 6. Renovated Residence Halls
- 7. Houchens Industries - LT Smith Stadium
- 8. Van Meter Hall
- 9. Snell Hall

Producing More Degrees

Enrollment

The last 15 years have been a period of tremendous growth at WKU, and that is especially evident in the student population. During this period, WKU has been the fastest growing public university in Kentucky, with total enrollment climbing 44 percent from 14,543 in Fall 1997 to 21,048 in Fall 2011. The number of students applying to WKU has nearly doubled from 10,000 to almost 20,000, an indication that WKU has become a university of choice for an ever-increasing number of students.

And the numbers are up across the board as WKU expands offerings to meet the ever-changing needs of students. This includes more classes and degree programs at regional campuses; more distance learning classes; more opportunities for students to earn college credit while still in high school; expanded partnerships with the Kentucky Community and Technical College System; and increased focus on minority student recruitment.

WKU's vision to become A Leading American University with International Reach has meant an increased emphasis on international student recruitment as well. As a result, international student enrollment has jumped from 84 students in 1997 to 683 in 2011. International students at WKU represent nearly 50 countries with India and China leading the way.

Enrollment at WKU's regional campuses in Glasgow, Owensboro, and Elizabethtown/Radcliff/Fort Knox grew from 2,822 in 2001 to 5,009 in 2011.

Dual credit and distance learning are two examples of alternate methods of delivering course materials that were not prevalent or in existence in 1997. (The first online course was offered in 1999.) In fall 2011, there were 1,948 dual credit enrollments and 10,395 enrollments through distance learning. Nearly 6,000 students took at least one online course.

WKU has the second largest African American enrollment at any university in Kentucky, having increased from 928 in 1997 to 2,179 in 2011.

Retention and Graduation

Retaining students and keeping them on target for graduation has also been a priority at WKU. While WKU has had a modest improvement in retention to 73.2 percent in 2011, the percentage of students graduating within six years has jumped from 39.6 to 49.7.

WKU is helping fulfill the state goal of increasing the number of degree holders in Kentucky. Through increased enrollment, retention, joint programs with KCTCS, and efforts to keep students on track to graduate, the number of degrees awarded from WKU has climbed from 2,466 in 1997 to 3,885 in 2011. In addition, WKU developed WKU Finish, a program to help alumni with 90 or more credit hours return and complete their degrees.

Enrollment

	1997	2011**
Total enrollment	14,543	21,048
Enrollment at regional campuses	2,822*	5,009
Retention rate	72.1%	73.2%
African American enrollment	928	2,179
International enrollment	84	683

* 2001 data
** 2012 data not finalized at publication time

Graduation

6-year graduation rate	39.6%	49.7%
Degrees conferred annually	2,466	3,885

“We now have six commencement ceremonies per year – that’s directly a result of the increase in enrollment and the resulting number of graduates, but also an increase in participation because our ceremonies are an enjoyable, meaningful experience for students and their families. The red towel originated as a symbol of athletic spirit, but it has come to mean so much more than that. At the conclusion of the ceremony, all our graduates are asked one last time to stand and wave the red towel.”

— Freida Eggleton, WKU Registrar



Extending Educational Opportunities

The Division of Extended Learning & Outreach (DELO) was created in 2003 to provide customized learning opportunities to meet specific needs. DELO is the outreach arm of the University, offering both credit and non-credit classes to students of all ages. DELO also works with businesses and organizations to provide customized training, plan special events, and develop degree programs that meet specific needs.

The following units are part of this division:

- Distance Learning
- Academic Outreach
- Continuing & Professional Development
- Conference Services
- Study Away

Distance Learning

Distance Learning is an exciting and rapidly growing method of connecting students to higher education. The benefits to students are numerous, including flexible locations and flexible schedules. Distance Learning encompasses online student support, Independent Learning classes, faculty support services, and the campus testing centers.

Academic Outreach

The Office of Academic Outreach is home to credit programming in the Division of Extended Learning and Outreach: Dual Credit, Cohort Programs, Online Program Services, and Summer Sessions/Winter Term. The Office supports WKU's academic departments

with student recruitment and program administration to reach students through online, off-site, and other outreach programs.

The Cohort Programs unit creates college credit programs by partnering with business, industry, and community groups to develop customized courses, certificates, and degree programs that meet their needs. These programs are designed for a specific number of students (a Cohort) that move through the program coursework together.

The Dual Credit Program is a partnership with area high schools to offer qualified students the opportunity to earn college credit as part of their high school curriculum. Dual Credit courses are offered at area high schools during regular school hours by WKU faculty or by high school teachers who meet all accreditation standards according to the Southern Association of Colleges and Schools. Select online courses are now available to high school students as well.

Summer Sessions at WKU offers many convenient courses that can be completed online, at the Bowling Green campus, and at the WKU Regional campuses. WKU Summer Sessions is available to all students, whether they are just starting college, are close to graduation, or just want to pick up some summer college courses.

Winter Term was first offered at WKU in January 2006 as an optional three-week session in which students can take up to four credit hours. WKU Winter Term offers general education





classes as well as electives for both undergraduate and graduate students. Classes are available face-to-face at the Bowling Green campuses and at the WKU Regional Campuses located in Elizabethtown/Radcliff/Fort Knox, Owensboro, and Glasgow. There are also study abroad opportunities during Winter Term, and many classes are available online.

Continuing & Professional Development

The new unit of Continuing & Professional Development resulted from merging the former Center for Training & Development and the Office of Continuing Education. Based on feedback from community leaders and internal WKU leadership, these two former offices have been recently renamed Career and Workforce Development and Lifelong Learning, respectively. Career & Workforce Development administers professional development, workforce training, and career development programs. Lifelong Learning will oversee non-credit personal enrichment programs.

Conference Services

WKU Conference Services offers options for event venues such as the recently expanded Knicely Center and the new Augenstein Alumni Conference Center, along with a comprehensive event planning department. Services include assistance with planning and coordinating every aspect of an event, large or small.

Study Away

The Study Away program, created in 2010, provides off-campus courses that enable students to apply the lessons learned in the classroom in a practical, hands-on setting. Students in the Study Away program earn WKU credit in courses taught by WKU faculty. Examples of Study Away courses are Fly Fishing in Montana, Storm Chasing through the Plains, and Life and Literature of Chicago. Study Away provides support for Faculty-led Study Abroad in partnership with the Office of Study Abroad & Global Learning. Through the National Student Exchange, students can challenge themselves

in a new setting to add to the college experience by studying for a year or a semester at another university within the United States, Puerto Rico, Guam, or the U.S. Virgin Islands.

- 2003** DELO formed
- 2006** Winter Term added as a new option for students
- 2009** Dual Credit enrollments topped 1,000 for the first time
- 2010** Study Away program developed to promote domestic travel
- 2011** Knicely Conference Center completes major expansion project
- 2012** Online programs earn national ranking from US News & World Report

Increasing Our Presence

Enrollment at WKU regional campuses in Glasgow, Owensboro, and Elizabethtown has nearly doubled since 2001, increasing from 2,822 students to well over 5,000 in 2011. At the same time, the number of courses, programs, and student services offered have also increased dramatically. Although the majority of courses are taught face-to-face, distance learning has increased significantly and now accounts for 32 percent of regional campus course enrollments.

Partnerships with seven community and technical colleges have made transferring credits to WKU a seamless process. These joint admissions agreements with Bowling Green Technical College, Elizabethtown Community and Technical College, Henderson Community College, Hopkinsville Community College, Madisonville Community College, Owensboro Community and Technical College, and Somerset Community College allow students to be jointly admitted to a KCTCS school and WKU, providing a seamless path to a four-year degree. Nearly 1,000 students have been admitted into the joint admissions programs since the first ones began in 2009.

WKU-Glasgow

Serving a 10-county area, WKU-Glasgow is the largest of the three regional campuses, accounting for more than half of regional campus enrollments. The Glasgow campus was established in 1988 after a major community effort that included fundraising and even hands-on work to prepare classrooms for students at the original Liberty Street location. In 2001 the campus moved to its current location at 500 Hilltopper Way. More than 4,900 full-time and part-time students have on-site access to

academic advising, career services, counseling and testing, financial aid, and library services. WKU-Glasgow is unique in that it is the only WKU regional campus to offer four-year degrees. WKU-Glasgow is gearing up for its 25-year anniversary celebration in early 2013.

WKU-Owensboro

Beginning with only 82 students in 1969, the WKU-Owensboro campus has been educating students for more than 40 years. Prior to 2010, classes were held at various locations in Owensboro throughout the years. Thanks to the Daviess County fiscal court, WKU-O now has its own state-of-the-art facility that was dedicated in April 2010. The new building is home to academic classrooms, an electronic library, administrative offices, and a conference center used for both WKU-O and community events. Students have the convenience of purchasing class materials and apparel at the on-site WKU Store. WKU-O continues to grow student enrollment and program offerings at the undergraduate and graduate levels. There are more than 40 part-time and full-time faculty teaching more than 200 upper division classes at WKU-O each year.

WKU-Elizabethtown/Radcliff/Fort Knox

WKU began offering graduate classes for teachers and school administrators in Hardin County in 1964. Extended campus classes at Fort Knox began in 1973. WKU established an administrative office at Elizabethtown Community College in 1987, and in 1991 the Elizabethtown program was granted "Center" status by the Kentucky Council on Postsecondary Education. The Radcliff Regional Education and Development Center opened in 2008,

primarily due to growth at Fort Knox. In total, the Elizabethtown Center now enrolls more than 1,300 full-time and part-time students at the three Hardin County locations.

WKU was selected as a charter college in the GoArmyEd system to provide programs and classes for Soldiers. The Fort Knox program is coordinated with the Army Continuing Education System and meets military standards in addition to University, site, and accreditation standards. Because of the strong relationship with the United States Army, WKU was ranked in the top 20 in the nation as a "Best for Vets College" by *Military Times Edge Magazine* and has been designated as a Military Friendly School every year since 2009 by *G.I. Jobs Magazine*.

Regional Commencement

While graduates from these three campuses are encouraged to attend commencement ceremonies in Bowling Green, all three regional campuses now hold local commencement celebrations for their students.

- 2001** WKU-Glasgow moved to the current location at Hilltopper Way
- 2008** The Radcliff Center was added to the Elizabethtown Regional Campus
- 2009** First joint admission agreement signed with KCTCS
WKU designated as a Military Friendly School
- 2010** WKU-Owensboro moved into the new Reid Haire Administration Building
- 2011** Regional Campuses moved to the purview of University College
- 2013** WKU-Glasgow will celebrate its 25-year anniversary



WKU-Glasgow Campus



WKU-Owensboro Campus



WKU-Elizabethtown Campus

Competing at the Highest Level

WKU athletics has a rich history of tradition and excellence that spans decades, but the last 15 years have been a time of dramatic transformation. As a whole all WKU sports have won 82 Conference Championships (34 more than the next closest Sun Belt Conference school).

Academic success

Athletes' academic success is the top priority for WKU Athletics. In the spring 2012 semester, the cumulative grade point average for all 385 student-athletes was 3.05. Since 1999-2000, 85 percent of student-athletes who have completed their eligibility have graduated.

National success

Men's Basketball has made six appearances in the NCAA tournament in the past 15 years. In 2008, Ty Rogers' game-winning three-pointer in the first round of the NCAA tournament earned him an ESPY award for "best finish" and catapulted Hilltopper basketball into the national spotlight.

In 2002, WKU Football won the I-AA National Championship, and in 2009, the football program officially moved to the Football Bowl Subdivision (formerly known as Division I-A). The ultimate fan and supporter of all WKU's intercollegiate sports, Big Red is one of the most beloved and well-known college mascots in the country. Big Red has enjoyed much success over the past 15 years, including participating in the Capital One All-American Mascot Challenge eight times and being named the inaugural member of the Capital One Mascot Challenge Hall of Fame in 2012. Big Red turned 30 years old on December 1, 2009.

Olympic success

Claire Donahue became the first WKU student-athlete to win an Olympic gold medal for Team USA at the 2012 Summer Olympics in London. She competed in the Butterfly leg on the 4x100 Medley relay team.



Former WKU swimmer and Olympic gold medalist Claire Donahue

- 1999** Women's soccer and softball programs begin
- 2002** WKU Football wins the I-AA National Championship under Coach Jack Harbaugh
- Opening of the baseball team's indoor hitting facility
- Bill Powell Natatorium becomes the home to WKU Swimming & Diving
- 2003** Completed a \$32 million renovation of EA Diddle Arena
- 2006** Major renovations begin on Houchens Industries - LT Smith Stadium
- 2008** Track & Field complex is completed
- 2009** Big Red celebrates 30th birthday
- WKU Football moves to the Football Bowl Subdivision (formerly known as Division IA)
- 2012** Big Red becomes the inaugural member of the Capital One Mascot Challenge Hall of Fame

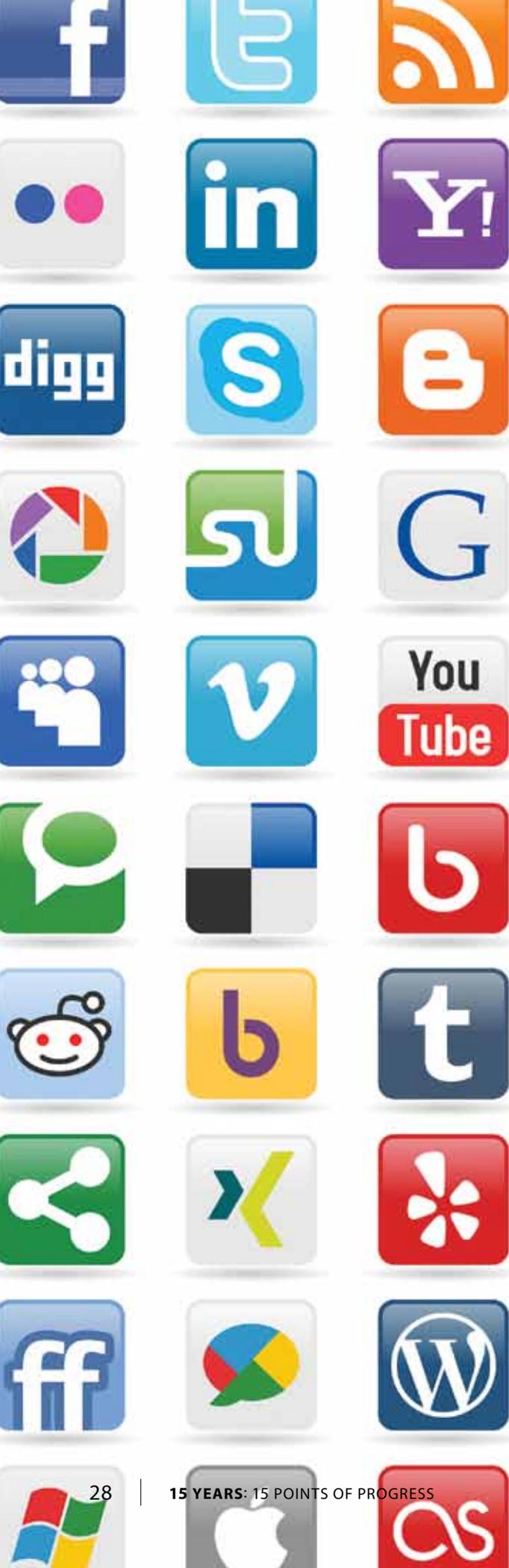
Athletic facilities improvements

- Since 2000, \$100 million in construction and renovation has been completed for WKU Athletics facilities supporting all 19 sports.
- To support the two new women's programs, the WKU softball field, built in conjunction with the WKU soccer complex in 1999 and early 2000, was part of a \$1.2 million development to create two of the finest facilities in the conference and region.
- E.A. Diddle Arena, named for the legendary Hilltopper coach, was originally dedicated in December 1963 and underwent a \$32 million renovation in 2003.
- Since 2002, WKU invested nearly \$3 million into enhancements at Nick Denes Field. Among the most noticeable changes include a press box and indoor hitting facility, which opened in 2002, and a new clubhouse facility that opened prior to the 2010 season. Eight hundred chairback seats have been added as well, bringing the capacity of the baseball complex to nearly 1,500.
- The Bill Powell Natatorium includes a 25-meter x 25-yard swimming pool with an ADA compliant pool lift and is accessible for everyone. Also included in the Natatorium is balcony seating for 300 spectators and an outdoor sun deck. Named for legendary WKU Coach Bill Powell, the Natatorium has been the permanent home of WKU swimming and diving since 2002.
- The renovation of Houchens Industries-LT Smith Stadium began in April 2006 and featured the construction of a new west side of the stadium and a significant renovation of the stadium's existing east side. Capacity now stands at 22,113. In 2012 the Club Level was named for national championship Coach Jack Harbaugh and his wife Jackie. The building addition also houses the football offices, a weight room, training room, locker room, and equipment area.
- The Charles M. Ruter Track and Field Complex was completed in May 2008. Highlighted by an eight-lane Defargo track surface, the facility houses a number of amenities to give Hilltopper and Lady Topper athletes, as well as the WKU and Bowling Green communities, a top-rated track and field facility for practice and competition.



Ty Rogers' game-winning three-point shot in the first round of the 2008 NCAA tournament

Photo by Dr. James Robinson



Staying Connected

Infrastructure, Website, and Social Media

During the last 15 years the WKU campus has experienced a technological revolution as the University has remained on the cutting edge of technological advancements that benefit students, faculty, and staff. From the days of waiting in long lines to register for classes and using Netscape email to now having a wireless campus with the latest in cloud computing and mobile connectivity, Information Technology at WKU has certainly come a long way.

Technology provides conveniences for students

Students who now register for classes online using TopNet cannot imagine the days of waiting in lines at the Registrar's Office with a paper registration card. TopNet allows students to register for all courses online and allows faculty and advisors to manage grades and course data online as well.

With more than 2,500 courses available, many students take all or part of their classes online via Blackboard, which was first introduced in the late 1990s. Today, on average, there are more than 20,000 daily Blackboard logins. IT-supported student technology centers are located all across campus, and some labs are open 24 hours, seven days a week.

ResNet was created in 2000 to distribute network equipment to students living in residence halls and to help students access the WKU network. All residence halls are wired for network access, and a campus-wide wireless network is available for anyone to use. Today, ResNet is a full computer service center for students, assisting with hardware and software support, replacement, data recovery, and spyware removal.

Innovations and upgrades

In 1998 the first Faculty Computer Replacement Project was completed with the purchase of 40 computers. Today, this \$300,000 annual project replaces 200 computers for faculty, ensuring they are equipped with state-of-the-art technology to perform their work.

Between 1998 and 2002, Banner, a system for higher education records management, was implemented on campus to manage Student Records, Financial Aid, Human Resources, Finance, and Purchasing.

Further advancements took place in the next few years including the release of iCAP, an online degree audit technology that enables students to track degree requirements and progress online. This time period also saw the installation of the first wireless network on campus, and an upgrade in Video conferencing / Distance Learning classrooms to modern, IP-based data networking.

In 2007 the IT Training Program shifted to an online video tutorial format as the primary method of providing technology training to WKU faculty and staff. IT Training has since developed more than 560 video tutorials in 25 categories.

Standardized digital signage boards can be found across all of the WKU campuses in common areas, academic buildings, and even in the cardio equipment in the Preston Health and Activities Center.

New innovations in 2010 included the launch of Qualtrics, a cloud-based research survey system. More than 500 students, faculty, and staff have created almost 1,600 surveys since inception.

WKYU-PBS

Since 2004 WKYU-PBS has earned a total of 11 Regional Emmy Awards in eight different categories, most recently earning the only Technical Achievement Emmy Award to ever be awarded to a Kentucky organization. The award was for an LED lighting system that was implemented in the campus studio, decreasing energy consumption by 97 percent. It is the only all-LED system of any PBS affiliate in the United States. The lighting system was also recognized with the 2011 National Educational Telecommunications Association Enterprise and Innovation Award. WKU was named as a 2012 Computerworld Laureate in the Environment due to the impact of this project.

WKYU-PBS unveiled a new state-of-the-art high definition production truck in 2012 to serve the WKU viewing audience from nearly any location, showcasing the people, places, and culture of south central Kentucky.

Website and social media

The wku.edu website was first introduced in 1997, and the most recent rendition is supported by a Content Management System which has created campuswide website standardization with WKU branding. The website logs nearly one million visits per month on average.

Students are able to connect with one another and with the University via the website and social media, which has become a major communication tool. Facebook and Twitter accounts were first launched in 2009, and now thousands of students, alumni, and friends of the University connect on a daily basis.

2011 and 2012 saw an increased use of social media tools including WKU's Interactive Virtual Tour, featuring a 3-D map of campus. The tour includes

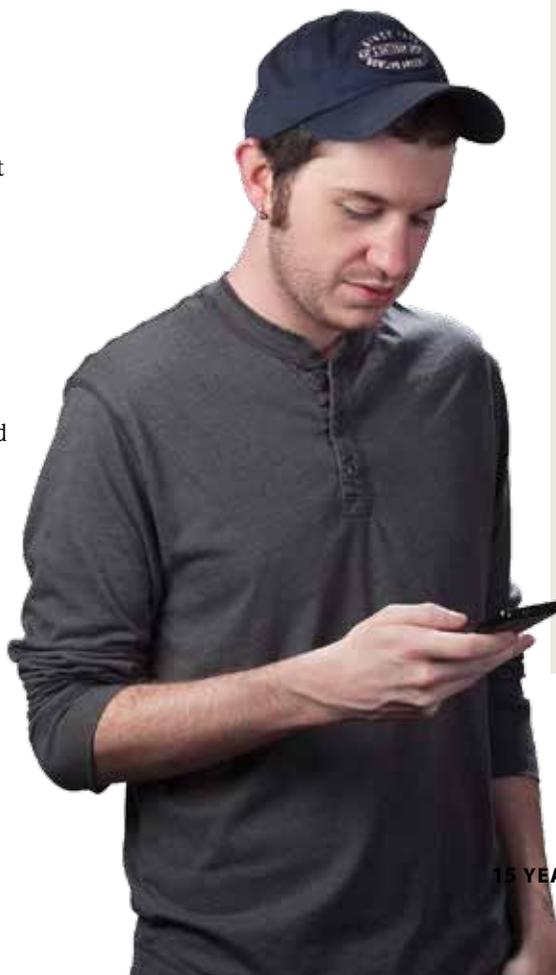
photo and video galleries and allows online visitors to have a campus experience right from their computer.



WKU Virtual Tour

The WKU on Facebook app, a custom social network specific to WKU, launched to provide current and incoming students a private social community to connect with each other both before they come to WKU and during their studies. WKU formed a partnership with Google Street View in 2012 and hosted a team from Google to collect 360-degree campus imagery to provide Google Maps and wku.edu visitors with a birds-eye view of campus from any computer anywhere in the world.

The free iWKU Mobile app provides iPhone, Blackberry, and Android users a mobile application that includes a campus directory, maps, news, and library info. The iWKU app has more than 24,000 active users.



- 1997** WKU website first launched
- WKU launched a telephone registration system called TopLine
- 1999** Blackboard online course management system introduced
- 2000** Registration migrates to TopNet to allow students to register for classes online
- Launched HSSN, a student run sports network
- 2007** IT training goes online
- 2009** WKU Facebook and Twitter accounts established
- 2010** LED lighting installed at WKYU-PBS
- 2011** WKYU-PBS wins an Emmy in Technical Innovation for its LED lighting project
- Campus 3-D virtual tour launched
- 2012** WKU launches an application on Facebook that is custom-built for WKU students

Stewarding Resources

Public funding

For much of the period between 1997 and 2006 the national economy was generally stable, and the Commonwealth of Kentucky's commitment to higher education was strong. Funding for many university priorities was realized during that time. But in late 2007 that all changed with a global recession that has resulted in numerous budget cuts to Kentucky universities as well as declining federal research and public service grant funds.

At WKU state funding levels in 2012 are near where they were in 1997 yet the institution has grown by more than 6,000 students. This dramatic enrollment growth has been the impetus for adding 239 more faculty and 601 more staff over the last 15 years. As the number of students increases, so too do the demands for services, programs, and initiatives to support and promote student success.

The state's share of WKU's budget in 1997 was 43 percent, but due to inadequate state resources, the state's share has fallen to only 18 percent today. Much of WKU's total budget growth over the last 15 years has come from enrollment growth and tuition and fees, which were \$1,070 per semester for in-state undergraduate students in 1997. Today tuition is \$4,236 per semester. Entrepreneurial business practices, including outsourcing dining services and facilities management; along with hundreds of efficiencies, ranging from moving to paperless transactions to selling surplus equipment on eBay; as well as energy conservation efforts that produce annual savings on utility costs have been implemented. The University maintains a low debt ratio of 3.2 percent of its operating budget and is rated as Aa3 by Moody's and A+ by S&P.

WKU is committed to maintaining a strong financial profile and to budgeting its funds in ways that ensure strategic goals are met and a high level of academic quality is maintained as has been demonstrated throughout this report.

Private giving

Growth in private giving to WKU is a primary source for new funding to support student scholarships and academic priorities during the last 15 years. Two non-profit foundations exist to receive and manage monetary gifts for the purpose of supporting students and advancing the educational mission of WKU: the College Heights Foundation, created in 1923, and the WKU Foundation, created in 1993.

In 1997 the combined endowment of these two foundations was \$19.3 million. Thanks to the generosity of thousands of WKU alumni, friends, and corporate partners, at the completion of WKU's second capital campaign earlier this year the combined endowment now totals \$111.8 million. These foundations supported six endowed professorships in 1997. That number has grown dramatically to 33 endowed professorships and two endowed chairs in 2012. The College Heights Foundation scholarship awards grew from \$573,962 in 1997 to \$4.8 million for fiscal year 2011.

A significant factor contributing to the growth in WKU's endowment is the "Bucks for Brains" program initiated by the Commonwealth of Kentucky following passage of Higher Education Reform in 1997. Bucks for Brains was a matching program which provided a dollar for dollar match of state funds with private funds given to universities in support of research and service programs, endowed chairs and

professorships, and scholarships. WKU matched more than \$14 million in Bucks for Brains funds from the state during the life of the program.

WKU Research Foundation

The WKU Research Foundation (WKURF) was established in 2001 to serve as the fiscal agent for externally funded grants, contracts, and cooperative agreements. External grant awards in 1997 totaled \$11.5 million and by 2011 had grown to \$22.9 million.

Until 2010, the WKU Research Foundation acted primarily as a "bank" for extramural grants and contracts. WKURF is now using its flexibility to enter into entrepreneurial relationships to benefit WKU and the region and is supporting new business ventures of students and faculty through various initiatives.

"I've known most of the university presidents in Kentucky over the last couple of decades, and none has a record as good as Gary Ransdell. What has happened at Western over the last fifteen years is truly remarkable any way you measure it."

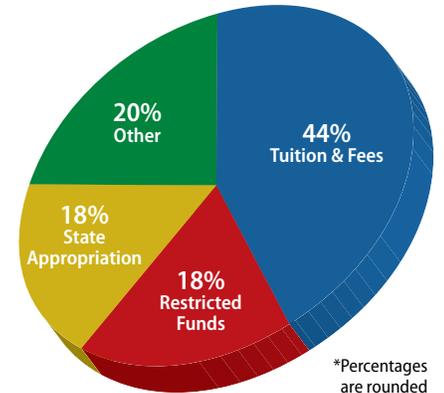
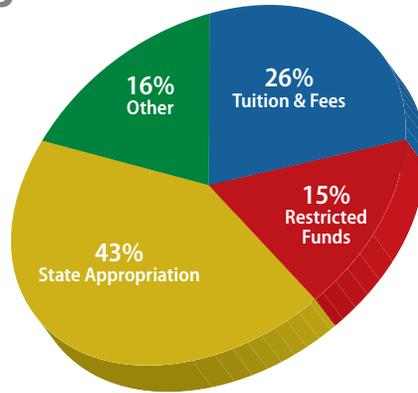
— U.S. Senator Mitch McConnell

"Kentucky has to invest at a greater level in higher education if we're going to raise the standard of living and the median income of Kentuckians. But since we struggle (with state funding), what's been rewarding is watching what Gary has done here to find resources to make sure Western moves forward."

— U.S. Representative Brett Guthrie

15 Year Budget Comparison

1997-1998 / 2012-2013

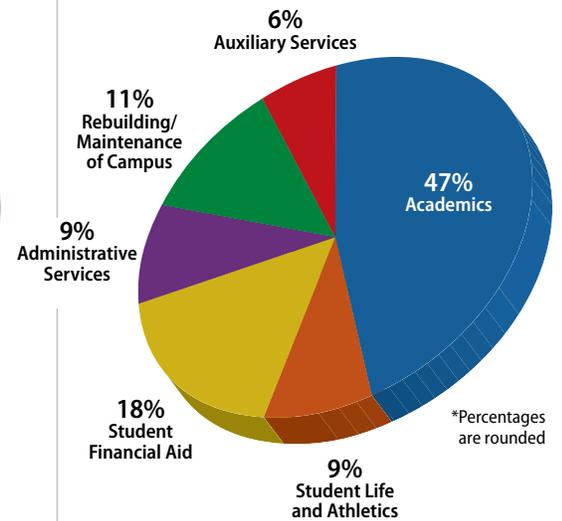
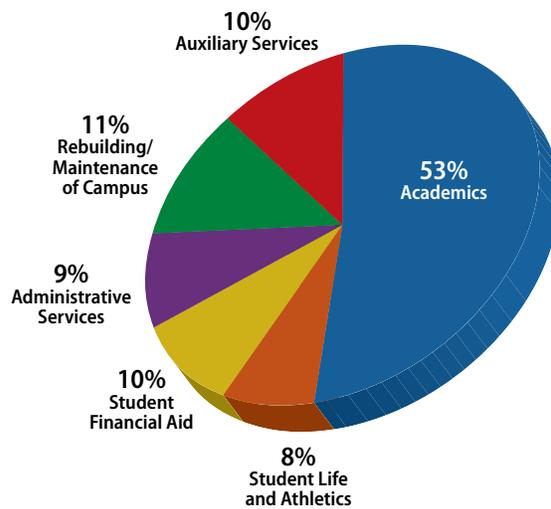


*Percentages are rounded

REVENUE BUDGET

	1997-98	2012-13
Tuition & Fees	33,336,000	172,732,000
Restricted Funds*	19,534,000	69,560,000
State Appropriation	55,852,900	69,580,600
Other/Auxiliary	21,348,000	76,724,400
Total Budget	130,070,900	388,597,000

*Includes grants, contracts, and financial aid



*Percentages are rounded

EXPENDITURE BUDGET

	1997-98	2012-13
Academics	68,394,706	180,983,100
Student Life & Athletics	10,348,492	36,430,400
Student Financial Aid (all sources)	12,498,466	68,737,000
Administrative Services	11,515,592	34,205,200
Rebuilding/Maintenance of Campus	13,946,644	44,057,300
Auxiliary Services	13,367,000	24,184,000
Total Budget	130,070,900	388,597,000





BUILDING A BRIGHT FUTURE

Our transformation is not yet complete. To finish all that is planned in our physical transformation will require a significant commitment of funds from the Commonwealth of Kentucky. A new home for the Gordon Ford College of Business is planned, but we must first complete the renovation of Thompson Complex. Academically we must continue to build our curricula to meet the workforce needs for Kentucky's long-term economic stability, and we must provide the healthcare workers needed to care for an aging nation. We must also increase our efforts to develop and commercialize new technology and grow the number of high-tech jobs in Kentucky.

Fifteen years ago Kentucky challenged its universities to think bigger, to be better, to strive for quality, and to increase the number of bachelor and master's degree holders in Kentucky. We must do even more in the next 15 years.

Quantity, Quality, and Relevance. Those are the three things that Kentucky needs that we at WKU are focused on achieving. Quantity: our enrollment has grown significantly and our graduation rates have improved. We are doubling our efforts to recruit, retain, and graduate more students. From a quality perspective our Honors College is nearing the planned total enrollment of 1,200, and in the coming years we are

committed to fully funding the faculty needed to make it a stand-alone, degree granting college. The sky is the limit for the Gatton Academy, but we must look to the state to support the expansion that will allow more of Kentucky's best and brightest high school students to take advantage of the nation's number one high school. And in terms of relevancy, the students who earn a degree from WKU must be engaged in their communities, knowledgeable and experienced in their field of study and in global affairs, and they must leave us as skilled leaders who are confident in their abilities. Our international efforts are still in the infancy stage at WKU, and we are going about the business of increasing the number of students studying and working abroad. And we will expand the languages we teach to include other critical cultures in the world, such as Arabic and Swahili.

The last 15 years have been exciting for me personally. So many faculty, staff, alumni, friends, and communities have been a part of the transformation to this point. More is planned. The future is bright for WKU!



Gary A. Ransdell

"We were looking for someone who would set the standard. He was engaging. He had great goals for WKU and strategies to make it happen. Gary's vision was greater than ours. I can't speak for other board members, but I don't think we saw what was coming. We hoped, but we didn't know. We got far more good things than we could ever have imagined.

"And Julie, wow, what a first lady. They are the package."

— Lois Gray, Regent (1997–2009)

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This report is dedicated in memory of Cornelius Martin (1949-2006), a business and community leader and tireless supporter of WKU. Martin served on the Board of Regents for twelve years, including two terms as chairman.