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# UA56/3/3 Institutional Self-Study 1992-1994 Vol. 3 Supplement

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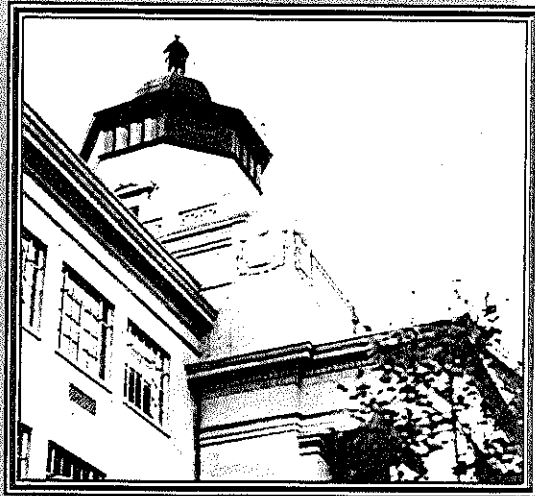
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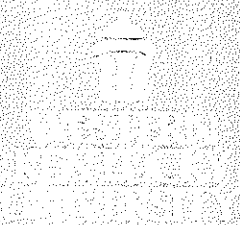
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WESTERN KENTUCKY U



**Institutional Self-Study 1992-1994**

**Volume 3  
Supplement**





**SACS 1992-94 SELF STUDY**

January 14, 1994

TO: Administrators, Unit Heads, and others

FROM: Livingston Alexander ~~LA~~  
Joe Glaser ~~JG~~

Here is your copy of Volume 3 of Western's SACS self study, a supplement containing preliminary comments on the recommendations and suggestions listed in the Institutional Report you received earlier. (Volume 2 contained backup documentation and was sent only to the SACS visitors.) We hope you will review items pertaining to your area, keeping in mind that the SACS visitors may be contacting you in February to discuss your reactions to self study findings.

President Meredith has sent a general letter to faculty and staff, inviting them to review the Institutional Report and Supplement in departmental and college offices. Copies are also available in the reference area of the Helms-Cravens Library.

Again, thank you for all your help with this large and important project.

enclosure



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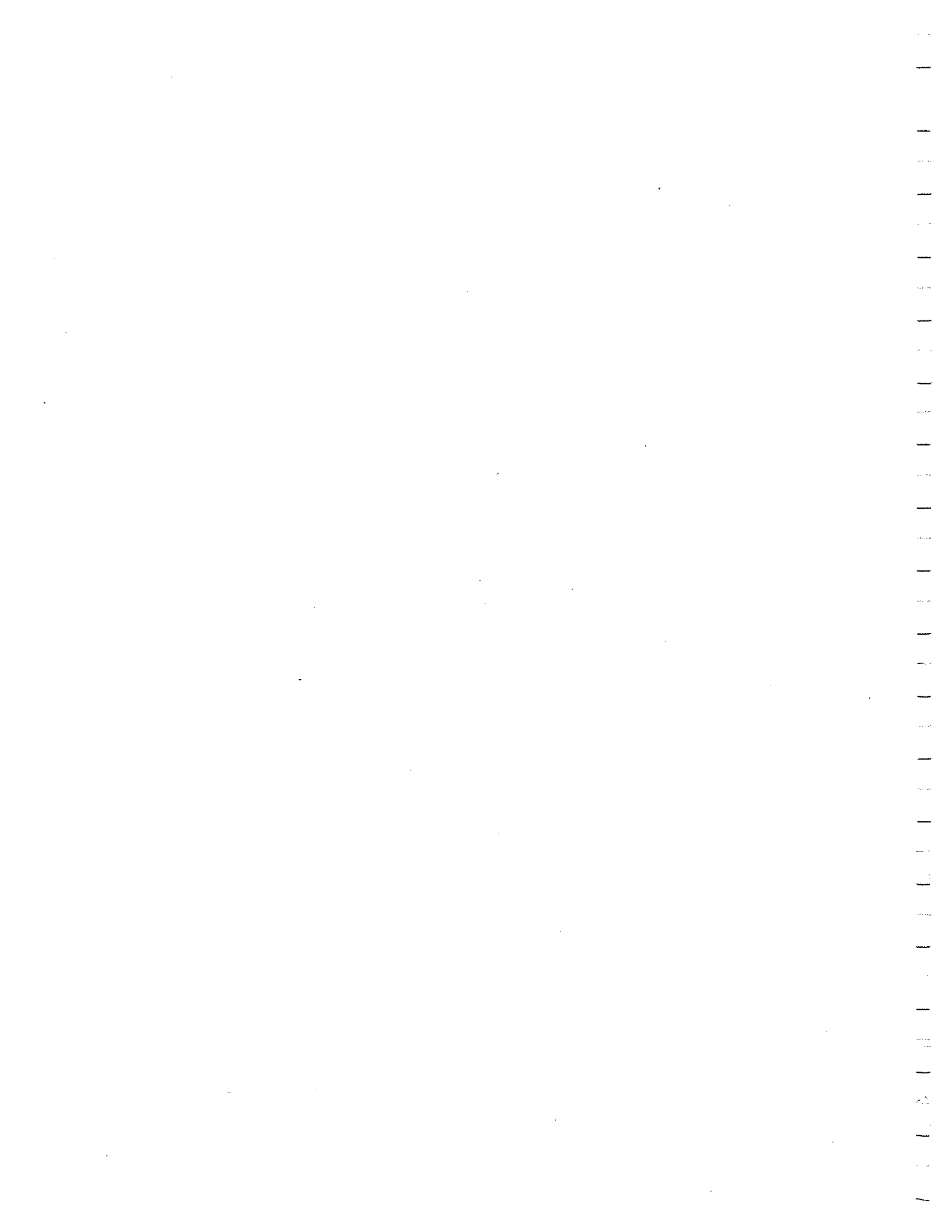
*Western Kentucky University*

**SELF STUDY**

*For the Southern Association of Colleges  
and Schools*

**VOLUME III**

**SUPPLEMENT**



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**INSTITUTIONAL  
RESPONSES**







## **PART 1. INSTITUTIONAL RESPONSES TO SELF STUDY RECOMMENDATIONS AND SUGGESTIONS**

### **INTRODUCTION**

This part of the self study supplement lists all the recommendations and suggestions proposed in Volume I: Narrative Report, along with rejoinders and action plans, if any, from university administrators identified with the area. Administrators invited to supply these responses were asked to discuss the merits of the self study recommendation or suggestion (taking issue with the self study's findings if appropriate) and to propose a specific course of action for dealing with it. Taken collectively, these responses are an indication of the university's intention to use the self study's findings to modify university programs.

## SECTION I: CONDITIONS OF ELIGIBILITY

No recommendations or suggestions reported.

## SECTION II: INSTITUTIONAL PURPOSE

1. **RECOMMENDATION:** That a formal, participatory process for evaluating and reaffirming the university's purpose statement be established, possibly in conjunction with the scheduled reviews of Western XXI. Once in place, this review should be made a regular, ongoing process.

(From Associate Vice President For Academic Affairs Livingston Alexander): The university will use the University Planning and Assessment Committee outlined in the rejoinder to recommendation number 6 to carry out these reviews on a schedule consistent with the schedule for reviewing Western XXI.

(From the Executive Assistant to the President): President Meredith recently appointed a Western XXI Review committee to renew and update the planning document. The committee will also review the Mission Statement. At the time of the scheduled six-year, in-depth review, a broad participatory assessment of the entire document, including the Mission Statement, will take place.

2. **SUGGESTION:** Policies for drafting, reviewing, and approving college purpose statements at Western Kentucky University should be more clearly defined. The university needs more rigorous procedures in this area. In addition, discrepancies between university and college purpose statements should be explained or eliminated.

(From the Dean of the College of Business Administration): A committee of one faculty member from each college department and two department heads has been formed to create a mission statement, which will be approved by the college faculty before adoption. The drafting committee has been instructed to review sections of Western XXI, SACS documents, and AACSB materials in its deliberations.

3. **SUGGESTION: Policies for drafting, reviewing, and approving department purpose statements at Western Kentucky University should be more clearly defined. The university needs more rigorous procedures in this area. In addition, discrepancies between university and department purpose statements should be explained or eliminated.**
  
4. **SUGGESTION: Policies for drafting, reviewing, and approving purpose statements for non-academic units at Western Kentucky University should be more clearly defined. The university needs more rigorous procedures in this area. In addition, discrepancies between university and unit purpose statements should be explained or eliminated.**

(From the Vice President for Institutional Advancement): Institutional Advancement is undergoing an operations review and five-year planning process. This suggestion will be addressed in the planning process.

(From the Vice President for Student Affairs): Because the processes by which unit purpose statements are created have varied in the past, a set of clearly defined procedures should be implemented by the end of the 1993/94 academic year. Purpose statements should be developed at the unit level and approved at each hierarchical level leading to the appropriate vice presidents. Finally, the Executive Officers as a group



should review the statements to ensure that unjustified discrepancies between unit and university statements do not exist.

### SECTION III: INSTITUTIONAL EFFECTIVENESS

5. **RECOMMENDATION: Continue timely reviews and updates of Western XXI in a manner that promotes broad participation by all facets of the university community.**

An official review is scheduled for fall 1993 and spring 1994, to be carried out by an ad hoc committee appointed by the president. The committee is headed by Professor Jim Flynn and Assistant Vice President for Finance and Administration Cecile Garmon, original members of the Western XXI steering committee. In addition to Flynn and Garmon, the committee consists of three nominated members of the Faculty Senate, three nominated members of the Academic Council, one dean, one department head, one staff person, an associate vice president for academic affairs, and an additional member selected by Drs. Flynn and Garmon.

In addition, Western's Faculty Senate has voted to perform a Western XXI review of its own. The senate committee will be made up of full-time faculty, with one assistant, one associate, and one full professor from each college selected by the Senate Executive Committee from nominees put forth by the senate. This Senate committee is scheduled to meet for the first time November 8, 1993.

6. **RECOMMENDATION: Form an advisory University Planning and Assessment Committee of key administrators, faculty, and staff to coordinate and monitor planning and assessment activities in the context of Western XXI and promote planning and assessment throughout the university. Note that the committee is to be an oversight committee, not responsible for the actual conduct of planning**

and assessment activities, which at the institutional level will remain the responsibility of designated administrators.

7. **RECOMMENDATION:** Continue efforts to assess the general education program, with attention to the Western XXI-mandated emphasis on improving students' communication skills, and with the recognition of the importance of assessing changes in student learning over periods of time.

(From Associate Vice President For Academic Affairs Livingston Alexander): As explained in Section IV: Undergraduate Program of the Institutional Report under "Other University-Wide Assessment," a pilot assessment of General Education using the Educational testing Service Academic Profile was carried out in 1991, but the second administration, planned for 1993 has been put on hold because of lack of funds. The university stands ready to continue this assessment as funding becomes available. Meanwhile, the General Education Committee of the Academic Council continues to review and approve courses for special emphasis designation to satisfy non-categorical general education requirements. For 1992/93, the committee reviewed and approved 180 courses for Writing emphasis designation, 57 for Ethics (along with 6 Ethics courses), 35 for Natural Environment, and 27 as designated Labs. The committee also established procedures for reviewing general education and special emphasis designations on a five-year cycle that calls for general education Category A to be reviewed in 1993/94, Category B in 1994/95, Category C in 1995/96, Category D in 1996/97, and Categories F through G and special emphasis classes to be reviewed in 1997/98. (See Report of the General Education Committee, 1992/93, SACS Resource File).

The university has also funded 1993/94 assessments of English 100 and 300, the required writing classes in Western's general education program. The English 100 assessment, based on writing portfolios, is underway. The English 300 assessment, which will consider term research projects, is scheduled for spring 1994.

8. **RECOMMENDATION:** In order to gauge faculty effectiveness more accurately, increased emphasis should be placed on procedures for evaluating teaching other than the student evaluation and annual faculty evaluations by department heads.

(From Associate Vice President For Academic Affairs Livingston Alexander): Western is considering a model for faculty evaluation which features performance measures and behavioral anchors. The Vice President for Academic Affairs and the Council of Academic Deans have discussed such a model, which may add such indicators of teaching effectiveness as planning and preparation, knowledge of field, content delivery, and testing to the Purdue Instructor and Course Appraisals. Of course, before an alternative evaluation model is implemented it will have to be discussed further with Western's faculty and department heads.

9. **RECOMMENDATION:** Designate an appropriate official to oversee and coordinate assessment and planning in non-academic areas. This official should be an ex-officio member of the University Planning and Assessment Committee.

(From Associate Vice President For Academic Affairs Livingston Alexander): Under current plans, all assessment and planning will be overseen by the University Planning and Assessment Committee. The university is moving away from making individuals responsible for assessment and planning toward vesting these responsibilities in representative groups reviewing activities at the unit level.

(From the Executive Assistant to the President): President Meredith will appoint an individual to oversee and coordinate assessment and planning in non-academic areas. The person appointed will be an ex officio member of the University Planning and Assessment Committee.

10. **RECOMMENDATION: Implement appropriate planning and assessment procedures in all administrative and student support service areas (including support services in Academic Affairs), and ensure that such assessment is in accord with both Western XXI and SACS standards.**

(From the Vice President for Academic Affairs): The Dean of Academic Services plans to initiate assessment procedures for units within his area. This process may be done as part of our plans to improve academic quality by establishing unit goals and annual assessments of accomplishments. If not done in this way, the dean intends to begin assessment efforts anyway. The unit currently engages in planning and goals setting on a regular basis, and it will add assessment to this process.

(From the Vice President for Institutional Advancement): This recommendation will be addressed in the area's current operations review and five-year planning process.

11. **RECOMMENDATION: Review thoroughly the university's institutional research function and evaluate it regularly, in line with SACS standards.**

(From the Vice President for Finance and Administration): The university's institutional research function has recently been evaluated by an external evaluator, and the university is attempting to implement many of his recommendations. Finance and Administration is working with Academic Affairs on ways and means to make institutional research at Western more analytical and less report-oriented. In addition, units on campus are being surveyed to determine their information needs. In February 1994, a renovated Potter Hall will provide more space for institutional research and, we hope, increase its effectiveness. Other proposed changes dealing with institutional research are being planned as well.

12. **RECOMMENDATION: Review the administrative organization, staff sufficiency, and resource allocation for planning and assessment activities.**

(From Associate Vice President For Academic Affairs Livingston Alexander): Funds have become available in the last two academic years to assess quality and gather data in support of the Kentucky Plan for Accountability in Higher Education (Sample Report in Self Study Volume II: Documentation). Moreover, planning and assessment activities will be monitored by the University Planning and Assessment Committee. Part of their review will be to study the adequacy of current resources for conducting effective planning and assessment programs at the unit level.

(From the Executive Assistant to the President): Administrative organization, staff sufficiency, and resource allocation for planning and assesemnt will be reviewed as part of the Western XXI Review Committee's work.

13. **SUGGESTION: Review staffing in the Office of Budget and Planning in view of the wide and growing responsibilities presently undertaken by that office.**

(From the Vice President for Finance and Administration): In the months since the self study was completed, an additional staff person, a Budget Analyst, has been added, along with a student assistant, and new budget software promises further increases in office efficiency. Moreover, under the program "Leadership for the 90s" all senior and mid-management officials at Western are being trained for budgeting and planning functions.

14. **SUGGESTION: Since faculty are evaluated on their scholarly and creative activity, care should be taken to guard the level of financial support for research in these times of economic constraints.**

(From Associate Vice President For Academic Affairs Livingston Alexander): Western will continue to support research and creative activities largely through faculty work load accommodations, but increased use of alternative assignment time is difficult to arrange in view of limited budgets and because the university is funded through enrollments rather than research activity. Western is regarded by the state and regards itself as an institution whose primary mission is teaching. Basic and applied research will inform and enhance the teaching mission.

15. **SUGGESTION: Some units could increase the effectiveness of their public service roles through the formation of external advisory committees to help pinpoint the need and possibly help develop funding for such services.**

(From Associate Vice President For Academic Affairs Livingston Alexander): New lay advisory committees have recently been formed for units such as the Chemistry Department and Student Affairs, and a planned review of institutional advancement by the new vice president in that area may result in additional advisory committees being formed. Many other units on campus are planning to use advisory committees as shown in their unit assessment reports (SACS Resource File).

16. **SUGGESTION: All university assessment should take into account the complex and interdependent educational, research, and public service activities required of university personnel.**

(From Associate Vice President For Academic Affairs Livingston Alexander): Academic departments' tenure and promotion criteria already contain expectations in these three areas, with the general understanding that instruction is the primary mission of the university.

17. **SUGGESTION: All units should review evaluation and planning procedures to identify areas for improvement. In particular, units should make use, where appropriate, of external sources of assessment information (e.g., accrediting agencies, alumni surveys, advisory committees, surveys of service users).**

(From Associate Vice President For Academic Affairs Livingston Alexander): The university provides feedback to units on all general assessment activities such as recent surveys of graduates and alumni. Western also actively supports unit advisory committees and accreditation as appropriate.

18. **SUGGESTION: The institution should continue its active support of evaluation and planning, especially for those units that have few or no resources allocated for assessment.**

(From the Executive Assistant to the President): The level of support needed for effective evaluation and planning will be assessed as part of the normal functioning of the University Budget Committee.

## SECTION IV: UNDERGRADUATE EDUCATION

### STUDENTS

19. **SUGGESTION: The university should collect data to profile nontraditional students, identify institutional barriers to their success, address their special needs, and survey their satisfaction levels.**

(From Associate Vice President for Academic Affairs Livingston Alexander):

Assessment activities planned for non-academic areas will be designed to profile the special needs of nontraditional students.

20. **RECOMMENDATION: Initiatives to enhance recruitment, retention, and graduation rates for African-American students should be carefully developed and aggressively implemented.**

(From the Vice President for Student Affairs): The university's goal is for its student population to be racially and culturally representative of Kentucky's demography. Graduation of African-American students is also an important aspect of Western's commitment to diversity and equal access.

For 1993/94, the Board of Regents has approved \$130,000 in additional funding for recruitment, retention, and graduation of African-American Students, demonstrating a serious commitment in the area. Furthermore, the university is working toward achieving the 53 goals outlined in the 1993 Implementation Plan for Minority Recruitment and Retention (SACS Resource File). See also Recommendation 81.

### ADMISSIONS POLICIES AND PROCEDURES

21. **RECOMMENDATION: Establish a regular schedule for reviewing admissions requirements, perhaps in conjunction with the two-year review schedule for the Western XXI Strategic Plan.**

(From the Vice President for Academic Affairs): The Council of Academic Deans recommends that the regular review of admissions requirements to the university should be completed by the Academic Council, with undergraduate admissions policies to be reviewed by the Academic Requirements and Regulations Committee and graduate admissions policies to be reviewed by the Graduate Council. The Vice



President for Academic Affairs will refer this recommendation to the Chair of the University Academic Council with a request that the first review be completed by July 1, 1994, and that subsequent reviews be conducted each time Western XXI is reviewed.

22. **SUGGESTION: Western should study the benefits of using a credential evaluation service such as that provided by the International Education Research Foundation to assist in the evaluation of international transfer credits.**

(From the Dean of Academic Services): The dean plans to review this matter with Dr. Kyle Wallace, director of the University Academic Advising and Retention Center, and make a recommendation at a later date.

#### ADVISING

23. **RECOMMENDATION: A standing committee with responsibilities for advising and retention should be established in academic units to coordinate advising activities, monitor retention of majors, and serve as a centralized reference for students and faculty of the unit. The committee should also assume responsibility for preparing materials that delineate suggested programs of study within each major.**

(From the Vice President for Student Affairs): An ad hoc committee headed by the vice president submitted a Strategic Plan for Enrollment Management (SACS Resource File), whose 43 recommendations were assigned to appropriate vice presidents and deans for completion by fall 1994. Included among these initiatives, for which specific officials are being held accountable, are the following:

To establish within each academic unit a standing committee to coordinate recruitment and academic advising activities as well as monitoring retention and graduation rates of majors. The committee should serve as a centralized reference for students and faculty of the unit and assume responsibility for the preparation of materials that promote and delineate suggested programs of study within each major. Among other things, each committee should establish optimum enrollment for its area, to include majors and service to other majors.

To increase faculty awareness of current enrollment, enrollment forecasts, and implications.

To develop a departmental enrollment plan. Following approval of the plan by the college dean, the committee will be responsible for implementation, evaluation, and revision of the plan.

To identify and implement strategies to increase the integration of students into the department. Research indicates that students who have an affiliation with the academic environment are more likely to persist.

To select a departmental liaison to work with the Office of Admissions. Among other responsibilities, the liaisons will ensure that campus tour participants receive a cordial, informative introduction to the department during the visit to campus.

To identify (at least annually) departmental attributes to be highlighted in recruitment efforts.

To correspond with departmental majors who have terminated enrollment at the university. Also, the committee should focus on students who have five or more years of full-time enrollment but have not completed baccalaureate degree requirements.

(From the Dean of Academic Services): He supports the recommendation and believes it should be managed by the Vice President for Academic Affairs in consultation with the Council of Academic Deans. However, he cautions that department heads must be

involved in developing the plan, that the committees' work must be coordinated, and that sufficient data must be provided for each committee to work effectively.

24. **SUGGESTION:** Advising procedures and loads should be reviewed by each department head. Consideration should be given to establishing a threshold number of advisees with alternate assignment time for those who assume a greater share of advisement duties. Academic advising contributions should also be part of the annual faculty evaluation in the area of university service.
25. **RECOMMENDATION:** The university should review all associate degree program requirements to ensure these meet SACS criteria and are suitably described in the university catalog and other advising and registration materials.

(From the Dean of Academic Services): He supports the intention of the recommendation but is not sure a committee is needed. He feels the Director of the Community College and appropriate faculty could review programs in that area and the dean of Ogden College could review the nine programs in that college.

(From the Dean of Ogden College): The Dean's Office and appropriate department heads are initiating a review of program requirements for associate degrees offered in the college. Program requirements will be fully described in the university catalog and other advising and registration materials,

26. **SUGGESTION:** Academic probation standards should be based on students' Western grade point averages, not just their cumulative grade point averages, which may include work from other colleges.

(From the Dean of Academic Services): The dean supports the recommendation and will be happy to refer it to the Academic Requirements and Regulations Committee of the Academic Council.

### CURRICULUM AND COURSES

27. **SUGGESTION:** The Academic Council should periodically and systematically review the entire General Education Program to ensure its pertinence to the undergraduate curricula. The initial review should commence in 1998 and be updated every five years.

(From Associate Vice President For Academic Affairs Livingston Alexander): This review is already in place, as explained in the rejoinder to Recommendation 7. In fact, the review starts in 1993/94.

28. **SUGGESTION:** The university should review nontraditional format policies and offerings to see that such classes are designed to ensure opportunities for reflection and analysis of the subject matter and to provide knowledge and competencies comparable to those imparted in a regular class.

(From Associate Vice President For Academic Affairs Livingston Alexander): This review is carried out on an ongoing basis: all classes must be approved by department heads, deans, and the vice president for academic affairs and must contain the same number of instructional contact hours as traditional offerings.

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**UNDERGRADUATE INSTRUCTION**

29. **RECOMMENDATION: Study the needs and resources of university laboratories and develop a realistic budget plan to overcome the university's shortfall in laboratory funding.**

(From the Vice President for Academic Affairs): The university is committed to providing adequate laboratory facilities and supplies in order to maintain its excellence in the sciences. If deficiencies are uncovered and documented, they will be addressed immediately. The university has committed \$24,000 to restocking supplies for Chemistry and Biology in the 1993-94 fiscal budget.

(From the Vice President for Finance and Administration): The Vice President for Finance and Administration will contact the Vice President for Academic Affairs and University Budget Director to analyze the feasibility of creating such a committee.

30. **SUGGESTION: Create a committee on innovative teaching techniques to keep an inventory of instructional experiments underway at the university and consult with departments on effective ways to evaluate experimental methods.**

(From Associate Vice President For Academic Affairs Livingston Alexander): The Center for Teaching and Learning has discussed taking on this function through its Faculty Advisory Committee. The Center has also moved in this direction in its series of presentations by faculty recognized as outstanding teachers. In these presentations, faculty discuss teaching methods they have found effective.

31. **RECOMMENDATION: Increase the number of full-time Community College faculty to comply with SACS accreditation standards, which require at least one**

**full-time faculty member holding appropriate credentials with a primary teaching assignment in each curricular area.**

(From the Vice President for Academic Affairs): The university is aware of the possible deficiency in full-time faculty in the Community College and is prepared to address all specific problems identified in the SACS visit.

(From the Dean of Academic Services): He supports this recommendation and hopes it will be funded. He believes four full-time positions are needed to meet the requirement in the Community College.

- 32. RECOMMENDATION: Clarify the role and priority of the Community College of Western Kentucky University in the university's plans and allocate appropriate resources to this unit.**

(From the Dean of Academic Services): The president recently released to the vice presidents a statement clarifying the role of the Community College and its relationship to other parts of the university. Then the directors of academic services assisted the dean in preparing a Role and Scope Statement for the Community College (SACS Resource File). However, the Role and Scope statement has not yet been finally approved.

- 33. RECOMMENDATION: Implement the recommendations of the Task Force on Part-time Faculty regarding the evaluation and training of part-time teachers.**

(From Associate Vice President For Academic Affairs Livingston Alexander): These recommendations have been discussed by the Council of Academic Deans. The Council has already begun to take appropriate measures to ensure that part-time faculty are evaluated on a regular basis.

34. **RECOMMENDATION: Improve productivity in faculty and student research and creative activity in order to maintain an effective faculty and curriculum. Increase alternate assignment time and funds for such activities.**

(From Associate Vice President For Academic Affairs Livingston Alexander): The university will continue to do what it can in this area, which it recognizes as important. But budget constraints and the central role of teaching in the university's mission make increases in alternate release time problematic. See the response to Recommendation 14.

35. **SUGGESTION: Increase full-time faculty and support staff to facilitate a full program of teaching, scholarly activity, and service at levels consistent with the mission of the university.**

36. **RECOMMENDATION: Seek faculty and staff salary parity with benchmark institutions, while maintaining the integrity of the academic programs.**

(From Associate Vice President For Academic Affairs Livingston Alexander): The Regents' Salary Plan (See Institutional Report Section VI: Human Resources and Personnel Policies, "Faculty Compensation") has been carried out for 1993/94. And over the past few years, the annual budget has included approximately \$100,000 for instructional equipment. Also, faculty may apply for funds from an endowed Academic Excellence Fund to enhance academic programs in their departments.

#### CONTINUING EDUCATION AND EXTENDED CAMPUS

37. **SUGGESTION: The University should develop a long-term fiscal policy with regard to continuing education which clearly states the conditions under which**

**the unit is expected to achieve its goals within the context of the University mission and budget.**

- 38. SUGGESTION: Locate a safe, secure, and physically adequate room in which to house biology laboratories for nursing students on the Glasgow Campus.**

(From the Dean of Academic Services): This issue will be reviewed and appropriate steps will be taken by the Director of the Glasgow Campus. We expect the new lab to be ready by January 1994 and certainly no later than May 1994.

- 39. RECOMMENDATION: Establish an extended campus task force to:**

- 1. Develop a systematic plan for course and program offerings at the extended campus locations, using interactive video where appropriate. Periodically review the plan and make adjustments as warranted.**
- 2. Assess needs for faculty at each location, recognizing that the Glasgow Campus has a stronger mandate.**
- 3. Assess feasibility of providing mathematics and writing laboratories for students needing assistance.**

(From the Dean of Academic Services): The dean and the directors of Western's three extended campus centers (Owensboro, Elizabethtown/Fort Knox, and Glasgow) are developing a three-year master schedule, planned for completion by May 1994. Special faculty and course needs will be considered. The Council of Academic Deans are considering a proposal to offer five majors and third/fourth-year supporting courses for students to earn baccalaureate degrees at each center.



40. **SUGGESTION: Activities of the Office of International Student Affairs and the Office of International Programs and Projects should be regularly assessed. Assessment activities should include several constituent groups, such as students and faculty.**

(From Associate Vice President for Academic Affairs John Petersen): A plan is in place for regular assessments by students and faculty of the work of the Office of International Programs. The International Education Committee, made up of faculty and staff, will annually review the Office's programs. Each faculty member organizing or participating in a study abroad program will complete a short questionnaire assessing support services. Student participants will complete an evaluation of study abroad and exchange programs. A similar assessment instrument is being developed for participants in the exchange faculty program of the university.

International programs will also seek greater visibility on campus through publicizing activities such as International Day, the International Dinner and Talent Show, the International Film Series, and the International Club. Interaction between international and other Western students will be encouraged through the International Club and through the physical and administrative integration of the Office of International Programs and International Student Affairs, which will bring American and international students together on a regular basis.

#### **ASSESSMENT, EVALUATION, AND PLANNING**

41. **RECOMMENDATION: The university should provide funding for university-wide assessment initiatives and assessment programs in academic departments.**

(From Associate Vice President For Academic Affairs Livingston Alexander): This issue is addressed in the rejoinder to Recommendation 12.

**SECTION V: GRADUATE EDUCATION**

42. **SUGGESTION:** When sufficient funds are available, the Office of Graduate Studies and Research should once more be designated a college, with a graduate dean to head it.
43. **RECOMMENDATION:** A set schedule and procedures for reviewing Western's graduate student admissions policies should be established.

(From Associate Vice President for Academic Affairs Livingston Alexander): While it has not reviewed admission policies in accordance with an established schedule, the Graduate Council periodically reviews and recommends changes in graduate student admission policies when deemed appropriate. The review by this body is restricted to overall admission policies. In the future, the Graduate Council will establish a schedule for reviewing admission policies consistent with Western XXI periodic reviews of unit plans.

As academic departments may recommend the adoption of admission standards more restrictive than university standards, the Graduate Council will continue the practice of serving as a final approval body.

44. **RECOMMENDATION:** That the university make every effort to safeguard release time and other appropriate support for faculty research and creativity.

(From Associate Vice President For Academic Affairs Livingston Alexander): This issue is addressed in the rejoinders to Recommendations 14 and 34.

45. **RECOMMENDATION: The adequacy of library and computer facilities and materials for extended campus graduate classes should be reexamined.**

(From Assistant Vice President for Finance and Administration Chuck): The university has worked to improve computing services to students off campus. Dedicated terminal access to on-campus resources is now available as part of a video-voice-data connection with that campus. Similar connections will be available at Owensboro and Fort Knox early in spring 1994.

The Glasgow computer lab will be upgraded to a windows environment and probably 486DX33 machines by summer 1994 and interconnected to the campus computing network in the near future. Students will be able to access the library, Academic computing Services, other labs, and Internet.

A toll-free dial up circuit has been established in Glasgow with access to other computing services on the main campus. The university plans to expand the number of lines and add the capability to other extended campus locations. Meanwhile, the Academic Computing modem pool will be increased to provide greater off-campus access to computing services and Internet.

(From the Dean of Libraries): The Task Force on Extended Campus Library services will be reactivated to conduct a review that will be coordinated with the Dean of Academic Services and the Directors of the Extended Campus Centers.

## **SECTION VI: HUMAN RESOURCES AND PERSONNEL POLICIES**

46. **RECOMMENDATION: Western should appoint a full-time affirmative action officer to strengthen minority and women recruitment.**

(From the Executive Assistant to the President): The president recently appointed four affirmative action coordinators with responsibility for affirmative action initiatives in their areas of the university. (See statement: "Affirmative Action Coordinators," SACS Resource File). This is seen as a temporary measure brought about by cutbacks in state appropriations. When funding permits, the president expects to fund a full-time affirmative action office.

(From Associate Vice President For Academic Affairs Livingston Alexander): In October 1993, President Meredith appointed four affirmative action officers: Howard Bailey, Dean of Student Life; Carol Crowe-Carraco, history professor; Kit Tolbert, Director of Housing; and Sandra Webb, Director of Continuing Education. These appointees, who represent different major areas of the university, will help recruit minority employees, consider grievances, and work toward meeting equal opportunity goals. Their work is to be coordinated by the executive assistant to the president.

47. **RECOMMENDATION: The university should ensure that all faculty teaching at the graduate level hold the appropriate terminal degree. Graduate faculty members not meeting this requirement must be individually justified on the basis of exceptional scholarly or creative activity or professional experience.**

(From the Vice President for Academic Affairs): We have already addressed this issue.

48. **RECOMMENDATION: Each department should be reviewed to ensure that its use of part-time faculty remains consistent with its goals, objectives, and accreditation standards. Moreover, the university should develop a comprehensive policy for use of part-time faculty and staff, specifically addressing qualifications, compensation, status and ancillary benefits, responsibilities, and desired ratio of part- to full-time faculty in various areas."**

(From Associate Vice President For Academic Affairs Livingston Alexander): The university monitors the compensation of part-time faculty in light of its resources. Compensation and benefits are spelled out in the Guide for Part-Time Faculty (SACS Resource File). Recent reviews have shown that Western's use of part-time faculty is lower than the average of comparable institutions (Task Force on Part-Time Faculty Report, SACS Resource File). The work of the university's Task Force on Part-Time Faculty shows that Western is concerned about the role and treatment of its part-time teachers, but hampered in its attempts to improve either by its limited resources.

49. **RECOMMENDATION: Each department should be responsible for providing orientation and possibly full-time mentors for part-time faculty. Part-time faculty should be accessible to students, face-to-face if possible or at least by telephone. This policy should be included in part-time orientation and published in the next Guide for Part-Time Faculty.**

(From the Vice President for Academic Affairs): The deans have been asked to make certain that departments in their colleges provide appropriate orientation for part-time faculty. With the possible exception of one or two departments, we are conducting orientations. We are also undertaking a thorough investigation of student accessibility to part-time faculty to ascertain if there is any deficiency. We plan to draft a policy statement on this matter for inclusion in the next Guide.

50. **RECOMMENDATION: The university should take measures to ensure that all part-time faculty members are evaluated, including those who may teach only in the spring semester.**

(From the Vice President for Academic Affairs): The university has a policy that every faculty member (including part-time) must be evaluated by students at least once a year. We will make sure that department heads adhere to this policy.

51. **RECOMMENDATION:** Enact the grading and compensation scheme put forth by the Task Force on Part-Time Faculty, calling (from the associate vice president for a two-tier organization of continuing and occasional part-time faculty, with increased stipends and benefits for each group to make these comparable to those at benchmark institutions (Task Force on Part-Time Faculty Report, SACS Resource File).

(From Associate Vice President For Academic Affairs Livingston Alexander): The Council of Deans continues to discuss strategies for higher compensation for part-time faculty, but so far only limited funding has been found to make improvements in this area.

52. **COMMENDATION:** Western's administration and Board of Regents are to be commended for their determination to make university salaries more equitable internally, across the same job categories, and externally, by bringing them up to averages at "model" benchmark institutions.

53. **RECOMMENDATION:** Department and college offices should be provided with the latest updates of the Western Kentucky University Governing Statutes, Rules, Policies and Administrative Regulations, and the Faculty Handbook should be updated and clearly dated, so that faculty members will know which is the most recent version.

(From the Executive Assistant to the President): The Department of Human Resources is responsible for the distribution and maintenance of the university's Personnel Manual. These manuals are on file in all departmental offices and also in the library, Downing University Center, and the Garrett Conference Center. Western's Governing Statutes, etc., will be available in the offices of the president and the four vice-presidents. The

vice presidents will ensure that staff in their areas are aware that this document is available.

(From Associate Vice President For Academic Affairs Livingston Alexander): When Faculty are invited on campus for interviews, they are given the latest Handbook and other orientation materials (SACS Resource File). The Council of Deans has discussed plans to update the Handbook. Future editions will be identified by date as well as edition number.

54. **RECOMMENDATION: Greater efforts should be made to encourage faculty to compete for campus and external sources of professional growth and development support. Internal funds for professional growth should be expanded.**

(From Associate Vice President For Academic Affairs Livingston Alexander): The university's success in attracting external funding reached an all-time high of \$10.1 million in fiscal 1993 (See Sponsored Program Report FY 93, SACS Resource File). The rejoinder to Recommendation 97 reports further on the reinstatement of the Director of the Office of Sponsored Programs.

55. **RECOMMENDATION: That the university investigate faculty perceptions that quality teaching and public service are insufficiently recognized at Western. If this perception is substantiated by other indicators, we must seek appropriate ways to remedy this problem.**

(From Associate Vice President For Academic Affairs Livingston Alexander): The primacy of teaching and importance of public service are attested to by statements in the Faculty Handbook, Western XXI, departmental tenure and promotion guidelines, and many other official documents. Furthermore, the university recognizes and

rewards outstanding teachers each year during commencement and other formal events. Finally, the university assigned a "Prominent" rating to the Center for Teaching and Learning in Western XXI.

56. **RECOMMENDATION:** That Western reevaluate the current formal procedures of faculty evaluation. Specifically, the value of the Purdue Cafeteria system of evaluation should be assessed.

(From Associate Vice President For Academic Affairs Livingston Alexander): Two years ago, every academic department revised its processes and procedures for faculty evaluation for promotion and tenure. These documents were then approved by deans, the vice president for academic affairs, the president, and the Board of Regents. As Section IV: Undergraduate Education of the Institutional Report explains under Faculty Evaluation, the Purdue Instructor and Course Appraisal system was chosen by a joint faculty and student committee in 1979/80 and reconfirmed with several changes four years later by a similar group.

## SECTION VII: INSTRUCTIONAL SUPPORT

### LIBRARY

57. **RECOMMENDATION:** Add funding to catalog the periodicals collection and load serial holding statements onto TOPCAT. Funds permitting, make TOPCAT available at extended campus centers and load federal documents and microform titles as well.

(From the Dean of Libraries): Work has begun on cataloging the periodicals collection and adding holdings statements to TOPCAT. TOPCAT is now accessible via dial up



access, via KECNET in Owensboro and Fort Knox, and via the Internet. TOPCAT is also available from three dedicated terminals in the Glasgow Campus Library.

At this time, funds and staff are not available to load federal documents and microform titles into TOPCAT.

58. **SUGGESTION: Develop an agreement with Elizabethtown Community College to open its library services to Western's extended campus students in the area.**

(From the Dean of Libraries): Funding for a half-time Library Assistant at the Elizabethtown Community College was requested in the 1993/94 budget, but not approved. We will request this item again for 1994/95. In our opinion, this item is essential to developing an agreement with Elizabethtown Community College similar to the one currently in operation with the Owensboro Community College.

(From the Dean of Academic Services): This will be explored with the Director of the Extended Campus Center in Elizabethtown.

59. **RECOMMENDATION: Review the University Libraries' Strategic Plan for 1990-1995 and Collection Development statement of 1992 in order to revise concrete objectives and monitor progress toward objectives still targeted, possibly acquiring or developing new collection analysis software to help with this effort.**

(From the Dean of Libraries): The Council of Library Department Heads will be reviewing the University Libraries' Strategic plan for 1990-1995 and the Collection Development Statement of 1992 in the spring of 1994.

60. **SUGGESTION: Establish an information service desk inside the entrance of Cravens to direct users to appropriate service areas.**

(From the Dean of Libraries): Development of an innovative interactive information workstation is underway. The station will be located at the entrance to the Helm-Cravens Library.

61. **SUGGESTION: Improve the interlibrary loan process by making it more accessible to undergraduates and by shortening the turnaround time.**

(From the Dean of Libraries): Previous experiments with expanding interlibrary loan services to undergraduates proved unworkable. High volume business and the desire for immediate service were factors with which the library could not cope, given present levels of staffing. To shorten turnaround time, the Interlibrary Loan Unit launched "Article Express" in October 1993. This is a rapid document delivery service for faculty and graduate students,

62. **SUGGESTION: Western should maintain its collection of significant books and core journals supporting undergraduate education in all disciplines at at least current levels.**

(From the Dean of Libraries): This philosophy is shared by the Libraries administration. However, additional funding for collection development will be needed. This funding should not come from additional reallocation of funds from personnel to collection development.

63. **RECOMMENDATION: Convert first and second floors of Cravens to library use to accommodate expanding collections, and shift non-reference book collection from the Science Library to the main library to create additional space for journals and seating in the Science Library.**

(From the Executive Assistant to the President): This space reallocation has been requested but has proven difficult to carry out. One obstacle is the need to relocate the Career Services Center, which is currently on the second floor of Cravens. Although it is possible that a new home for the center may be found, no final decision has been made. The president and executive officers are inclined to approve assigning the first floor of Cravens to the library and would consider so assigning the second floor if the Career Services Center relocation becomes a possibility.

(From the Dean of Libraries): Plans have been developed and approved by the Vice President for Academic Affairs to convert the first and second floors of Cravens to library use. Final approval from the President is awaited. Portions of the non-reference science book collection were shifted from the Science Library to the main library (Helm-Cravens) during the summer of 1993.

**64. SUGGESTION: Renovate Cravens Library, the Science Library, and the Kentucky Building.**

(From the Dean of Libraries): We support the need for renovation and expansion of Cravens Library, the Science Library, and the Kentucky Building. We feel these projects should be high priorities in the university's list for capital construction.

**65. SUGGESTION: Complete plans and secure state funding for new central library building designed for modern technologies to be attached to Cravens, evacuating Helm.**

(From the Dean of Libraries): We view a new, modern central library facility as essential to the continuing improvement of library and information services. Plans have already been submitted to the university administration.

66. **RECOMMENDATION: Continue to work With Academic Computing and Research Services to establish Local Area Networks and Wide Area Networks to broaden access to files and databases on CD-ROM (such as ERIC, CINAHL, etc.).**

(From the Dean of Libraries): The libraries' administration holds regular monthly meetings with academic and Administrative Computing to address LAN/WAN, CD-ROM, and other topics of electronic access.

(From the Director of Academic Computing and Research Services): Academic Computing and Research Services has cooperated with University Libraries to provide networked CD-ROM services in the Student Technology Center at Helm Library. Academic Computing provided the multi-user, multi-platter CD-ROM hardware, and the library purchased licenses for the CD-ROMs mounted. The network has now been expanded to the reference area and a lab on the second floor. Academic Computing and the library are now discussing how to share costs of expanding the number of CD-ROMs that can be simultaneously accessed.

Since the SACS unit reports were submitted in the fall of 1992, the fiber-optic, FDDI backbone has been put in place so that users on any LAN will be able to reach resources on any other. For example, users outside the library will be able to access the CD-ROM system described above. The option will appear as a menu choice on campus LANs in spring 1994.

Two other important developments are near fruition. With the backbone in place, all networked microcomputers will be able to act as terminals to large university computers. Moreover, the university joined Internet in October 1993, making this enormous resource available to faculty and students. Additional programming, scheduled for spring 1994, will provide convenient Internet interfaces to users. Plans are now in progress to activate data wiring installed as part of residence hall renovations. Network access from residence halls will be in place by fall 1994. Data

wiring for all classrooms and faculty offices is also planned and should be in place by 1995. At that time the university will be completely networked.

67. **SUGGESTION: Acquire more basic storage equipment for non-book items (map cases, cassette receptacles, microfiche cabinets) for Government Services.**

(From the Dean of Libraries): Additional equipment funding necessary to address these needs in Government Services as well as other units will be requested in the 1994/95 budget. In addition, some needs will be met through private fund raising.

### COMPUTER SERVICES

68. **SUGGESTION: Hire additional student workers and half- or full-time managers for major student computer labs.**

(From the Director of Academic Computing and Research Services): The full-time position of Supervisor of the Student Technology Center at Helm Library has been filled. But Academic Computing still has a difficult time recruiting and retaining well-qualified student staff because the pay is unattractive and the hours are often inconvenient.

Additional full-time staff may be the most effective way to manage student computing labs. Lacking that, we are requesting funds to reinstate a higher wage scale for our workers.

69. **SUGGESTION: The university should carefully balance microcomputer expenditures between necessary maintenance and support of existing hardware and acquisition of new machinery and additional capability.**

(From Assistant Vice President for Finance and Administration Charles Anderson): The Microcomputing Support Center, established in 1992 by reallocating five positions from Academic Computing and Administrative Computing, employs three full-time consultants, two maintenance technicians, and several skilled student assistants, but the department is aware that using heroic measures to keep old hardware running is not always the best policy. Sometimes it is wiser to invest in new technology. The university has also held exploratory talks with external maintenance groups who might step in to help if on-campus resources are swamped.

In the short term, an aggressive purchase and replacement policy should diminish maintenance problems. All of the 477 new computers purchased in the faculty computing initiative have a one-year on site warranty.

70. **RECOMMENDATION:** That the university study ways to improve computer access for all off-campus students to levels comparable to those on the main campus.

(From Assistant Vice President for Finance and Administration Charles Anderson): The Glasgow campus has a computer lab with capabilities comparable to those of the main campus labs. Glasgow hardware and software will be upgraded in the summer of 1994 to Windows and probably 486DX33 machines. Interconnection of the Glasgow LAN to the on-campus communications backbone will add library and Internet access as well as other computing resources presently available to main-campus students.

Toll-free dial up access from extended campus centers will be available in spring 1994 and with a planned expansion will increase off-campus access to all services, including Internet.

71. **SUGGESTION:** Hire additional LAN technicians to improve services in this growing area, and consider combining computer and LAN maintenance under the same administrative unit.

(From Assistant Vice President for Finance and Administration Charles Anderson): LAN Support occurs at two levels. Overall management can now be accomplished centrally through the communications backbone. Assistance in LAN design, setup, and maintenance is available from Academic Computing and Research Services for academic applications and from Computing and Information Services for primarily administrative LANs. Support for users is available from the Microcomputing Support Center.

Additional personnel will be required to support LANs as their number and complexity increases, but it has not been fully decided whether day-to-day management will be centralized or provided within administrative areas. The College of Education and Behavioral Sciences already has personnel dedicated to computer support, and University Libraries recently dedicated a position to instructional technology, which will presumably include LANs.

It is not clear that combining computer and LAN maintenance under the same administrative unit would improve service. Several alternative organizational structures are currently under review.

### OTHER SUPPORT SERVICES

72. **SUGGESTION:** The office and workshop areas of the Center for Teaching and Learning should be improved or relocated to a more suitable space.

(From the Coordinator of the Center): Current plans call for the Center to be expanded into a storage area now used by the Office of Admissions, which is scheduled to move into the remodeled Potter Hall during the spring of 1994. The additional space will be a significant help to the continued growth of the Center and its programs.

73. **SUGGESTION:** Give load reductions to faculty to work on instructional design or teaching projects for the Center for Teaching and Learning.

(From the Coordinator of the Center): He supports the suggestion and hopes that it will be implemented with approval from appropriate administrative offices.

74. **RECOMMENDATION:** Given faculty use of the Center for Teaching and Learning and the Center's relevance to Western's mission, the university should continue funding the program beyond the Title III grant period.

(From the Coordinator of the Center): He supports the recommendation and notes that an "Impact Study" will shortly be performed as part of the winding down of the original Title III grant to establish the Center's effect on faculty development and instruction during the term of its existence. This study may give the university further reason to continue funding the Center.

75. **RECOMMENDATION:** The university should adopt a copyright policy with clear guidelines for duplicating materials such as videotapes, photographs, audio recordings, music, and computer software which may be protected by law.

(From the Vice President for Finance and Administration): A committee has been appointed to review Western's copyright policy and propose clear guidelines for duplicating materials such as videotapes, photographs, audio recordings, music, and computer software which may be protected by law.

(From the Director of Media Services): Media Services is currently developing a departmental copyright policy for spring 1994 which will be consistent with those of other universities. The department also feels Western should establish a



university-wide committee of faculty, staff, department heads, and administrators to develop a similar policy for the university.

76. **RECOMMENDATION: Media Services should conduct a detailed survey to measure user needs and satisfaction, including those of extended campus users.**

(From Assistant Vice President for Finance and Administration Charles Anderson): Media Services will initiate a survey of user needs and satisfaction in the spring of 1994. This practice will continue on a regular basis.

(From the Director of Media Services): A survey of user needs and satisfaction is being developed and is scheduled to be administered in spring 1994.

77. **RECOMMENDATION: The university should study its printing equipment, policies, and services with a commitment to make needed improvements in all areas for the coming years.**

(From the Vice President for Finance and Administration): Finance and Administration has spent considerable time analyzing the issue of printing. Various budget cuts have taken printing equipment and personnel out of operation. The university has held preliminary discussions with private vendors to explore the possibility of privatizing printing services. The university is also preparing to bid out duplicating services to private vendors. While printing and duplicating have traditionally been considered separate functions, we anticipate that privatization of duplicating may generate a profit that could be used to offset the shortfalls experienced by printing, putting printing back on a stable fiscal basis.

**SECTION VIII: STUDENT DEVELOPMENT SERVICES**

78. **RECOMMENDATION: That Academic Advising and Retention Center staff and funding be increased in keeping with the unit's expanded responsibilities.**

(From the Dean of Academic Services): This will be reviewed in the next budget preparation cycle with appropriate recommendations going to the Vice President for Academic Affairs and on to the University Budget Committee.

79. **RECOMMENDATION: That the university carry out the recommendations of the Minority Recruitment and Retention Goals Implementation Plan and monitor progress closely to reverse declines in minority enrollment and graduation rates.**

(From Associate Vice President For Academic Affairs Livingston Alexander): This monitoring occurs on an ongoing basis as part of Western's requirement to comply with the provisions of the Kentucky Plan for Equal Opportunities in Higher Education. The topic is also addressed in the rejoinder to Recommendation 20, which reports that the Board of Regents approved \$130,000 in additional funding in 1993/94 for recruitment, retention, and graduation of Kentucky resident African-American students. The university endorses and is working to accomplish the 53 goals outlined in the Implementation Plan.

80. **RECOMMENDATION: The university should develop and publish a comprehensive statement of the student role in institutional decision-making.**

(From the Dean of Student Life): Western's student body organization, then known as the Association of Student Government, was established in 1964, and students began to

be represented by a student regent in 1967. Since the 1960s, each university president and vice president for student affairs has worked with student leadership to assure representation of the student body on major committees within the university. It is now the common practice for the president of the Student Government Association to recommend student appointments to university committees. While these and other student roles in institutional decision-making have not been published in a comprehensive statement, developing such a statement would be no major challenge.

- 81. RECOMMENDATION: Intercollegiate athletics should maintain its efforts to develop private funding.**

(From the Athletic Director's Office): The Hilltopper Athletic Foundation is the fund raising group for athletics and is now under R.M. Rutledge III, the university's Vice President for Institutional Advancement. The foundation will undoubtedly continue to develop private funding for athletics. A particular goal is to endow athletic grants-in-aid and provide them to all student-athletes. Another is to see to it that all sports be fully funded.

- 82. RECOMMENDATION: The university needs to address more effectively the needs of such special constituencies within the student body as minority students, students with disabilities, and nontraditional-aged students.**

(From the Dean of Student Life): He supports the recommendation and reports the following initiatives:

During the spring of 1993 a task force on Minority Recruitment and Retention recommended a number of steps to implement new programs in this area. While the university budget did not allow all the recommendations to be adopted at a

projected cost of \$325,000, a war chest of \$130,000 was created in the 1993/94 budget to implement seven especially important goals.

Beginning in fall 1992, Western has maintained a staff assistant position dedicated to the needs of students with disabilities, although the position now carries additional responsibilities as well. Funding for student needs was recently increased from \$3,000 to \$15,000 a year, and the university is planning capital improvements for students with disabilities that will total approximately \$60,000. An institutional ADA self evaluation was recently completed (SACS Resource File), and a disabled services campus manual has been distributed to all departments (See "ADA As It Relates to Postsecondary Education," SACS Resource File).

Western has made its greatest progress meeting the needs of nontraditional students at extended campus locations. The focus of the main campus is still on traditional-aged students. Funding has not been available for improvements like extended service hours, nor is it clear which agency within the university will take the lead in meeting the special needs of nontraditional students.

83. **RECOMMENDATION:** The university needs to survey the student services needs of extended campus students and establish a clear policy regarding the services it can and cannot provide them.
  
84. **RECOMMENDATION:** Student services needs to develop program goals and assessment mechanisms driven by established student needs on and off campus and tie them more closely to its planning process. For instance, Student Affairs should consider implementing assessment criteria established by the Council for the Advancement of Standards for Student Services/Development. However, units should take care to reach an appropriate cross-section of students.

(From the Vice President for Student Affairs): The division of student affairs is committed to assessment. Each unit makes an annual report addressing effectiveness, and giving the number of students using its services. While individualized assessment has long been a feature of division offices, the area is now considering a more standardized approach using the assessment criteria established by the Council for the Advancement of Standards for Student Services/Developmental Programs (CAS). An ad hoc committee drawn from division units has met twice to discuss a unified assessment program for student affairs. In December, the committee will be expanded to include personnel from other university areas with special expertise in assessment and computers.

- 85. RECOMMENDATION: The student services area should address important staffing and resource needs, especially in the areas of academic advising, counseling, and disabled student services.**

(From the Vice President for Student Affairs): It will be the responsibility of the Academic Advising and retention Center, the University Counselling Services Center, and the office of the Dean of Student Life to document the need for additional staff and make appropriate recommendations. Once these recommendations are in, the vice presidents will forward them with appropriate documentation to the University Personnel Committee, which will decide whether or not to recommend funding to the president and, if he approves, the University Budget Committee.

(From the Dean of Academic Services): He will make sure that staffing and resource needs are considered for the Academic Advising and Retention Center during the next budget preparation cycle.

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## SECTION IX: ADMINISTRATION AND INSTITUTIONAL ADVANCEMENT

86. **SUGGESTION:** All active advisory committees should be identified, and each area, department, or program which has an advisory committee should be responsible for providing relevant information to a central office which would keep the latest information on file.

(From the Executive Assistant to the President): He will solicit information on standing advisory committees from every area, department, and program to be compiled in a central listing and updated regularly.

87. **RECOMMENDATION:** Recruit influential volunteers and reestablish the Development Steering Committee.

(From the Vice President for Institutional Advancement): This recommendation will be addressed in the area's current operational review and five-year planning process.

88. **RECOMMENDATION:** That the university update official publications and organizational charts to reflect current administrative organization and titles and include job descriptions for the vice president for institutional advancement and associate and assistant vice presidents. Editorial responsibility for compiling and updating the administrative manual Western Kentucky Governing Statutes, etc., should also be clearly assigned.

(From the Executive Assistant to the President): The university has regularly reviewed changes in organizational charts and circulated each approved revision throughout the

campus. The Secretary to the Board of Regents has been given the assignment of compiling and updating the administrative manual.

- 89. RECOMMENDATION: That the responsibilities and institutional role of Western's Community College be more clearly defined and that the unit be given adequate resources and standing in the university's administrative structure to carry out its mission effectively.**

See the rejoinder to Recommendation 32.

- 90. RECOMMENDATION: All university vice presidents should be evaluated annually by the persons they supervise.**

(From the Vice President for Student Affairs): This has been recommended on more than one occasion by selected vice presidents. President Meredith has indicated that an appropriate evaluation instrument will be developed by the end of the current academic year.

(From the Vice President for Institutional Advancement): This recommendation will be addressed in the area's current operational review and five-year planning process.

(From the Vice President for Finance and Administration): The Vice President will create a committee to recommend an evaluation instrument and process. He is committed to annual evaluations from the people he supervises.

- 91. RECOMMENDATION: All entities receiving gifts in the name of Western Kentucky University should be integrated in gift reporting, prospect management, and other functions.**

(From the Vice President for Institutional Advancement): Partial compliance has been completed; full compliance will be addressed in the five-year planning process.

92. **RECOMMENDATION:** Western should plan a capital campaign to provide for unmet academic and academic support needs connected to the university's primary educational mission and designed to focus and clarify the institutional image and bring heightened visibility to the university and its needs.

(From the Vice President for Institutional Advancement): This recommendation will be addressed in the area's current operational review and five-year planning process.

93. **RECOMMENDATION:** The university should staff a basic development program including annual drives, major gifts, planned giving, prospect research, and gift management. Currently, only the major gifts area is staffed.

(From the Vice President for Institutional Advancement): Partial compliance has been completed; full compliance will be addressed in the five-year planning process.

94. **SUGGESTION:** Find funding for travel to alumni club meetings more than 150 miles from the campus.

(From the Vice President for Institutional Advancement): This recommendation will be addressed in the area's current operational review and five-year planning process.

95. **RECOMMENDATION:** In order to encourage external grants and contracts activity the Office of Sponsored Programs needs to be strengthened with additional staff and resources.



The university plans to reinstate the position of Director of the Office of Sponsored Programs. According to Faculty Regent Ray Mendel's report to the Faculty Senate in October 1993, the position will be funded by dedicating 20% of allocatable grant money to the office and returning only 40% each (rather than the previous 50%) to the university and the college originating the grant. See also the rejoinder to Recommendation 55.

## SECTION X: FINANCIAL AND PHYSICAL RESOURCES

96. **RECOMMENDATION:** Procedures for planning the annual budget should be evaluated regularly.

(From the Vice President for Finance and Administration): Finance and Administration has worked with the Board of Regents over the past year to modify the annual budget process. The president now establishes budget priorities that are adopted by the board and then serve as the basis for annual budget development. Budget software has been obtained to allow on-line budget development, and timelines and milestones for the process have been put in place. In addition, the budget committee is involved in budget development, and efforts will be made to solicit their reviews and evaluations for potential changes.

97. **SUGGESTION:** The university should add a staff position in Accounting and Fiscal Services to ensure appropriate control over funded grants and contracts, .

(From the Vice President for Finance and Administration): A plan is underway to add an additional resource to the Sponsored Program Office that will relieve the staffing shortfall that has existed in preparing and administering grants. Sponsored Programs works more on grant preparation than on administration, which is generally the responsibility of grant directors. Internal controls pursuant to OMB guidelines and

circulars are in place, and one person in Accounts and Fiscal Services is assigned to grant projects. An analysis will be undertaken to determine if an additional staff position is needed. If so, the position will be recommended to the Budget Committee.

98. **SUGGESTION: An attempt should be made to hire an additional staff person for the accounting section of Accounting and Fiscal Services.**

(From the Vice President for Finance and Administration): The Vice President will analyze the suggestion and make a recommendation if warranted.

99. **SUGGESTION: To prevent mismanagement of funds within individual units, the cashier's office should help other units develop written procedures for handling cash receipts. The cashier's office should review each unit's written plan to control all money transactions and help train personnel to implement control procedures.**

(From the Vice President for Finance and Administration): The Director of Accounts and Fiscal Services has sent a memorandum to units to remind them of the university's cash management procedures, and alternative procedures have been discussed with the Internal Auditor. These are presently being analyzed in light of existing resources and budget constraints. The topic has been discussed by the executive officers and will probably be addressed as part of a student fee analysis at the January meeting of the Board of Regents.

100. **RECOMMENDATION: The university's present investment policy should be reviewed and updated and a schedule adopted for regular investment policy reviews in the future.**

(From the Vice President for Finance and Administration): Western follows state investment statutes. A portion of university funds is invested by the Commonwealth and a portion are invested at the local depository bank pursuant to state statute. As part of rebidding Western's banking contract, an analysis of the university's investment policy will take place.

- 101. SUGGESTION: Steps should be taken to implement a comprehensive risk management program in which all risks are evaluated.**

(From the Vice President for Finance and Administration): The Vice President is having a complete list of all university insurance contracts and their terms prepared for review in light of recent changes in Kentucky regulations to see whether a separate risk management program can be implemented for Western. He would like to create a risk management unit to put a comprehensive program in place, but budget and staff limitations may interfere with these plans.

- 102. RECOMMENDATION: Western should develop a plan to regularly upgrade and replace educational and laboratory equipment and supplement budgets for these items.**

(From Associate Vice President For Academic Affairs Livingston Alexander): Every year the university allocates special funds for upgrading and replacing lab and instructional equipment. For 1993/94, the amount was \$100,000.

See also the rejoinders to recommendations 29 and 36.

- 103. RECOMMENDATION: Every effort should be made to develop and implement a comprehensive maintenance plan for the university, including a written schedule**

of maintenance projects to be performed on a regular basis and record of projects completed.

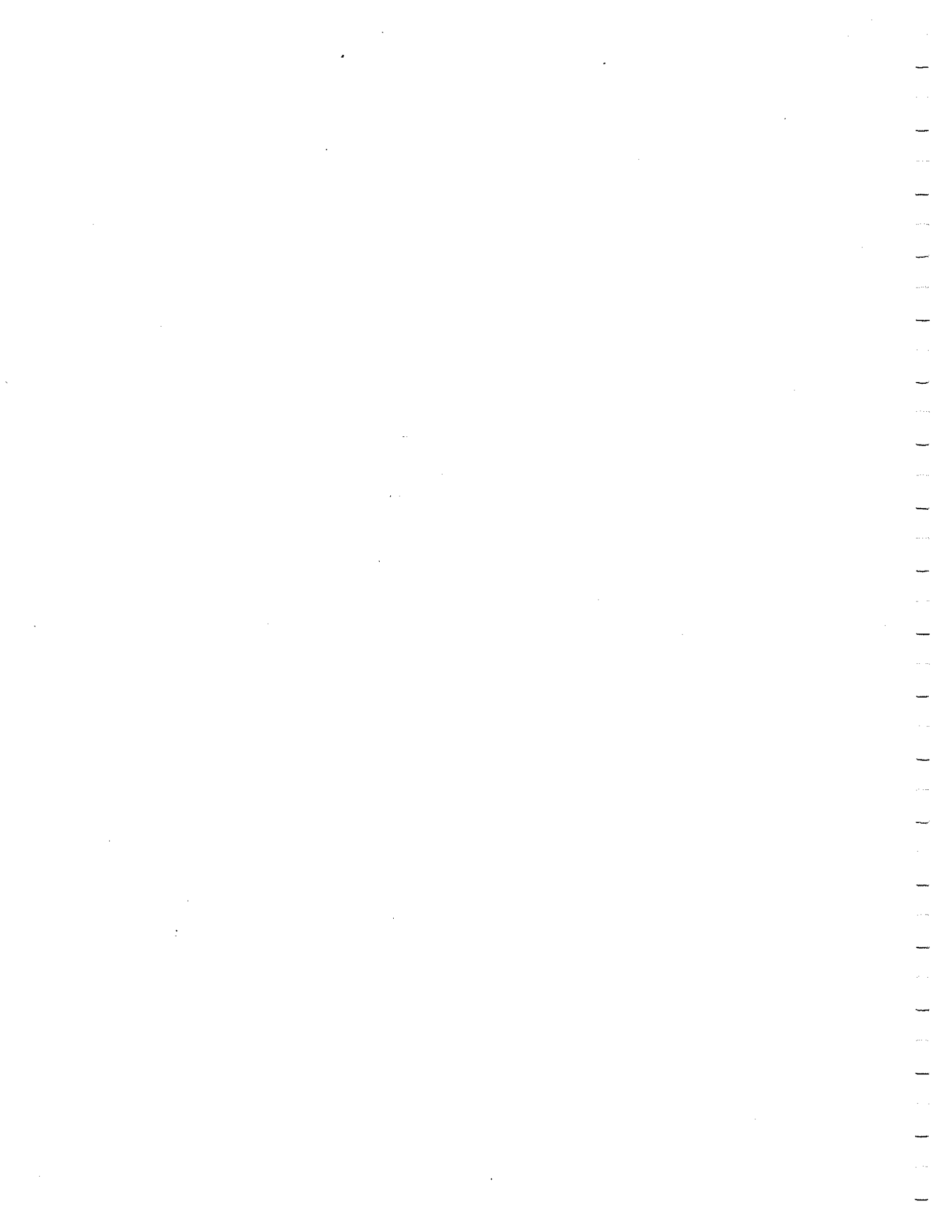
(From the Vice President for Finance and Administration): At the direction of the Regents, the university is undertaking a study of maintenance and operation which will include a historical analysis of spending in these areas at Western and at benchmark institutions. In addition, Western will try to fund a comprehensive audit of university facilities to identify critical components for a comprehensive maintenance plan.

104. **RECOMMENDATION:** Western's safety manual needs to be revised and updated and regularly evaluated.
105. **RECOMMENDATION:** The university should continue actively to pursue compliance with the Americans with Disabilities Act of 1990 and implement the recommendations of the 1993 ADA Self Evaluation study and transition plan.

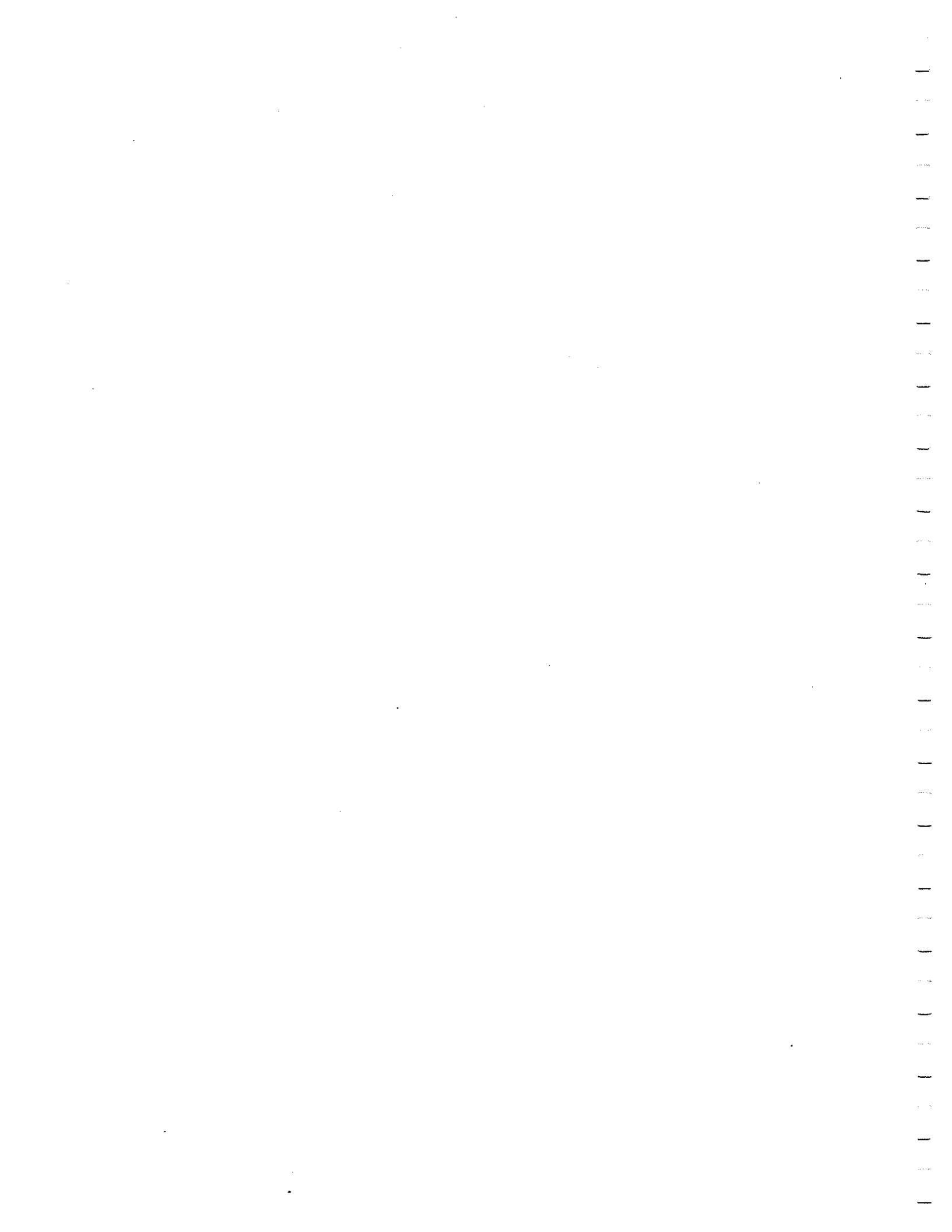
(From Associate Vice President For Academic Affairs Livingston Alexander): An ADA compliance manual--the official statewide guidebook for ADA compliance in postsecondary education--has been distributed on campus to supplement local manuals and guides. The university is also planning a series of workshops on ADA compliance (See "ADA As It Relates to Postsecondary Education," SACS Resource File).

(From the Dean of Libraries): A task force was appointed in November 1993 to develop recommendations to improve accessibility in libraries.

106. **RECOMMENDATION:** Parking on Western's campus should be improved with additional security lighting and brought into full compliance with the Americans With Disabilities Act.



**UNIVERSITY AND  
UNIT UPDATES**



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## **I. UNIVERSITY-WIDE DEVELOPMENTS**

### **A. INTERNAL DEVELOPMENTS**

#### **1. NEW DOCTORATE IN EDUCATION**

In a major academic development, Western now offers a new Cooperative Doctorate in Educational Administration in conjunction with the University of Louisville. This program, which is designed to serve KERA objectives in Western's service area, was approved by the CHE during the summer of 1993. Student applications are now being accepted, with the first classes to be offered in the spring of 1994.

#### **2. GENERAL EDUCATION REVIEWS AND ASSESSMENT**

Meanwhile, the General Education Committee of the Academic Council continues to review and approve courses for special emphasis designation to satisfy non-categorical general education requirements. For 1992/93, the committee reviewed and approved 180 courses for Writing emphasis designation, 57 for Ethics (along with 6 Ethics courses), 35 for Natural Environment, and 27 as designated Labs. The committee also established procedures for reviewing general education and special emphasis designations on a five-year cycle that calls for general education Category A to be reviewed in 1993/94, Category B in 1994/95, Category C in 1995/96, Category D in 1996/97, and Categories F through G and special emphasis



classes to be reviewed in 1997/98. (See Report of the General Education Committee, 1992/93, SACS Resource File).

The university has also funded 1993/94 assessments of English 100 and 300, the required writing classes in Western's general education program. The English 100 assessment, based on writing portfolios, is underway. The English 300 assessment, which will consider term research projects is scheduled for spring 1994.

### 3. ACT SCORES

The average ACT scores of Western Students continued the slight decline first noted in 1991/92. For 1992/93, average ACT composite scores declined slightly in Potter and Ogden colleges and the College of Business. Scores went up slightly in the College of Education and Behavioral Sciences. Across the university, undergraduate average composite scores, which had reached their high water mark at 19.42 in 1990/91, were down .11 points--from 19.26 in 1991/92, to 19.15 for 1992/93.

### 4. WESTERN XXI REVIEW

An official review of Western XXI, the university's planning document, is scheduled for fall 1993 and spring 1994, to be carried out by an ad hoc committee appointed by President Meredith. The committee is headed by Professor Jim Flynn and Assistant Vice President for Finance and Administration Cecile Garmon, original members of the Western XXI steering committee. In addition to Flynn and Garmon, the committee consists of three nominated members of the Faculty Senate, three nominated members of the Academic Council, one dean, one department head, one staff person, an associate vice president for academic affairs, and an additional member selected by Drs. Flynn and Garmon.

In addition, Western's Faculty Senate has voted to perform a Western XXI review of its own. The senate committee, chaired by Richard Weigel of the History Department, is made up of full-time faculty, with one assistant, one associate, and one full professor from each

college selected by the Senate Executive Committee from nominees put forth by the senate. This Senate committee met for the first time November 8, 1993.

## 5. AFFIRMATIVE ACTION

In October 1993, President Meredith appointed four part-time affirmative action coordinators: Howard Bailey, Dean of Student Life; Carol Crowe-Carraco, history professor; Kit Tolbert, Director of Housing; and Sandra Webb, Director of Continuing Education. These appointees, who represent different major areas of the university, will help recruit minority employees, consider grievances, and work toward meeting equal opportunity guidelines.

Also in the past year, two black female faculty members have been promoted to associate professor, raising the percentage of black faculty at the associate level to 25%. While the Institutional Report says that no African-American faculty were full professors, that statement overlooks an assistant vice president for academic affairs: although his duties are primarily administrative, he holds the rank of full professor.

### Minority Recruitment And Retention

In spite of a good record of attracting African-American students during the 1970s and early 1980s, Western's success in this area, and the related ones of minority retention and minority graduation rates, has started to slip in recent years, largely as a result of increased competition from U of L and Kentucky in Lexington and Jefferson County, two formerly rewarding recruiting areas for Western. For decades, Western has welcomed African-American students, faculty, and staff, but recent recruitment efforts have not been notably successful. As a result, the university has been prohibited from submitting new academic programs for CHE approval until the situation improves.

In fall 1992, a Minority Recruitment and Retention Task Force recommended about 30 specific steps to improve African-American recruitment and retention, but because of reductions in state funding many of their recommendations could not be acted upon

immediately. The following spring, the committee revisited its recommendations to adapt them as much as possible to current budget conditions (both reports are available under Minority Recruitment and Retention, SACS Resource File). The committee's "Implementation Plan" recommended, for example, that more attention be given to the way existing EEO money is spent. A detailed report to President Meredith from Vice President for Student Affairs Jerry Wilder (also available under Minority Recruitment and Retention, SACS Resource File), gives a progress report as of July 30, 1993, on these amended recommendations:

### Recruitment

Among the committee's other recommendations was the proposal that responsibility for minority student recruitment be transferred from the Minority Student Support Service to the Office of Admissions and that an Assistant Director of Admissions for Minority Recruitment be added to the Admissions staff. The group also asked Admissions to create a minority recruitment publication. As the update to the unit study of the Office of Admissions shows (see the section on unit updates below), the transfer of authority and new assistant director recommendations have now been carried out, and the publication is being developed.

Western's newsletter for high school counselors now includes a feature on the university's commitment to minority recruitment, and the new Assistant Director of Admissions for Minority Recruitment has visited area high schools and community colleges with high concentration of minority students. Plans are underway to involve African-American students at Western in these recruiting efforts, possibly students from the Minority Leadership Grant Program.

In addition, the Assistant Director of Admissions for Minority Recruitment has established personal contact with all the minority students involved in Kentucky's 1993 Governor's Scholar program, and academic departments have been encouraged to write directly to minority students who have expressed an interest in their areas of study. Western has also contacted the YMCA African-American Achiever program and various African-American heritage events with an eye to increasing minority student recruits.

### **Scholarships And Grants**

The committee recommended several actions on the scholarship front: for instance, to add room costs to Regents Scholarships for minority recipients and to create a "Minority Leadership Grant Program" with new scholarship funds. For fall 1993, seven minority students who had not accepted Regents scholarships were offered additional awards covering room costs as well. At least three accepted. The Minority Leadership Grant Program has been put in place, and ten such grants were awarded for fall 1993, with five alternates.

Minority students whose scholarships are not normally renewable beyond the freshman year are being considered for renewal by MSSS and Admissions personnel. And new renewal criteria based on a review of minority scholarship student records (a cumulative GPA of at least 2.7) have been adopted by the university Scholarship Selection Committee.

By mid-summer 1993, at least six new in-state African-American graduate assistants had been named to various programs, and a number of others were in various stages of applying or being accepted for assistantships.

### **Retention**

Minority Student Support Services is developing a library of computer aided instruction programs to reinforce classroom training for minority students, and four African-American work-study students and two graduate assistants have been identified to administer the program.

### **Request For A One-Year Waiver**

In spite of the commitments outlined above, Western entered the 1993/94 academic year still out of compliance with CHE minority recruitment and retention guidelines. While the university had met CHE objectives in employing black faculty and administrators and for

enrolling first-year Kentucky resident African-American students, it had fallen short in overall graduate and undergraduate enrollments of Kentucky resident black students, graduation rates for the same group, and employment of black professional non-faculty personnel.

Western's request for a one-year waiver of CHE requirements and sanctions is pending (see Minority Recruitment and Retention, SACS Resource File). In addition to recounting the recruitment and retention plans already described, the request points out that the CHE target for Western's undergraduate African-American enrollment (7.1%) is higher than the African-American population of the university's 27 county service region (5.7%). The request concludes: "It may be that the 6.05% African American undergraduate enrollment level now achieved by Western should be recognized as an appropriate contribution toward the state-wide goal of offering equal educational opportunities to all Kentuckians."

## 6. FACULTY COMPUTERS

In 1992/93, responding to an initiative from the president and proceeding under guidelines he set up, a survey was conducted to select faculty to receive new computers for their offices. The president's basic idea was that anyone who wanted an office computer and pledged to use it for academic work should have a university-provided machine. Persons requesting computers (amounting to well over half the faculty) were given a choice of platform: IBM compatible, MacIntosh, or Amiga.

After survey results were gathered and verified by department heads, Western ordered 310 IBM compatible, 101 Macintosh, and 2 Amiga computers. Specifications were relatively high. The IBM-type machines had to have 33MHz 486 processors, 4 MB RAM, a 170 MB hard disk, SVGS monitor, 1 MB video RAM, and a mouse. The MacIntoshes were Centris 650s, with 4 MB RAM, an 80 MB hard disk, and 14" color displays. Machines were installed, and connected to Local Area Networks where possible during the summer and fall of 1993.

Software was also provided. The machines came loaded with an operating system, an anti-virus program, and WordPerfect. Through site licenses, recipients were also offered up to 6 LOTUS programs for \$50 and 15 Borland programs for free. WordPerfect and LOTUS

programs could also legally be loaded on home machines for no extra charge. All this, in the case of networked machines, came in addition to software on university networks, which includes Dbase and statistical programs.

Western's Information Resources Plan (SACS Resource File) called for a campus-wide backbone to which all Local Area Networks could be connected. The backbone is now in place and the process of hooking campus LANs into it is going forward. The process will be connected in approximately 18 months.

In the past year, the university has budgeted almost \$700,000 to increase faculty computing power, and continues to spend student computer fees to improve student facilities (Source: Margaret Cline, Microcomputing Support Center).

## **7. KNIGHT COMMISSION REPORT ON INTERCOLLEGIATE ATHLETICS**

In October of 1992, the university Board of Regents endorsed the Knight Commission Report on Intercollegiate Athletics (SACS Resource File), with its "one-plus-three" recommendation for applying presidential control (one) to three crucial areas--academic integrity, fiscal integrity, and independent certification--by an external jury of academic and sports peers. The commission report also contains discussions of such issues as athletic program cost controls and gender equity, and concludes with ten principles stressing the primacy of educational mission, welfare and equitable treatment for athletes, academic promise and success tests that athletes must meet, and financial controls. Responsibility for observing these principles in an institution's athletic programs is vested in the president.

## **8. NCATE REACCREDITATION**

On October 8, 1993, Western was notified that the Unit accreditation Board of the National Council for Accreditation of Teacher Education (NCATE) had accredited the university's professional education unit at the basic and advanced levels. The Association's Accreditation Action Report noted that Western met all NCATE standards. The next on-site

review will be held in spring 1998. Western's NCATE Self Study Report is available in the SACS Resource File.

## **9. WESTERN KENTUCKY UNIVERSITY FOUNDATION**

A Board of Directors for Western's umbrella foundation, which will coordinate other previously separate fund-raising groups such as the Hilltopper Athletic foundation and the College Heights Foundation, was named in October 1993, with former Western Regent Steve Catron as its first chair. Mr. Catron is a partner in the Bowling Green law firm Reynolds, Catron, Johnston and Hinton. Rick Guillaume, President of Liberty National Bank in Louisville, was elected vice chair, and Robert M. Rutledge III, Western's Vice President for Institutional Advancement will serve as the foundation's executive director. Other members include Dero Downing, College Heights Foundation president; Burns Mercer, Board of Regents chair; and Tad Donnelly, Hilltopper Athletic Foundation president.

## **B. EXTERNAL DEVELOPMENTS**

### **1. COMMISSION ON HIGHER EDUCATION REVIEW**

A Governor's Higher Education Review Commission consisting of ten state government and CHE officials and the presidents and board of regents chairs of all eight Kentucky public universities held its inaugural meeting on September 21, 1993, in Frankfort. The commission's is expected to produce a report by December 21, 1993, detailing ways of streamlining the state's higher education system and achieving higher levels of coordination while eliminating unnecessary duplication of programs and offerings. Although it is too soon to tell what the commission will recommend, its findings may well have a marked effect on Western and other Kentucky schools in the future.

At its first meeting, the commission was given the following principles concerning mission refinement, efficiency and effectiveness, and funding changes as an outline of the

governor's expectations for a more efficient higher education system in the coming years (See Governor's Higher Education Review Commission, SACS Resource file):

1. Undergraduate major programs should be offered at no more than four institutions—graduate degree programs at no more than three institutions—without extraordinary justification. Doctoral degree programs should be limited to the two institutions currently authorized to offer such programs.
2. Professional education programs [medicine, dentistry, law, and engineering are later specified] should be critically reviewed with the fundamental goal being to meet the needs of Kentuckians in the most cost-effective manner.
3. University enrollment should be limited to academically prepared students.
4. The statewide community college system should be considered the primary point of higher education entry.
5. All universities, except UL and UK, should be expected to develop a distinct community college program on campus.
6. A fully integrated community college-university system with maximum transferability of credits should be developed.
7. Remedial education should be confined to community colleges and community college programs at universities.
8. Higher education should become a performance-based system.
9. More coordinating and leadership authority will be placed in the CHE.
10. Campus management should be evaluated with an emphasis on improved efficiency.
11. Limit off-campus instruction and the expansion of campuses.
12. Existing funding levels should be protected if institutions commit to change.
13. 1994/96 biennial funding recommendations on the principles and changes should be established in this restructuring plan.
14. The restructured higher education system should be institutionalized through formula changes in the 1994/95 interim.

While the commission's role is to plan how to implement these principles, the governor's charge emphasizes that Kentucky's CHE should make the final decisions on eliminating duplicative programs, setting university admission standards, devising policies governing off-campus offerings, and developing a performance-based evaluation system. The



governor's plan calls for language reflecting the new principles outlined above to be included in the 1994/96 appropriations bill and for appropriations to be based to some extent on the degree to which state schools are working to meet the new guidelines.

With regard to the governor's attempt to reduce program duplication, a rough idea of how Western would fare under the proposed guidelines for undergraduate and graduate programs may be provided by reports on the Number of Degrees Conferred by level and by area for the reporting period July 1, 1991 - June 30, 1992 (SACS Resource File). While many of Western's undergraduate and graduate programs are among the largest in the state, others could be at risk under the governor's plan. Western's future enrollments might be profoundly affected as well. For instance, the governor's informal call for an ACT entrance requirement of a 20 composite score would eliminate a large part of Western's current students if it were put into effect. In 1991, the average composite ACT of Western students was 19.26 (See Section IV: Undergraduate Education in the institutional self study report).

If all the governor's concepts for higher education were put into practice, Western would become a different university, more selective, with fewer programs and probably fewer students, but with higher expectations and, according to the plan, more adequate funding for the programs that remained. The separation between university and community college programs on campus would become more distinct, and accountability on the part of the university and students would be enhanced; for instance, the document mentions the possibility of a state-wide "rising junior examination" that students would have to pass in order to qualify for further study.

In short, the governor's plans for higher education in Kentucky include very significant reforms that, in the governor's view, would place higher education "on an equal footing with the elementary and secondary reform agenda in Kentucky."

A compilation of figures from the 1992/93 academic year published in the Louisville Courier-Journal for November 9, 1993, shows that Western is generally comparable to other state schools in the percentage of students who graduate after five years and the percentage of graduates with full time jobs two to five years after leaving school. This is one of the early

performance measures developed by the Governor's Commission. Figures for 1992 will form a baseline against which future progress can be measured as schools try to demonstrate success in complying with state-wide higher education goals.

**Table 1: Graduation and Employment Rates, State Graduates**

School	Graduation Rate	Full-time Jobs
Eastern	32%	89%
Kentucky State	20%	77%
Morehead	38%	70%
Murray	39%	84%
Northern	20%	78%
UK	45%	75%
Louisville	23%	77%
<b>Western</b>	<b>35%</b>	<b>80%</b>

## 2. PROPOSED NEW MISSION STATEMENT

In October 1993, the Higher Education Review Commission asked state universities to prepare revised mission statements. Western submitted the following draft, prepared by the Council of Deans. Their statement attempts to define a broader mission for the university than the Council on Higher Education has recently recognized. The deans also tried to incorporate Western XXI in their statement, notably in the Priority Disciplines segment.

The university promotes cost effectiveness in academic programming and institutional management through strategic planning. Regular, periodic reviews are conducted to eliminate unnecessary or nonproductive programs and to develop carefully selected new programs compatible with this mission. The university's accountability system will emphasize measures of quality and performance.

November 3, 1993

### **3. SENATE BILL 109**

As part of its response to Kentucky's higher education accountability legislation, Western was asked to compile a Baseline Accountability Report with quantitative and qualitative data on institutional effectiveness for the CHE (See Volume II: Documentation). The report covers such areas as the profile of the institution, satisfaction of students and alumni, university support for KERA, success of remediation programs and community college transfer students, retention and graduation rates, degrees awarded, and faculty workloads.

## **C. BUDGET DEVELOPMENTS**

### **1. FACULTY COMPENSATION**

An overriding feature of Western's 1993/94 budgeting process was the university's commitment to raising faculty and staff salaries. The University Budget Committee had recommended the following increases to improve salaries:

**Table 2: Compensation Increases:**

<b>Faculty</b>	<b>Total Funding</b>	<b>% Increase</b>
<b>Professors</b>	\$778,378	6%
<b>Associates</b>	400,967	6.7%
<b>Assistants</b>	362,495	6%
<b>Instructors</b>	46,315	3%
<b>Staff</b>	831,050	3%
<b>Total</b>	\$2,419,205	5% (Average)

To finance these increases, Western had 1993/94 tuition and fees revenue increases of \$1,589,562 and an increase in state appropriations of \$475,000 (the amount left in August 1993, after the state recalled another \$936,500 earlier appropriated for the year). However, this money (\$2,064,560) had to cover increases in fixed costs and projects such as the faculty computer procurement plan as well as salaries.

## **2. OTHER FUNDING PRIORITIES**

Western also increased funding for other vital areas, including Minority Recruitment and Retention, Graduate Assistantships/Scholarships, Accountability Enhancement, Maintenance, and Unemployment Workman's Compensation. In brief, new spending priorities for 1993/94 ran far ahead of the new money available for discretionary use during the year. To make up the difference, the Budget Committee and university officials reduced operating budgets in various non-instructional areas and eliminated 42 positions (Source: Cecile Garmon, Assistant Vice President for Finance and Administration. See her letter "Funding the Budget, 1993/94" in SACS Resource File).

### **3. 1992/93 FUND BALANCE**

Against most expectations, Western spent less than budgeted for 1992/93. In October 1993, the Board of Regents approved using \$1.5 million of this fund balance to replace air conditioners in three residence halls (\$525,000), procure new academic instruction equipment (\$100,000), fund improvements to Downing University Center (\$61,000), and provide another allotment of computers to faculty who did not participate in the first year of the faculty computer program.

### **4. EXTERNAL BUDGET CONSIDERATIONS**

In November 1993, Kentucky's Council on Higher Education (CHE) voted to increase tuition in state colleges and universities and decided to ask the legislature for smaller than usual funding increases as a step toward establishing budgeting for state institutions of higher education based on performance measures such as graduation rates. Tuition increases ranged from a high of 14.3% for community college students to a low increase of 5.3% at regional universities such as Western.

At the same time, the CHE veered away from formula funding--which is based on enrollments--and requested across-the-board state funding increases of 3% for 1994/95 and 5% for 1995/96. The council is planning to distribute the 1995/96 increase according to a new formula that will take performance measures into account.

## **II. DEVELOPMENTS ON THE COLLEGE LEVEL**

### **A. POTTER COLLEGE OF ARTS, HUMANITIES, AND SOCIAL SCIENCES**

Potter College was able to make many improvements in equipment, not just faculty computers, but a renovated Language lab (\$35,000) and \$67,000 for photojournalism

equipment replacements and upgrades. Music was designated a priority area for 1993/94. These developments were made possible by success in meeting a college goal specified in unit report: gaining access to 1/3 of lapsed salary money for area equipment purchases. There is a plan in the works to share lapsed salaries between central administration and colleges on a 50/50 basis.

On the other hand, there has been no apparent improvement in Potter College allocations for Library materials, though the situation is under study.

During 1992/93 the college cut part-time expenditures by nearly \$85,000, and fiscal 1993 costs are an additional 10% lower still.

In unmet needs reported by the college, Western's Fine Arts Festival Fund was completely eliminated, not increased, and no separate funding was allocated for African-American Studies. The college continues to fund this program chiefly through lapsed salaries money.

The college is preparing a general salary study for distribution.

The college is reviewing alternative assignment time for research, which Potter has been able to maintain in spite of increased instructional loads.

College departments have hired two black assistant professors, appointed a third to the Junior Black Faculty Program, and moved a fourth from a one-year appointment to a tenure-track assistant professorship

## B. COLLEGE OF BUSINESS ADMINISTRATION

During the summer of 1993 the Business College sent a **satisfaction survey** to 2,420 baccalaureate graduates from 1976 to 1992 for whom the college had current addresses, achieving a return of 442 completed surveys, or 18.3%.

Using a five-point scale of answers, where five is the highest score, respondents agreed they were satisfied with their general education experiences at Western (3.99) and overall educational experience in the College of Business Administration (3.91). Seventy-four college graduates had gone on to graduate or professional programs at 39 schools, including Western.

The **assessment** report, with rankings of specific courses and programs, is available in the SACS Resource File.

### C. COMMUNITY COLLEGE

The community college was authorized to hire one additional General Education Instructor in biology, starting spring 1994. The unit continues to make progress at eliminating cross-listed courses, which came about largely because of start-up constraints and should be minimized as community college programs mature. By spring 1994, the practice will have been substantially eliminated, except for physical education classes, which will continue to be cross-listed. Community college administrators report they are slowly making progress toward employing more full-time faculty.

### III. ACADEMIC UNITS

**ACCOUNTING:** Accounting participated in the College of Business assessment plan. The department instituted a master's in accounting with 7 charter students. As educational requirements for Kentucky and Tennessee accountants increase, demand should grow.

**AGRICULTURE:** Reinstated a freshman orientation seminar with more than 50% of new freshmen enrolled. Increased graduate assistant stipends by \$500. Submitted joint environmental research proposals with faculty from Kentucky State University, and expanded research projects with the departments of Biology and Chemistry. Department representatives met with the Agricultural Alumni Executive Committee.

Under **Assessment:** Administered a comprehensive exam to 1993 graduating seniors and made provisions for testing new freshmen in fall 1993. Faculty are currently considering implications of the comprehensive senior exam results. The department head also interviews new freshmen concerning their backgrounds and interests.

The department has a large entering class for fall 1993 which includes two Governor's Scholars and four FFA state and regional officers. During the summer of 1993, the department and the Kentucky Farm Bureau co-hosted the Institute for Future Leadership in Agriculture for the first time at Western. This year's Institute also included a black student for the first time.

**ALLIED HEALTH:** Obtained a new autoclave. **Assessment:** Curriculum changes were introduced during the summer of 1993 as a result of 1) faculty conferences on desired outcomes and perceived effectiveness, and 2) accreditation standards of the American Health Information Management Association. The department is now planning teaching workshops to improve department instruction. Personal computers were obtained for faculty.

**ART:** Increased scholarships for incoming freshmen and hired a new sculpture professor (but lost a position in art education). The department was funded for additional computer equipment, and reported increased department participation in honors program. Replaced several pieces of aging equipment.

The department has instituted a program of student interviews to help with program assessment and conducted an alumni **satisfaction survey**. No changes to programs have yet resulted.

**BIOLOGY:** Obtained a grant-assisted mobile multimedia center for instructional presentations and inaugurated a fund drive to raise \$30,000 to renovate premedical lecture rooms. The department is now affiliated with the Ecological Consortium of Mid-America. A new person was hired in population biology, along with a new lab instructor. Biology is considering a lab fee to cover expendable materials. The department has established a cell/tissue facility.

**Under Assessment:** The department continues to collect GRE reports on a voluntary basis because unable to fund required participation on part of graduates. 1992/93 fall and spring entrance--exit exams have been administered, but results have not been analyzed because of budget cuts in the university computer center. Student acceptance rates to graduate and professional schools have improved over the past year. Biology is cooperating



with the College of Education to improve curriculum for elementary education majors.  
Revised program requirements for Recombinant Genetics.

**CHEMISTRY:** Established an advisory committee of Western graduates and a small number of others to evaluate the department's programs, facilities, budgets, and standards. First meeting: October 24, 1993. Money has been set aside for renovating exhaust hoods in the chemistry labs. Several requests for funds for equipment needs outlined in the SACS self study report are still pending.

**Under Assessment:** The department cites the Advisory Committee described above.

**COMMUNICATION AND BROADCASTING:** The department filled a full-time opening, but needs more help, especially in view of the new general education requirement of a speech class for all students. The department has experienced continued success in publication and grants.

**Under Assessment:** 1) Administered a one-page advisor evaluation, showing 82% of 320 respondents were satisfied or very satisfied with advising. Plans to continue this assessment and make advising part of each faculty member's annual evaluation. 2) Brought in a consultant from Memphis State in the fall of 1993. Report pending. 3) Reviewed the department's curriculum, deleting, adding or altering courses. The faculty are discussing an extensive revision of broadcasting program.

**Other Changes:** Instituted a writing workshop for graduate and interested undergraduate students.

**COMPUTER SCIENCE:** A new course in C and Unix computer languages has been developed from two experimental offerings.

**Under Assessment:** A Computer Science Association Board self study and site visit led to curriculum revisions and certification for the Computer Science major in Systems/Scientific Option.

Dr. Kenneth Modesitt, Department Head, left Western for an industrial appointment. Frank Conley is serving as interim head while a national search is conducted.

**CONSUMER AND FAMILY SCIENCES** (formerly Home Economics and Family Living):

All undergraduate curricula underwent revision resulting in a restructured Child Development and Family Living minor (renamed the Family Studies minor) and changes to all majors except Home Economics Education. Each major now includes a 12-hour core, along with a block of special courses in one of these areas: 1) Dietetics, 2) Home Economics Education, 3) Hotel, Restaurant, & Tourism Management, 4) Interior Design, and 5) Textiles & Apparel Merchandising.

Recruitment efforts have been intensified and new brochures have been developed for restructured and renamed programs. Department success in securing outside funding has increased. A faculty retreat on Total Quality Management, featuring an outside consultant, was scheduled for November 1993. A department Advisory Council of students and teachers has been formed to advise the department head.

**Under Assessment:** Department students were polled on a voluntary basis in spring 1993 for satisfaction with programs, schedules, courses, teaching, etc. Results are reported in the department's supplementary self study report.

As a result of assessment findings, the department is emphasizing teaching for 1993/94, searching for alternate funding to obtain more computers and lab equipment, adopting a specific rotation schedule for undergraduate courses, and developing advising materials for each program in the department.

The quantity foods laboratory was closed when Western privatized food services, a move which also brought about the loss of two staff and several student worker positions. And a full-time faculty position was lost for 1993/94. Two graduate assistantships went unfilled to fund a part-time faculty member for 1993/94. The advanced foods lab in the Academic Complex and the home management lab in Bates-Runner Hall were transferred to other units of the university.

**FINANCE AND CIS:** A new department newsletter for distribution to students, alumni and business people may lead to establishing a committee of alumni and business advisors. New faculty computers will allow training sessions for local businesses mentioned in unit report. Plans are underway to upgrade computer labs on the second and third floors of Grise Hall.

Under **Assessment:** The department participated in the College of Business **survey** of graduates. Eighty-three Finance and CIS graduates responded. Results are now being distributed and studied. A telephone **survey** of recent CIS graduates was undertaken in October 1993 to obtain information on the importance of multiple programming languages being represented in the curriculum. Enrollments for fall 1993 showed increases in both the number and qualifications of department majors.

Two department members won annual Business College awards for excellence in teaching and research. Other department achievements and new advising materials for majors are included in the supplement to the department's SACS self study.

A student chapter of the Financial Management Association has been initiated. New advising materials with a proposed sequence of courses (Finance and CIS supplementary unit report) have been developed and new recruiting brochure is being produced.

**ECONOMICS:** Under **Assessment:** The department participated in the College of Business **survey** of baccalaureate and graduate alumni, which was conducted by a department member. (SACS Resource File).

**EDUCATIONAL LEADERSHIP:** Under **Assessment:** Continued to administer an established annual graduate **outcomes assessment**. Results currently under analysis--should be available November 1993. The department completed a self study for accreditation of programs under CACREP (Council for Accreditation of Counseling and Related Educational Programs). Site visit--spring 1994.

The department is now offering a new Cooperative Doctoral Program in Educational Administration with the University of Louisville which was approved by the CHE during the summer of 1993.

**ENGINEERING TECHNOLOGY:** Secured six-year terms of accreditation for Civil Engineering Technology, Electrical Engineering Technology, and Mechanical Engineering Technology. The department has obtained much of the equipment listed as needed in its unit self study, partly with grant support from the National Science Foundation. The college has reinstated and filled a permanent headship position in the department.

**Under Assessment:** Continued offering **capstone courses** (see unit self study). No outstanding concerns have emerged.

**ENGLISH:** Decreased the number of assistantships awarded in order to increase stipends to the graduate program's maximum level. Instituted a for-credit graduate seminar for new assistants teaching English 055 to comply with SACS requirements for training teaching assistants in remedial teaching. Created a new set of advising materials and changed English/Education curriculum to conform more closely with KERA. Instituted a graduate student discussion group, LOGOS, and a literary theory circle open to graduate students and faculty. Increased fund-raising through Phonathon and use of funds to support student activities such as travel to conferences. Working to renovate student lounge. Most of these projects were mentioned as desirable in the self study unit report.

**Under Assessment:** Studying outcomes of general education courses by evaluating representative student **portfolios** of writing in English 100 and 300 over the next year and English 200 in 1994/95. **Capstone** courses for writing and literature options are in place. Plan **alumni surveys** in connection with annual Phonathon.

Hired a new person in English/Education. However, another search to replace a retiree was canceled. Searching for a new department head to cover scheduled retirement of current head. Reduced part-time budget at expense of alternate assignment time for research. The department's Robert Penn Warren Center was granted the poet's personal library, now housed in the Kentucky Building. The department is planning a Robert Penn Warren journal and expects to continue its Women's Studies involvement and annual conference. Western

Kentucky Writing Institute for high school teachers activities will increase to support KERA, and interactive TV English classes will become available at all three off-campus locations.

**GOVERNMENT:** New faculty member in comparative politics and international relations. Reviews of graduate and undergraduate programs resulted in curriculum changes targeted for fall 1994.

**Under Assessment:** The department plans graduate and undergraduate alumni surveys for fall 1993. In addition, the **ETS Political Science Major Field Achievement Test** was administered for the second time, spring 1993, to a sample of senior majors. Scores were a fraction of a point above the national mean.

**HISTORY:** Improving career training by integrating it into department's senior seminar. Planning to offer more interactive TV classes to increase outreach. Faculty has published eight books and numerous articles since fall 1992.

**Under Assessment:** Conducted a graduate alumni survey, spring 1993. Instituted a Senior Seminar **capstone** requirement, which will feature a standardized subject field test and a survey concerning the advising students received in the department.

Added a new faculty member in constitutional and legal history, and obtained a new VCR and monitor to answer faculty concerns and promote video presentations. A department member won the university research award, spring 1993.

**INDUSTRIAL TECHNOLOGY:** Implemented program revisions to BS in Industrial Technology to comply with new general education requirements. Department has applied for an assistant professor position in developing technologies to cut down on its need for part-time expertise. Developing a course in technology to be offered for general education credit under "Human Diversity." Developing new recruitment materials.

**Under Assessment:** Annual **exit interviews** with seniors in the department's **capstone** seminar. Meetings were also held with department's **Industry Advisory Board** to gather

suggestions. Continued annual **survey** of alumni. Work begun on self study for **reaccreditation** by the National Association for Industrial Technology.

Proposing or developing computer LANs for the departments labs, classrooms, and central offices

**JOURNALISM:** Obtained new space for photo studios, storage and offices. New computer and software acquisitions for advertising, photojournalism, print journalism, and public relations. Remaining need: \$250,000 for photojournalism.

The department had 12 courses approved for general education non-categorical writing emphasis, 2 for ethics. Has instituted several course name and numbering changes and revised requirements.

Under **Assessment:** continued **capstone courses** in photojournalism, advertising, print journalism and public relations. Also completed a 1993 **Alumni Survey** (copy in the department's supplementary report)

**MANAGEMENT:** Under **Assessment:** Participated in College of Business Administration assessment (SACS Resource File).

**MARKETING:** Under **Assessment:** College-level **assessment survey**. The department is also tracking number of majors to see if its Basic Concepts class is effective at attracting student interest and will participate in the spring 1994 national norming of ACT Business Policy and Organizational behavior tests. ACT participation will allow the department to compare its students' scores with those of other participating institutions.

**MATHEMATICS:** Several equipment and personnel additions, including two new full-time faculty members.

Under **Assessment:** a locally developed **senior examination** was administered to volunteers spring 1993. Data are being studied.

Established a computer classroom with 30 Macintosh IIsi microcomputers. Improved computer experience components in classes for elementary education math students. Welcomed a visiting professor from China for the 1993/94 academic year.

**MODERN LANGUAGES AND INTERCULTURAL STUDIES:** Appointed Dr. Larry Danielson as new department head. Acquired \$35,000 in equipment and educational materials to upgrade language laboratory (FAC 240). Added a tenure-track position in folk studies and hired Dr. Johnston Njoku, a specialist in African studies. Currently searching to fill another tenure-track position in Spanish, made necessary by demand resulting from the university's general education foreign language requirement. Faculty received computers, and the department has a MacIntosh and dedicated laser printer for faculty using Apple computers.

**Under Assessment:** Starting in spring 1993, **written and oral exams** were administered to graduating seniors in French, German, and Spanish to determine their exit level competence. Folk studies faculty are currently beginning their second **survey** of program graduates. A more formal evaluation procedure for continuance of non-tenured faculty has begun starting this year (Appendix A to the Modern Languages and Intercultural Studies Supplementary Report).

Conducted an internal reorganization which will allow faculty from the three language areas--French, German, and Spanish--to coordinate programs and procedures affecting their language units in consultation with the department head. Folk studies faculty are now compiling a handbook for graduate students. Enrollments continue to increase in the graduate Folk Studies program.

**NURSING:** **Under Assessment: Outcome assessments** for both the associate degree and baccalaureate programs in nursing were conducted in spring 1993.

The department is developing a proposal for a master's program in nursing and working toward a cooperative primary care practitioner program to be offered in cooperation with the University of Kentucky.

**PHILOSOPHY AND RELIGION:** Under Assessment: Initial survey of all graduates completed and a revised survey of recent graduates is in progress. These developments have lead to a curriculum review, also in progress.

**PHYSICAL EDUCATION AND RECREATION:** A new course has been established in therapeutic recreation for the physically disabled, and faculty are developing an outcomes based physical education teacher education program. This will be a major change in department programs.

Under Assessment: Exit interviews with senior majors resulted in the new course in therapeutic recreation.

**PHYSICS AND ASTRONOMY:** The department has a new head, Dr. Charles H. McGruder III, an African-American astrophysicist, who is planning recruitment initiatives to increase the number of women and minorities on the faculty. The faculty received university-supplied computers in fall 1993 and are now adding software and peripherals. Still needed: network connections, instructional equipment, and building improvements.

Under Assessment: In spring 1993 a department committee updated an earlier survey of alumni. Results showed alumni were adequately prepared for jobs or graduate study. Recommendations that graduate school-bound students take Quantum Mechanics are being addressed by an attempt to offer the course every year for senior majors.

The department committee structure has been reorganized with fewer committees: Majors, Recruitment and Scholarships, Budget and Travel, and Reports and Database. Part-time faculty support has been reduced from two courses to one course a semester.

**PSYCHOLOGY:** The department's program in school psychology was approved by the National Association of School Psychology in spring 1993, and the master's in School Psychology was upgraded to a specialist degree. The department has also cut back substantially on its use of part-time faculty.



**Under Assessment:** The department curriculum committee will have recommendations on program changes based on an assessment of student performance no later than fall 1993.

**PUBLIC HEALTH:** A \$500,000 renovation of Science and Technology Hall has been scheduled, and demolition and replacement of the building is at the top of the university's capital construction priority list. The health care administration program continues to be approved by the Association of University Programs in Health Administration, and the community health program has been approved by the Society of Public Health Educators (SOPHE) and the Association for the Advancement of Health Education (AAHE). The school health education program received NCATE accreditation, along with other teacher education programs during the last academic year. The department has also been designated a multi-event provider of continuing education for Certified Health Education Specialists.

Two faculty in health care administration were hired to replace departing faculty. The Health Care Administration Advisory Committee continues to function and an advisory committee for the community health program has been appointed. The department procured two new television/VCR units, a computer, a data projection device, and educational software.

**Under Assessment:** Reports have been received from the Health Care Administration Advisory Committee, written evaluation from preceptors of student interns, student assessments of the intern program, a senior exam for health care administration students, and comprehensive examination and exit interviews from graduating master's students. Moreover, a self study of the community health program was required for accreditation by the SOPHE and the AAHE. Changes from these activities are pending.

**SOCIAL WORK:** A faculty/student team planned a new sequence of courses and schedule for offering required courses every semester. A new faculty member was hired under the Junior Black Faculty Program, but she will be on leave for a year, so the department is still not fully staffed. The department is discussing capping admissions and requiring an application and evaluation for students wanting to undertake a field practicum.

Under **Assessment**: Continuing weekly faculty meetings. A formal assessment of graduates planned for the future.

**SOCIOLOGY AND ANTHROPOLOGY**: Hired a second full-time anthropologist, but unable to hire other positions mentioned as needs in unit report. The department's May 1993 Program Review to CHE was approved with program requirement changes to strengthen the major and minor. Professors Bohlander and Faine won Potter College awards for teaching and public service, respectively. Several department courses were added to general education options and/or designated as meeting general education non-categorical requirements.

Using Phonathon revenues, the department was able to initiate outstanding senior awards in sociology, anthropology, and criminology.

Under **Assessment**: A **Senior Sociology Assessment exam** developed in the department in 1992 was readministered in spring 1993, with results similar to those of the first administration, a situation the department generally feels shows its goals continue to be met.

Tracking of M.A. graduates continues, with good results. Last year's graduates are continuing in Ph. D. programs, teaching, or holding research positions.

**TEACHER EDUCATION**: The department's Communication Disorders Program was accredited by the American Speech and Hearing Association.

Under **Assessment**: Since fall 1992, the department has conducted ongoing **surveys** of graduates in their intern year and master's graduates. As a result, the department is studying ways to integrate more computer experience and instruction on dealing with parents, paperwork, and classroom management.

**THEATRE AND DANCE**: The department has revised the curriculum in dance. A newsletter is being compiled for September mailing. An Artist-in-Residence in costume design has been funded by the Office of the Dean of Potter College.

Under **Assessment**: Production **ajudication** by outside evaluator. **Spring juries**. **Survey** of former students conducted.

#### IV. NON ACADEMIC UNITS

**ACADEMIC ADVISING AND RETENTION:** Under **Assessment:** Results of a 1992 fall assessment were included in the unit self study report. A **CHE staff audit** of 1992 fall enrollments was completed during the summer of 1993 (SACS Resource File). The purpose of this self examination was to assure the council that Western is properly reporting on the Pre-College Curriculum, residence, and degree or non-degree status of students.

**ACCOUNTS AND FISCAL SERVICES:** New software for financial records and payroll. On-line access to Financial Records System available at 180 sites on campus. Has taken over payroll and travel functions from Department of Human Resources

**ADMISSIONS:** A **Strategic plan for enrollment management** (SACS Resource file) has been drafted, with initiatives to increase talented students and university participation in enrollment planning. Staff interviewed high school administrators spring 1993 to see how recruiting could be improved.

**Surveyed** Presidential Scholarship recipients. One result: improving flexibility of student food plans. Did **participant evaluations** of students attending Office of Admissions programs. These led to additional staff training and plans to deal with visitor parking problems.

An admissions application **fee** will go into effect spring 1994, but only after a survey of other institutions to anticipate its effect on enrollments. A clerical position was eliminated to meet budget requirements. An **Assistant Director of Admissions** position was created to coordinate **African-American recruitment**, and responsibility for this area was shifted to Admissions from Minority Student Support Services.

As a result of increased funding, 7 central proposals from the Minority Recruitment and Retention plan were put in place for 1993/94, and 17 new African-American student scholarships were instituted. A **Minority Recruitment publication** is in production.

**ATHLETICS:** The bylaws of the Hilltopper Athletic Foundation were amended in August 1993 (SACS Resource File). Athletic Director Lou Marciani resigned and was replaced by Jim Richards.

In October of 1992, the Board of Regents reaffirmed the position of athletics as defined in Western XXI, Western's commitment to the Sun Belt Conference, and Western's commitment to Division I-AA football (with institutional support frozen at \$450,000, subject to budget cuts from the state). The regents also recommended that the University Budget Committee establish a percentage of the educational and general fund as a funding supplement for athletics. At the same time, the Regents adopted the Knight Commission Report on Intercollegiate Athletics (see University-level Internal Developments above). As of October 1993, the percentage funding for athletics suggestion had yet to be implemented.

Western was also designated as one of the initial group of NCAA institutions to undergo Division I certification during the 1993/94 academic year. This new program, approved at the 1993 NCAA convention, is designed to ensure integrity in the governance, rules compliance, academic commitment, fiscal soundness, and equity of Division I athletic programs. A peer-review team will visit campus in November 1994.

**CAREER SERVICES CENTER:** In April 1993, a Southern College Placement Association Visitation Committee reviewed operations (see Career Services Center supplementary unit report). The committee called for some facilities changes and found a degree of confusion on campus between cooperative education and internship. They recommended that a visiting committee from Eastern or U of L help Western set up a program that would satisfy ABET accreditation standards. They also called for faculty to meet recruiters and possibly have recruiters address classes. The committee called for training not just at finding jobs but successful performance from the first and also recommended a faculty/student advisory board

with representation from each college, increased outreach to graduate students, and a career fair.

The center is studying these proposals and has moved to fund them, partially through a development plan. A Kentucky Work-Study Program grant supplied \$185,000 for employer reimbursement in 1993/94 and \$15,000 in administrative costs.

The unit will take part in a standard assessment plan for the area of Student Affairs to be developed by May 1994.

**CENTER FOR TEACHING AND LEARNING:** Space now occupied by Admissions will revert to the center when Admissions moves to renovated Potter Hall, unless the library takes over the first floor of the Cravens Building, in which case the center will have to be relocated.

**Under Assessment:** All workshops and seminars are evaluated by faculty participants. Since fall 1992, the center has offered 24 workshops and 224 participants.

**COLLEGE HEIGHTS BOOKSTORE:** Has modified display counters for improved traffic flow.

**Under Assessment:** A college store service quality research survey kit from the National Association of College Stores will lead to **customer satisfaction surveys** in December during the book buy-back period and January during the spring semester book-rush week.

The bookstore has participated in the MASTER Plan with Residence Life, reserving 446 book orders for students in the plan.

**CONTINUING EDUCATION:** Brought in \$15,000 more than projected in activities at the Schneider Hall Continuing Education Center, while reducing expenditures by \$18,000. The unit hired a part-time coordinator for the Kentucky Sheriffs' Academy and part-time staff for Schneider Hall and published an Annual Report (Continuing Education supplementary unit report). Continuing Education has been reassigned under Vice President for Institutional Advancement.

**Under Assessment: Surveyed** Western administrators (with NUCEA form) on attitudes about Continuing Education. Set up needs assessment for non-credit programs in industrial hygiene and microcomputers. Industrial hygiene assessment (1,084 questionnaires) mailed fall 1993.

New conference facilities will be available for spring of 1994. The unit has been given new responsibility for the Elderhostel program. Increased reliance on part-time staff for 1993/94.

**FINANCE AND ADMINISTRATION:** The area has been reorganized along lines discussed in the SACS institutional report. Two assistant vice presidents and two administrators now report to the Vice President for Finance and Administration, who anticipates that the reorganization will lead to greater decentralization and participative decision-making.

The Department of Personnel Services has been retitled the Department of Human Resources and is no longer responsible for student ID cards, travel, or payroll. Auxiliary Services has been renamed Business Services and given new responsibilities, including student ID's. Accounts and Budgetary Control has been retitled Accounts and Fiscal Services and made responsible for travel and payroll. At their October 1993 meeting, the Regents are expected to move postal services from Human Resources to Business Services as well.

**Under Assessment:** Since last fall, external reviews have been conducted of Purchasing, Human Resources, Institutional Research, and Facilities Management. In addition, the Marriott Corporation has selected Western for a market survey with regard to the university food operations. The process is not yet complete.

The financial area has been strengthened with new software to allow for greater computerization in preparing the university budget, and the office took the lead in providing faculty computers (as described under University-wide Developments above). Facilities Management is testing a zone management concept and adjusting worker schedules to improve efficiency. Finance and Administration has also bid and put in place a master lease program to provide low cost financing for major equipment projects. In the process, outstanding leases

were refinanced to save approximately \$40,000 a year, and it became possible to finance new projects at an interest rate of less than 5%.

**EDUCATIONAL TELEVISION SERVICES:** WKYU-TV, which was carried by three area cable systems until September 1993, is now carried by twenty. A previously full-time ETS employee has been assigned a half-time obligation to Western's extended campus program, with emphasis on electronic telelearning. And Western's telephone link with Owensboro is now complete, replacing microwave transmission and making Owensboro distance learning classes fully interactive, as they already were in Glasgow.

**EXTENDED CAMPUS:** A rotating system of general education courses has allowed all three extended campus centers to offer Bachelor of General Studies degrees. In a related development, the area has begun to draft a three-year project schedule of offerings to help students plan personal programs of study.

**Under Assessment:** Annual surveys continued (see Extended Campus supplementary unit report). Partly as a result, Elizabethtown/Fort Knox Center has hired a full-time academic advisor.

Funding has been secured and work will begin in October 1993 on an interactive television classroom for Fort Knox.

**GRADUATE STUDIES:** **Under Assessment:** The Graduate Studies Office has proposed a task force of graduate faculty to study and make recommendations about Western's mix of graduate programs, the quality of graduate instruction, the qualifications and professional activity levels of graduate faculty, and credentials and learning outcomes of graduate students, among other topics (See Graduate Studies Review Proposal, SACS Resource File).

**INSTITUTIONAL ADVANCEMENT:** This new unit came into the university organization with the hiring of Robert M. Rutledge III as Western's Vice President for Institutional Advancement. Vice President Rutledge will oversee University Relations, the Institute for

Economic Development and Public Services, the Development Office, Alumni Affairs, and the Western Kentucky University Foundation. These changes answer calls in the self study for greater integration and efficiency in the area of institutional advancement.

**INSTITUTIONAL RESEARCH:** Michael E. Moore, Director of Institutional Research and Planning for Georgia Southern University, conducted an **assessment** of Western's institutional research during June 1993. A copy of his report is in the SACS Resource File.

**INSTITUTE FOR ECONOMIC DEVELOPMENT & PUBLIC SERVICE:** Internal financial support was cut back for 1993/94 as a result of budget reductions. An AT&T grant provided a computer lab to be used by continuing education and other outside student groups. The institute is working on a "Retiree Attraction Program" to encourage retired persons to relocate to the Bowling Green area.

Under **Assessment:** Instructors and presenters continue to be evaluated by class participants. Random **surveys** of small business clients are conducted to help improve services. An evaluation of programs in Ohio County led to appointing a new coordinator and approving new programs for the area. An internal evaluation of the Small Business Development Center led to restructuring the staff for greater efficiency.

The unit has moved to a refurbished shopping center on Nashville Road.

**INTERNAL AUDITOR:** New computers have been acquired, and a staff assistant has completed a master's degree.

**INTERNATIONAL PROGRAMS:** A program to recognize faculty working in international programming has been developed, but not funded. Grant proposals concerning Canadian Studies, a Fulbright-Hays group project in Argentina, and affiliations between Western, Trent University in Canada, and Universidad Autonoma Chapingo, Mexico, were submitted. The office continues to work on its cross-training and housing objectives. An evaluation tool for study abroad programs has been developed (SACS Resource File). The international



Student/Scholar Advisor is now implementing a reentry program for international students departing Western.

The office has redesigned the J-1 exchange visitor procedures to make requesting an exchange visitor easier and improve communications in this area. The office has also dropped "and Projects" from its title and now incorporates the former Office of International Student Affairs

**MICROCOMPUTING SUPPORT CENTER:** Has hired a second full-time maintenance person, but the department is aware that it may be a mistake to go overboard patching up old machines. It is sometimes wiser to update hardware, keeping abreast of new developments.

The unit has held exploratory talks about contracting with an external maintenance group to step in if internal resources are swamped.

**MINORITY STUDENT SUPPORT SERVICES:** The unit has extended Governor's Minority Students College Preparation program participation to Glasgow and Barren County.

**Under Assessment:** Nothing new completed but a **survey** has been mailed to minority students to sample their attitudes toward department programs and services.

Since last year, minority recruitment is being handled by Admissions, not MSSS, and an assistant director of MSSS has been named to help with retention, programs, and student organizations, a move funded in part by new minority recruitment and retention budgeting. Most new money for MSSS went to obtain computer aided instruction programs and other tools to enhance minority students' academic success.

**PUBLIC RADIO:** Gained a full-time news position and student intern positions, and increased external funding by \$22,000. Was granted an FCC construction permit and plans to begin work on a translator facility in Somerset, Kentucky, before the end of 1993.

**Under Assessment:** A winter/spring 1993 **survey** of listeners from Warren and five adjacent counties sponsored by the Corporation for Public Broadcasting found that WKYU-FM had the fourth highest average quarter hour share and the second greatest quarter

hour share of stations licensed in Bowling Green. WKYU-FM ranked first of all stations licensed in Bowling Green among adults 21 or over. No changes contemplated.

Western's public radio service was presented the Kentucky Broadcasters Association's "Best in State" award for news for its series "Kentucky Education Reform Acts revisited." The news department also received seven Kentucky Associated Press awards in October 1993, for excellence in all categories of the AP 1992 competition. All four seniors who interned with WKYU-FM news in 1992/93 have professional employment in their fields, and a junior-level intern was awarded one of nine \$1,500 scholarships from the Radio/TV News Directors Foundation.

**PUBLIC SAFETY:** No longer responsible for fire safety; this responsibility passed to Bowling Green City Fire Department.

**Under Assessment:** Conducted a spring 1993 survey of 100 students concerning department activities and programs. Similar surveys will be made quarterly from now on to monitor department effectiveness. July 1993, the department was awarded **accreditation** by the Kentucky Association of Chiefs of Police--it was only the fourth department in the state and the first university police department to be so accredited.

**PURCHASING:** The department has developed and distributed to all units on campus a Guide to Purchasing Services at Western.

In June 1993, an outside consultant was engaged to review the Department of Purchasing. The review report included the following recommendations:

1. Survey adequacy of current staffing levels
2. Increase Small Purchase Order limits to promote budgeting flexibility and reduce Purchasing work load
3. Seek funding to computerize the department
4. Improve communication between Purchasing and other departments
5. Enhance professional development for staff
6. Improve efficiency and performance through customer surveys.

So far, only item number two has been addressed. The others are being studied, and a customer survey is being developed. The department is also evaluating a software package that might aid with item number three.

**REGISTRAR:** No new developments to report.

**SPONSORED PROGRAMS:** Services were curtailed in the last year. The office could no longer work with units to develop grants: this had to be done through colleges and the Office of Academic Affairs. Sponsored Programs could only vet proposals for compliance with agency and university regulations and possible legal problems.

Under **Assessment:** An external consultant studied the area and filed his report in March 1993, calling for increased funding, staffing, and activity. The university has responded by hiring a Director of Sponsored Programs and increasing the operating budget of the office. In addition, 20% of indirect costs will be returned to the office for fiscal 1993.

The office has also filed an annual report for fiscal 1993. See Sponsored Programs supplementary unit report.

**STUDENT ACTIVITIES:** The office employed a graduate assistant through minority funding. It also conducted a statistical comparison of GPAs for freshman students who pledged with a fraternity or sorority with those of non-pledging students over the past three years.

Under **Assessment:** Conducted a **user evaluation** of Student Center services, but the results have not yet been compiled.

**STUDENT AFFAIRS:** A new lay advisory committee has been appointed.

**STUDENT FINANCIAL ASSISTANCE:** The department continues to implement recommendations from its 1990 outside consultant. Western has entered into a contract with the Department of Education Electronic Data Exchange to draw down student financial aid

eligibility electronically by the end of the 1993/94 academic year. The department has obtained additional hardware that allows it to keep track of student employment and offer better service to veterans and the Veteran Administration regional office.

**STUDENT HEALTH SERVICE:** Underwent a trial reorganization to improve services, holding certain positions open in order to employ an insurance clerk, medical secretary, and other specialties not previously represented.

**Under Assessment:** A sample of 2,000 students was **surveyed** about overall satisfaction with Student Health Service (46% replied they were "somewhat" or "very" satisfied).

The unit is considering instituting a program of Continuous Quality Improvement and evaluating a proposal to allow faculty and staff to use the service pharmacy for maintenance and other prescription drugs.

**UNIVERSITY HONORS PROGRAM :** The honors program has added colloquia in American Film in the 1960's, current civil rights issues, the psychology of African-American experiences, aging, and journalism. A proposed course in political economy has been delayed and will be proposed for Academic Council approval next spring. New guidelines for honors senior theses (SACS Resource File) have been approved and distributed.

The program has acquired a full-time secretary and new office equipment.

**Under Assessment:** Honors course evaluations (See appendices to the SACS unit report) were administered in all honors offerings. Results led to several recommendations to individual professors, asking them to revise their course content and methods of instruction.

The Honors Director participated in Honors Programs seminars sponsored by the National Collegiate Honors Council. Several suggestions derived from those experiences are being considered by the University Honors Committee.

The Honors Program has also implemented a full day orientation for new students, and the Honors Office now provides secretary-treasurer services to Western's chapters of Phi Kappa Phi and Phi Eta Sigma.

**UNIVERSITY HOUSING: Under Assessment:** Convened a series of **focus groups** representing each residence hall and conducted a **Quality of Life Survey**. Results of both were used to make changes in programs and plan renovations, upgrades, and other improvements.

Converted two residence halls from single sex to co-ed in response to student requests.

**UNIVERSITY LIBRARIES:** Plans have been developed and approved to convert the first and second floors of the Cravens building to library use. Final university approval is pending. The university has allocated about \$50,000 for new carpeting for the 4th floor of Cravens and has spend about \$7,500 on new library furniture. A new LAN with three databases has been connected to the workstations in the Helm computer lab and in reference and 26 new computers were added to the library's collection, along with new CD-ROM databases including Books in Print Plus Reviews, Periodical Abstracts, and the Louisville Courier-Journal. Additional workstations have been added in the Science Library, the WKU Glasgow Library, and the Educational Resources Center in Tate Page Hall. Three new microfilm/microfiche copiers were obtained for the microforms area of the library and one for the Educational Resources Center.

A task force has been appointed to work improving accessibility to library collections. Public areas in the Kentucky Building are now wheelchair accessible.

TOPCAT, Western's online catalog, is now available via KECNET in Owensboro and Fort Knox, and also by means of a dedicated terminal in the Bowling Green Public Library. Work has begun on cataloging the serials collection and adding the listings to TOPCAT. An interactive informational workstation is being developed for the entrance area of the Helm-Cravens library.

The proposed expansion of the Kentucky Building has been dropped from a top priority item to a lower, desirable level. Evening hours have been added at the Kentucky Library. Portions of the non-reference science book collection were shifted to the main library during the summer of 1993.

**Under Assessment:** A follow-up study of circulation of newly-acquired books found that by July 1993, 54% of the 1,689 new books made available in February 1991 had circulated. Locally developed software is now available to conduct use analysis of books by LC classification. The annual evaluation of research instruction classes and an evaluation of library supervisors took place during September 1993. The addition of new CD-ROM databases and workstations was a response to earlier assessment recommendations, and the libraries held their first Student Assistant Orientation in fall 1993.

Books from the McNaughton "Leisure Reading" collection are now being cataloged for TOPCAT. An instructional video series on use of the library is being developed. Interlibrary Loan is offering an accelerated document delivery service for faculty and graduate students. A formula for allocating collection development funds has been proposed for FY 1994-95. An electronic classroom in the Helm library is being planned.

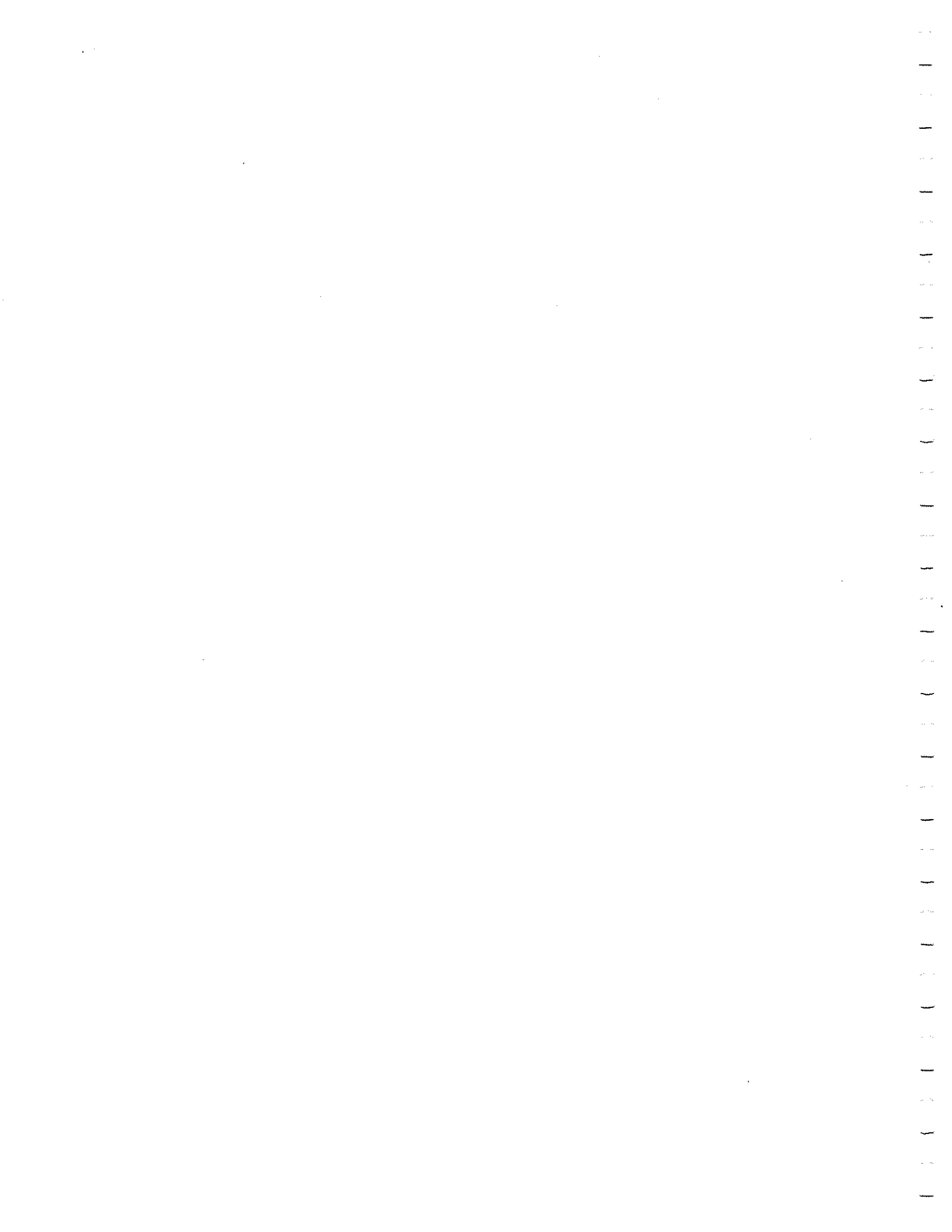
The loss of librarians in Reference in Government Services has led to curtailed services in those areas. The libraries are requesting a Technology Coordinator and a part-time Document Delivery Clerk.

A task force on streamlining library services sent a series of operational recommendations to the Dean of Libraries in fall 1993, and a KERA Information Center was established in the Educational Resources Center in Tate Page Hall.

Last spring the Kentucky Museum took a 10% budget cut, with scheduled additional 10% per year reductions for five years from the 1992/93 total budget of \$247,999 to \$123,500 at the end of the period. The museum estimated that it cannot maintain its collections for less than \$200,000/ year, so programs must increase development income from current \$25,000 to make up the difference.

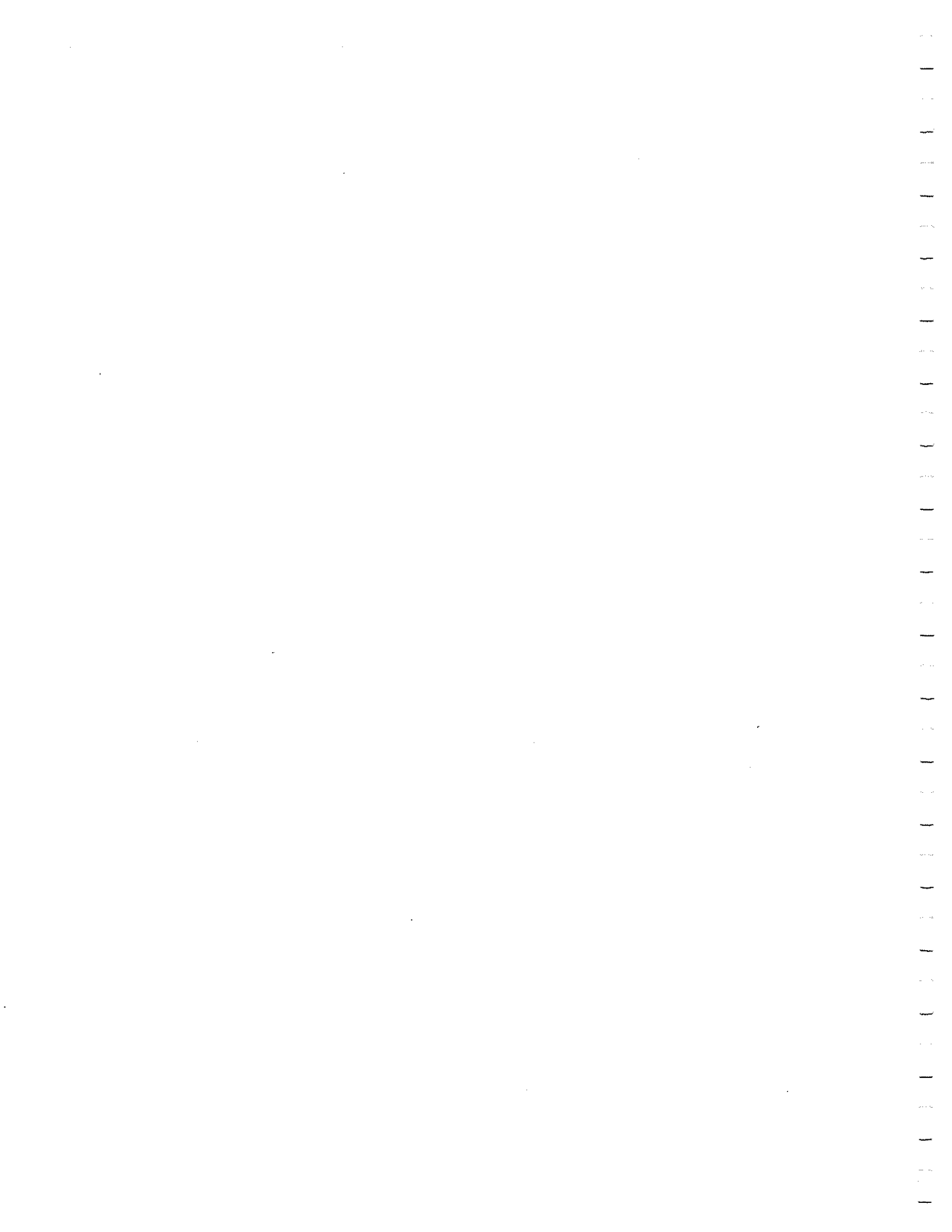
**UNIVERSITY RELATIONS:** The office no longer reports to the president, but to the new vice president for institutional advancement. University Relations is now also responsible for the campus telephone operator, a service previously overseen by Human Resources.

**Under Assessment:** User and reader surveys are being distributed this fall to determine the success of the university news service and the newsletter On-Campus.



# UPDATED TABLES





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## UPDATED TABLES

Wherever possible, the following tables update corresponding information in Volume I: Institutional Report through fall 1992. The tables are numbered as in Volume I and arranged according to the section of the report in which they originally appeared.

### FROM SECTION II: UNDERGRADUATE EDUCATION

**Table 1: University Headcount Enrollment**

1987	11,480	---
1988	12,009	4.6%
1989	12,689	5.7%
1990	13,130	3.5%
1991	13,674	4.1%
1992	13,711	0.27%

**Table 2: Community College Enrollment**  
(with percentage of total enrollment)

1987	518	4.5%
1988	939	7.8%
1989	1,134	8.9%
1990	1,242	9.5%
1991	1,423	10.4%
<b>1992</b>	<b>1,513</b>	<b>11.0%</b>

**Table 3: Extended Campus Enrollments**  
(with percentage of total enrollments; includes graduate enrollments)

1987	1,658	14.4%
1988	2,213	18.4%
1989	2,523	19.9%
1990	2,347	17.8%
1991	2,470	18.1%
<b>1992</b>	<b>2,449</b>	<b>17.9%</b>

**Table 4: Age of Undergraduates**

Age	1987	1988	1989	1990	1991	1992
16-21	7,138	7,377	7,851	8,138	8,018	7,555
22-24	2,016	1,992	2,027	2,160	2,568	2,840
25-29	884	999	1,019	1,034	1,084	1,184
30-34	554	597	624	641	679	751
35-39	396	328	493	479	578	600
40-49	372	468	521	519	584	607
50+	117	134	154	161	163	174
<b>Average:</b>	<b>22.8</b>	<b>23</b>	<b>23.2</b>	<b>23.2</b>	<b>23.5</b>	<b>23.8</b>

**Table 5: Full-time and Part-time Students  
(Undergraduates)**

Year	Full-time	%	Part-time	%
1987	8,888	77.4	2,592	22.6
1988	9,430	78.5	2,579	21.5
1989	10,152	80.0	2,537	20.0
1990	10,572	80.5	2,558	19.5
1991	10,826	79.2	2,848	20.8
<b>1992</b>	<b>10,685</b>	<b>77.9</b>	<b>3,026</b>	<b>22.1</b>

**Table 6: Minority Enrollment**

<b>Year</b>	<b>White</b>	<b>African-American</b>	<b>Other</b>	<b>% African-American</b>
1987	10,563	725	140	6.3
1988	11,090	728	192	6.1
1989	11,777	722	191	5.7
1990	12,257	715	190	5.4
1991	12,681	807	186	5.9
1992	12,695	812	204	5.9

**Table 7: Average ACT Composite Scores**

<b>Year</b>	<b>Potter</b>	<b>Business</b>	<b>Education</b>	<b>Ogden</b>	<b>University</b>
1987	19.38	19.20	17.30	20.46	18.82
1988	19.73	19.66	17.64	20.57	19.23
1989	19.87	19.70	18.03	20.63	19.34
1990	19.86	19.70	18.14	20.51	19.42
1991	19.86	19.49	18.06	19.89	19.26
1992	19.71	19.47	18.09	19.59	19.15

**FROM SECTION V: GRADUATE EDUCATION**

**Table 1: Fall Graduate Enrollments**

<b>Year</b>	<b>Enrollment</b>	<b>Part-time</b>	<b>Full-time</b>
1987	2,040	1,620	420
1988	2,112	1,689	414
1989	2,132	1,732	400
1990	2,110	1,714	396
1991	2,093	1,681	412
<b>1992</b>	<b>2,011</b>	<b>1,612</b>	<b>399</b>

**Table 2: Graduate Enrollment by College**

<b>Year</b>	<b>Education</b>	<b>Ogden</b>	<b>Potter</b>	<b>Business</b>
1987	1,487	153	206	43
1988	1,557	143	208	24
1989	1,591	148	252	12
1990	1,454	136	262	13
1991	1,461	166	290	17
<b>1992</b>	<b>1,435</b>	<b>184</b>	<b>273</b>	<b>28</b>

**Table 3: On-Campus Graduate Enrollments, Fall 1992**

<b>College</b>	<b>Classes</b>	<b>Enrolled</b>	<b>Average</b>
Education	150	1,141	7.6
Ogden	101	518	5.2
Potter	106	568	5.4
Business	9	56	6.2

**Table 4: Off-Campus Graduate Enrollments, Fall 1992**

College	Classes	Enrolled	Average
Education	78	1,120	14.4
Ogden	3	14	4.6
Potter	5	68	13.6
Business	0	0	0

**Table 5: Age Of Graduate Students**

Age	1987	1988	1989	1990	1991	1992
16-21	2	6	3	4	5	3
22-24	286	278	304	304	337	371
25-29	603	571	561	534	568	545
30-34	366	386	386	392	360	346
35-39	391	379	361	357	341	294
40-49	341	428	450	461	427	412
50+	51	63	67	56	55	67
<b>Average</b>	<b>32.6</b>	<b>33.2</b>	<b>33.2</b>	<b>33.3</b>	<b>32.9</b>	<b>33.7</b>

**Table 6: Graduate Students By Gender  
And Degree Program (Fall 1992)**

PROGRAM	Male	Female	% Female
Master of Arts	107	156	59%
Master of Music	1	4	80%
Master of Science	105	125	54%
M.A. in Education	183	714	79%
Master of Public Service	1	0	0%
Master of Public Administration	26	17	39%

Specialist in Education	9	28	76%
Joint Doctorate, Education	0	1	100%
Rank II	13	76	85%
Rank I	63	235	79%
Totals	508	1,356	73%

**Table 7: Graduate Minority Enrollment**

Year	White	African-American	%
1987	1,887	98	4.8%
1988	1,968	90	4.3%
1989	2,013	74	3.5%
1990	2,002	56	2.6%
1991	1,986	46	2.2%
1992	1,905	70	3.5%

**FROM SECTION VI: HUMAN RESOURCES AND PERSONNEL POLICIES**

**Table 1: Faculty Salaries By Rank And Year**

Rank	87/88	88/89	89/90	90/91	91/92	92/93
Professor	37,250	38,092	39,674	42,471	45,534	45,730
Associate	30,963	31,823	33,701	36,444	39,296	38,191
Assistant	26,978	27,405	28,692	31,840	34,254	33,677
Instructor	21,025	21,553	22,411	24,869	27,134	26,948
<b>AVERAGE</b>	31,955	32,757	34,199	36,595	39,111	38,962



Table 2: Western And Other Kentucky Salaries

<b>Professors</b>	<b>87/88</b>	<b>91/92</b>	<b>92/93</b>	<b>Increase</b>
Western	37,250	45,534	45,730	23%
Eastern	36,218	48,430	48,428	34%
Ky. State	36,677	45,207	45,577	24%
Morehead	35,015	47,112	46,606	33%
Murray	35,469	44,451	46,622	31%
Northern	42,858	52,931	53,885	26%
Louisville	45,526	57,134	57,672	27%
UK	46,917	61,521	61,487	31%
<b>Associates</b>	<b>87/88</b>	<b>91/92</b>	<b>92/93</b>	<b>Increase</b>
Western	30,963	39,296	38,191	23%
Eastern	31,491	42,375	42,241	34%
Ky. State	31,920	39,863	38,950	22%
Morehead	29,057	38,526	38,543	33%
Murray	31,364	38,901	38,695	23%
Northern	32,145	41,426	40,657	26%
Louisville	34,231	43,508	43,378	27%
UK	34,810	45,996	45,797	32%
<b>Assistants</b>	<b>87/88</b>	<b>91/92</b>	<b>92/93</b>	<b>Increase</b>
Western	26,978	34,254	33,677	25%
Eastern	26,719	36,613	36,207	36%
Ky. State	26,857	32,746	32,648	22%
Morehead	25,883	31,647	31,336	21%
Murray	26,704	33,881	34,080	28%
Northern	25,605	33,270	33,851	32%
Louisville	28,911	35,385	35,428	23%
UK	30,091	40,075	40,167	33%

<b>Instructors</b>	<b>87/88</b>	<b>91/92</b>	<b>92/93</b>	<b>Increase</b>
Western	21,025	27,134	26,948	28%
Eastern	21,442	27,484	27,432	28%
Ky. State	22,887	22,766	25,328	11%
Morehead	20,160	24,251	24,380	21%
Murray	21,948	24,996	25,609	17%
Northern	21,731	24,069	22,879	5%
Louisville	23,711	28,275	26,836	13%
UK	27,652	44,174	32,800	19%
<b>Averages</b>	<b>87/88</b>	<b>91/92</b>	<b>92/93</b>	<b>Increase</b>
Western	31,955	39,111	38,962	22%
Eastern	31,476	41,863	41,867	33%
Ky. State	28,684	35,044	35,728	25%
Morehead	28,984	36,564	36,527	26%
Murray	30,132	37,107	37,133	23%
Northern	29,995	38,334	39,659	32%
Louisville	37,087	46,147	46,808	26%
UK	38,715	50,414	50,602	31%

**FROM SECTION VII: INSTRUCTIONAL SUPPORT**

**Table 1: Acquisitions Since 1989/90**

	<b>1989/90</b>	<b>1990/91</b>	<b>1991/92</b>	<b>1992/93</b>
<b>Books</b>	12,281	12,588	7,877	8,935
<b>Serial Vols.</b>	5,568	6,678	4,855	4,808
<b>Micro Units</b>	62,863	48,763	37,722	41,023