

1965

UA3/3 President's Report 1955-1965

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A P R E S I D E N T I A L R E P O R T

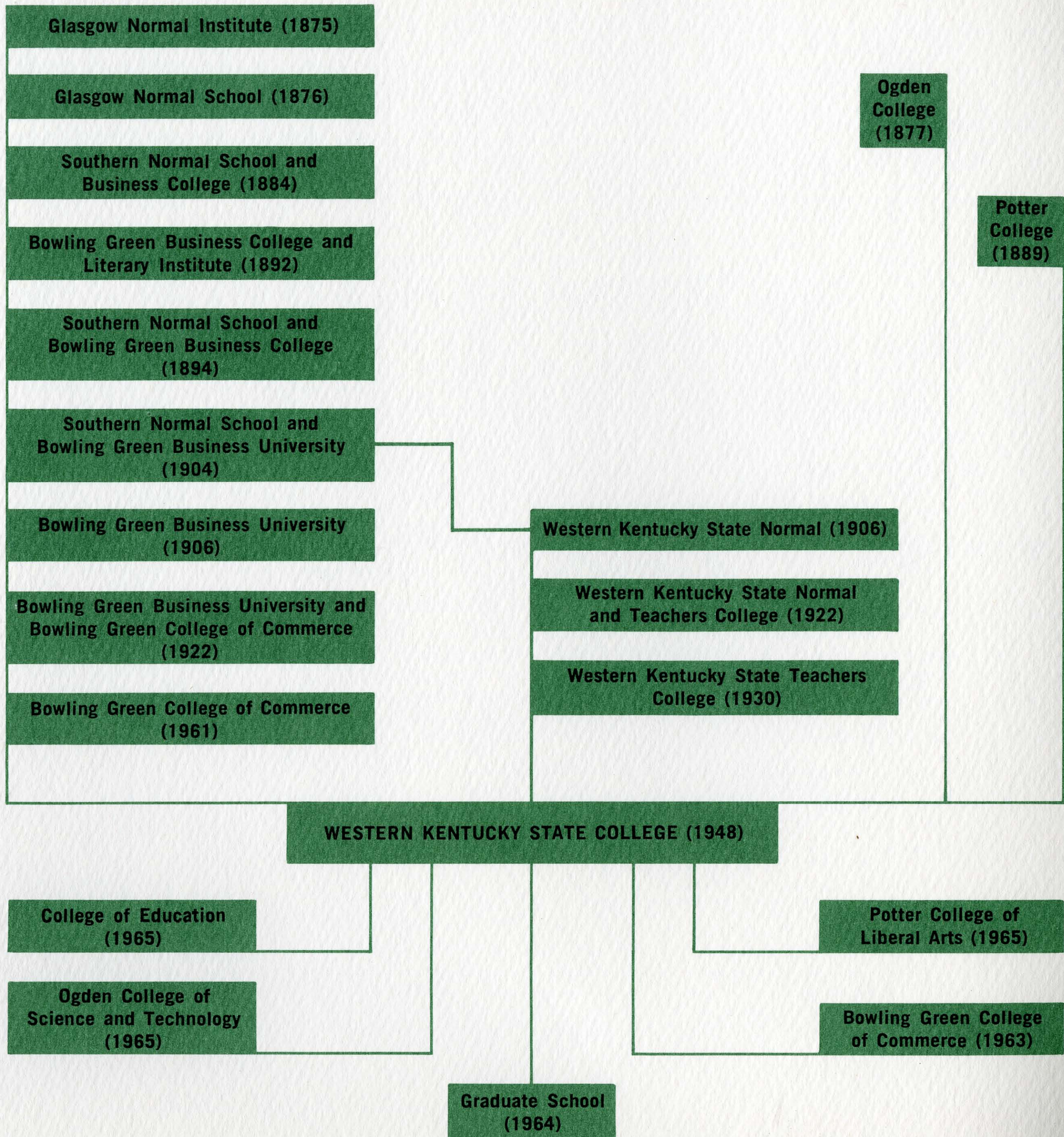
1955
1965

A DECADE IN REVIEW



WESTERN KENTUCKY STATE COLLEGE, BOWLING GREEN, KENTUCKY
BULLETIN

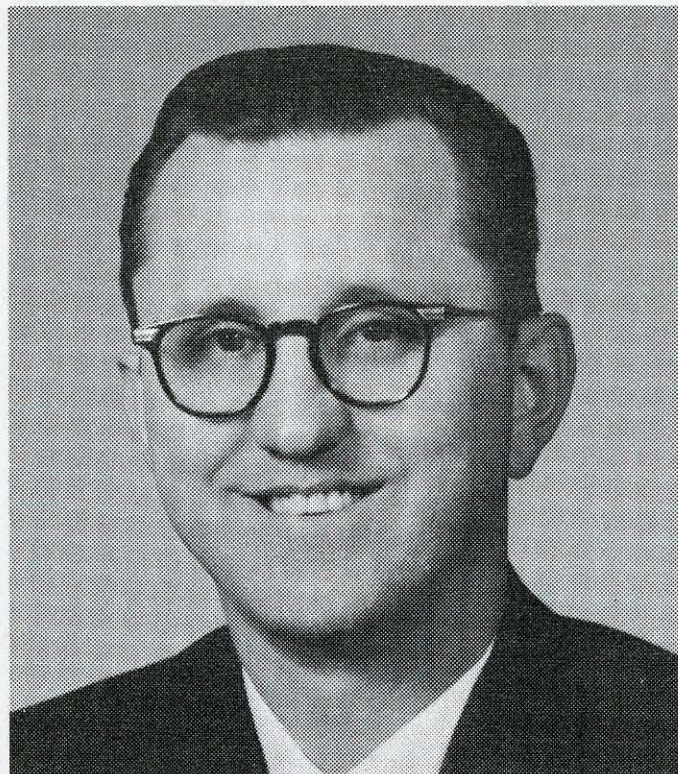
genealogy of western kentucky state college



A Review and a Preview
a report to the board of regents
by the president of
western kentucky state college
bowling green, kentucky



members of the board of regents



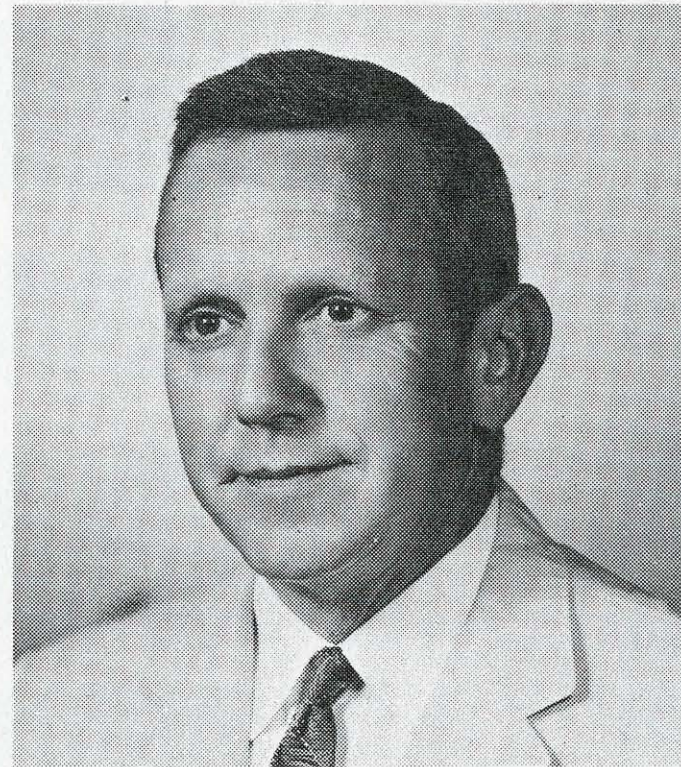
Dr. W. Gerald Edds



Mr. Douglas Keen



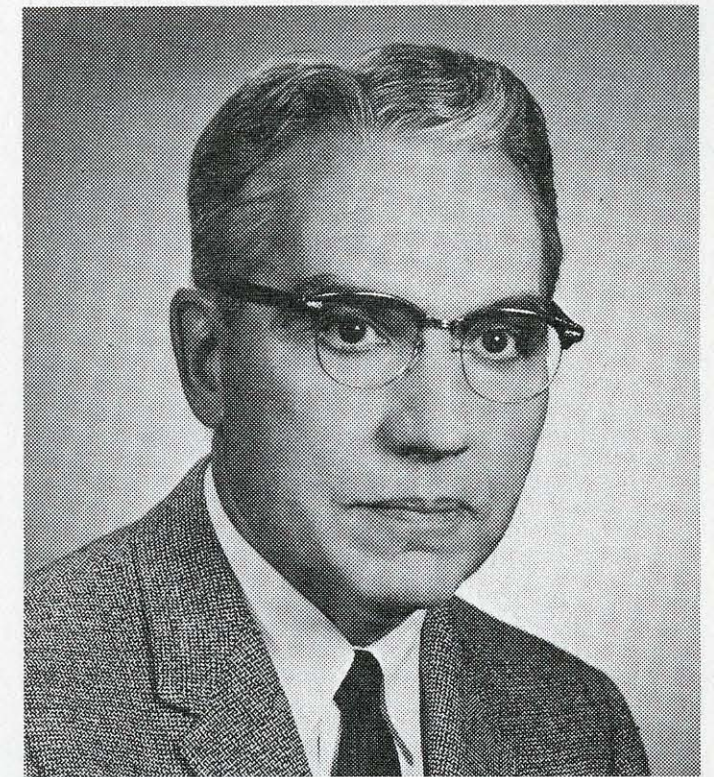
Dr. Harry M. Sparks
CHAIRMAN



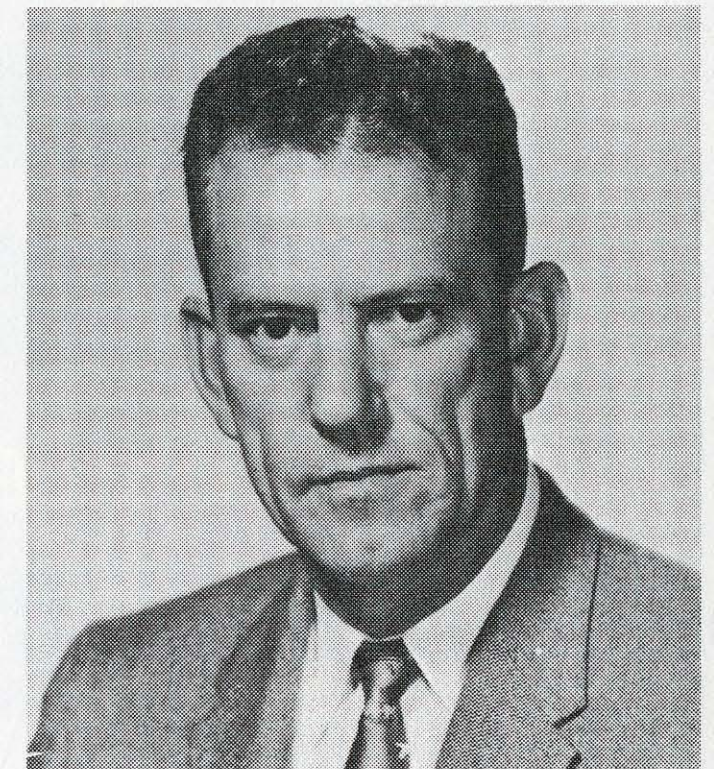
Mr. Maxey B. Harlin



Mr. H. Bemis Lawrence



Dr. J. T. Gilbert

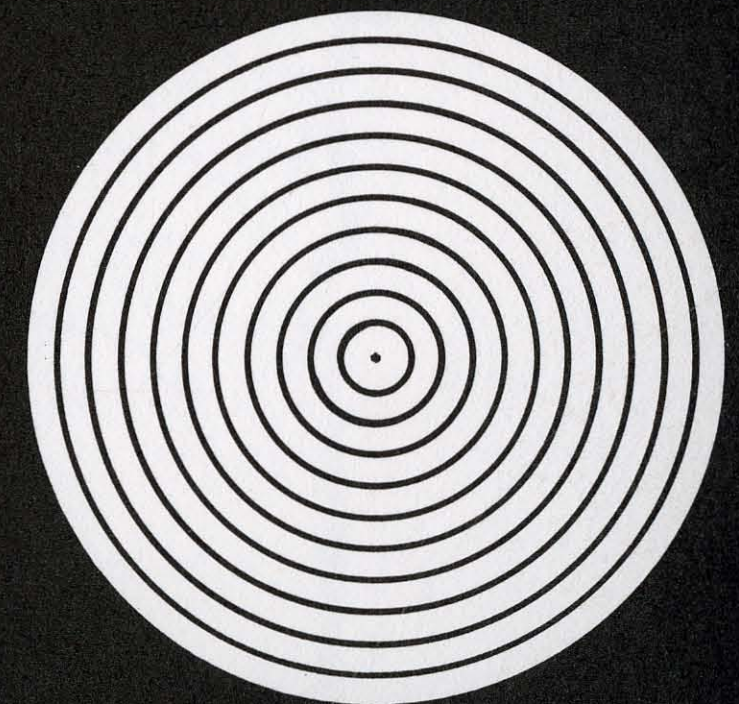


Mr. Hugh Poland

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COLLEGE HEIGHTS BULLETIN

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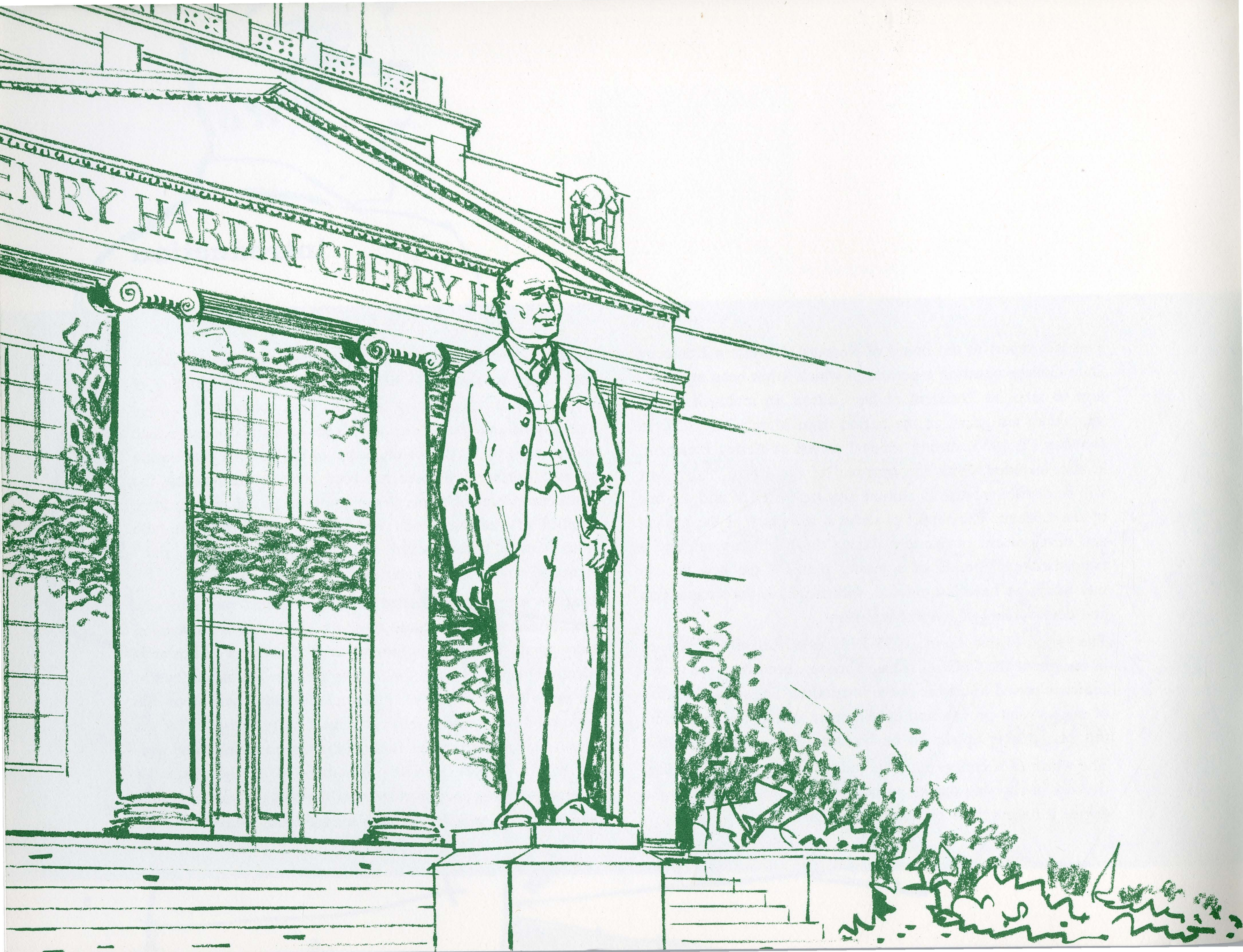
introduction

This is a report to the Board of Regents of Western Kentucky State College covering a decade in which it has been my privilege to serve as President of the College. In reality it covers more than ten years, as the period from March 25, 1955, to October 17, 1955, during which I served as Acting President, is also included. With the approval of the Board, the report will be distributed also to alumni, students, friends, and patrons of the College. The report provides a summary of the growth and development of Western during the past ten years and a condensed explanation of a master plan for the new decade into which we have just entered, with emphasis upon expansion and development of the physical plant.

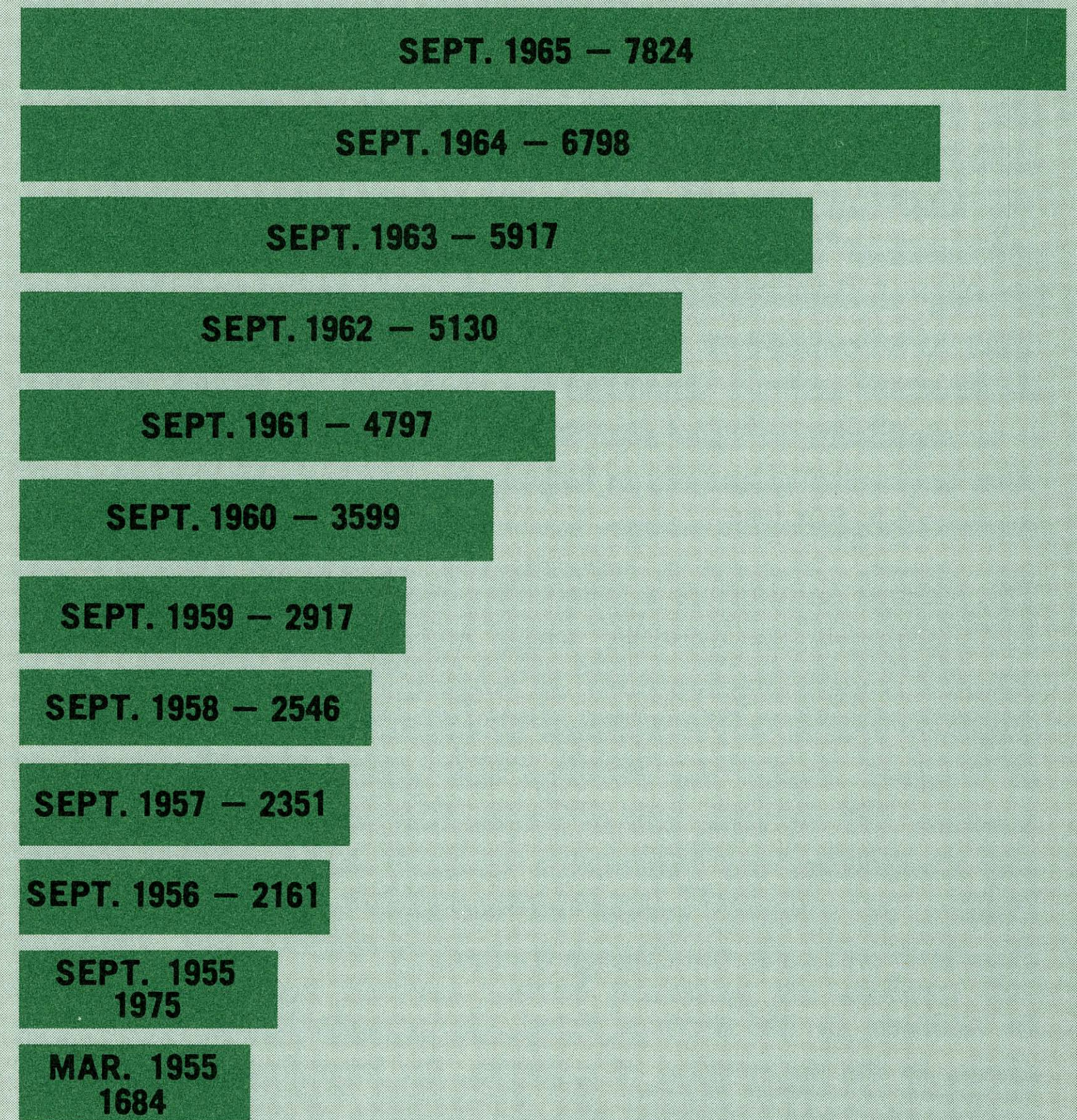
The period of this report, 1955-1965, is a relatively short span in the life of the College. It has, however, been the most extraordinary period in the life of the institution. The summarization of the unusual growth and development of the College during this period may appear to be boastful. Such is not intended. The worth of a college must be judged in relation to its effectiveness in carrying out its purposes and objectives, and to the degree it fosters, lives by, and imparts high ideals.

We are indebted to the great personalities, educational leaders, and master teachers who have contributed to the building of Western since its beginning in 1906. They provided the strong foundations and passed on the rich traditions and ideals which set the stage on which the challenge of the past ten years could be met. Further, whatever has been accomplished during the past decade is attributable to the co-ordinated efforts of a large number of dedicated men and women—administrative and faculty—who have stacked their measure “above the rim,” mentally, physically, and spiritually.

That we are being propelled at an accelerated rate into new educational areas and more complex challenges is evident on every hand. If Western is to meet these challenges and thereby effectively carry its part of Kentucky's higher-education load in the years which lie ahead, it must look with vision upon the responsibilities which it inevitably must carry and plan for the wisest expenditure of the funds entrusted to it for these purposes. This report therefore is submitted to the Board of Regents not only as a short story of the past ten years but as a pointing of the way for the new decade lying ahead.



enrollment growth and expansion



A college vital to the state. A strong foundation for many other colleges. The college is successful because of its location and resources within an area of growth. As shown in the chart, enrollment grew from 1,684 in March 1955 to 7,824 in September 1965. In the past, West Virginia has granted more than 600 four-year degrees. In the past, Kentucky has granted more than 600 four-year degrees. Enrollment in the number of students has grown from 1,684 in March 1955 to 7,824 in September 1965. The ten-year period from 1955 to 1965 shows a steady increase in enrollment.

enrollment growth and expansion of student services

Without going into a detailed analysis of the enrollment growth, one should note that Western has developed and strengthened the academic structure that is being shared by better-trained, more highly qualified students of every classification. The steady growth of the graduate enrollment is illustrative. Stimulated by the inauguration of a graduate assistantship program in 1960, the graduate program at Western has shown improvement and maturation which reflect great credit upon the various disciplines. The Board will have a recommendation in the near future that Master of Arts degrees be awarded in several of these disciplines.

It will be noted elsewhere in this report that constant attention has been given to the development of academic programs and curricula that is commensurate with a rapidly expanding multipurpose institution. The College has also recognized the great importance of student personnel services and has continued to develop a plan of student services designed to assist the student to achieve a well-rounded, high-quality education. This is in keeping with Western's philosophy that it is the function of personnel services to assist the student to realize to the fullest all of his capacities—intellectual, emotional, social, and physical—and to help him to adjust to all phases of college life.

To meet the needs of the rapidly growing student body in the important area of student services, the Office of the Dean of Students was established in 1956. Since that time the Office has been expanded to include the Dean of Women, Assistant Dean of Students,

Staff Assistants, Director of Housing, and supporting secretarial and clerical staff.

One of the most important programs is that of student housing and dining. In 1955, the three existing dormitories housed 639 students. The intervening years have brought the construction of eight new and modern dormitories, providing 2,038 additional on-campus housing accommodations. Three high-rise air-conditioned dormitories to accommodate approximately 1,200 students are now under construction and are scheduled for occupancy in the fall of 1966. It is significant to note also that the residents of Bowling Green have responded splendidly in helping the College meet the increased demand for student housing.

The College administers a comprehensive program of co-curricular and extracurricular activities, which includes a total of ninety-two different student organizations. In August, 1961, a campus national fraternity system was established by official approval by the Board of Regents. Under the direction and guidance of the Dean of Students and his staff, and in cooperation with the faculty Fraternity Committee, the Panhellenic Council, and the Interfraternity Council, the fraternity system has continued to grow in stature and expand in service to the College community.

In addition to the services listed, the personnel staff direct their efforts to the supervision of activities, the identification and development of student abilities, and the fostering of citizenship—all of

enrollment growth and expansion of student services

which are designed to give the students the best possible opportunity to succeed.

A major advance in the area of expanded student services was realized when the enlarged and reconstructed Paul L. Garrett Student Center was completed in June, 1965. This new facility houses greatly improved and enlarged food services, including two cafeterias and a spacious snack bar. It provides social and extracurricular facilities of which any college could be proud. It also contains the College Heights Post Office and the Center Store, which provide students with superior services of a special nature.

The period under consideration in this report has been marked with notable expansion in the facilities and services of the College Libraries. Increased enrollment, diversification of academic activity, improved financial support, and perhaps other factors have contributed to the systematic development of the library services at Western.

Many months of planning and study culminated in the construction of the new Margie Helm Library Building valued at \$2,500,000. Western realizes that library services must include more than a building and the books; therefore, this beautiful and functional new facility is staffed by eighteen professional librarians, four clerical assistants, and a secretary, all of whose efforts are directed by the Director of Library Services toward providing the students and faculty with the very best in library services.

The expanded student population has brought increased emphasis upon both personal and academic counseling of students. It is an

avowed objective at Western that individual attention be given to each student in an effort to maximize the likelihood of graduation by those who are admitted. The College engages in a well-organized program of orientation, guidance, and counseling which commences with initial enrollment and extends throughout the period of attendance.

The faculty and staff, diligently working for continued improvement in the quality of the academic program, are constantly seeking ways to motivate students to higher levels of academic achievement. With this purpose in mind, the Honors Program was initiated in 1963. Western also maintains and supports other programs of academic competition and awards, seeking to challenge greater numbers of students to academic excellence.

Deserving students are given opportunities to supplement their financial resources through a program of student aid consisting of scholarships, loans, and part-time employment. With the College Heights Foundation serving as the administering agency, the College provides assistance to eligible students with both loans and scholarships. Many organizations and individuals have contributed to the scholarship program. It should be said here that the giving of funds for this purpose has not only wrought immeasurable good; it has provided inspiration to many.

Beginning in 1958, the National Defense Student Loan Program provided matching funds for student loans. Since that time, 1,427 loans have been granted, totaling \$928,740.

growth of faculty and staff

The high mark of any successful educational institution is an outstanding faculty. With this idea in mind, Western has attempted to follow a sound program of faculty recruitment and retention, always intent upon bringing to the faculty the best possible persons as additions and replacements. A faculty which possesses high academic qualifications, teaching competence, and desirable personal qualities is essential in order to provide the best possible educational opportunities.

During a period when the demand has far outstripped the supply of persons prepared for college teaching, Western has continued successfully to staff every academic area with competent people. The data in the chart on the opposite page show the growth of the faculty for this ten-year span; and perhaps of greater significance, it reflects the increased faculty at the doctoral level from one in five to one out of every three.

The College has sought ways to improve faculty status, placing prime importance upon the development of a sound salary schedule. As a result, the operating budget for each of ten consecutive years has included a salary increment for the faculty, enabling Western to achieve a salary scale which compares favorably with similar institutions in the southeastern region of the United States.

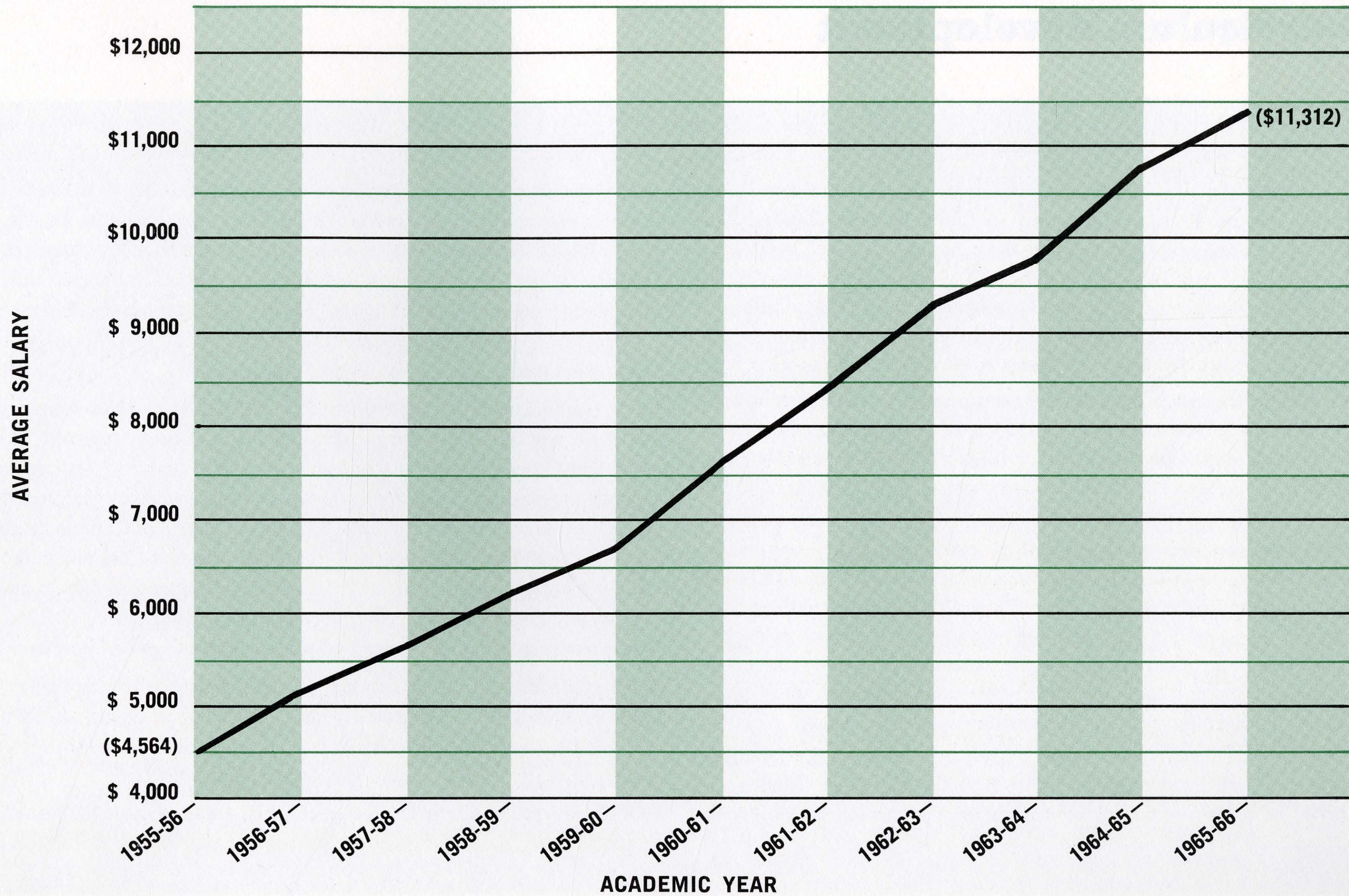
While Western continues to be a teaching institution, more emphasis is being placed on faculty research with funds budgeted for research projects and administered by the Faculty Committee on Research. Improvement of faculty status has resulted also from a redefinition of policies regarding rank and promulgation of a sound tenure policy. Departmental budgets provide for adequate equipment and instructional materials, as well as for funds for travel to professional meetings. Western intends to make every effort continually to upgrade its faculty and to provide the kind of atmosphere in which the faculty can derive personal satisfaction and professional growth.

THE FACULTY — 1955 - 1965

YEAR	FULL TIME	NO. MASTER'S DEGREE	NO. DOCTORAL DEGREE	PERCENTAGE WITH DOCTORATE
1954-55	95	74	21	22
1955-56	98	76	22	22
1956-57	98	76	22	22
1957-58	101	78	23	23
1958-59	108	81	27	25
1959-60	128	100	28	22
1960-61	131	99	32	24
1961-62	145	114	31	21
1962-63	182	130	52	28
1963-64	222	156	66	30
1964-65	289	196	93	32
1965-66	317	211	106	33

The growth in the average salary of faculty members who have served at Western during this ten-year period is shown by the graph below. The emphasis which the College has placed on faculty salaries during

this time is demonstrated by the ten consecutive salary increments noted in the graph, which is based on a representative sampling from the salary schedule.



curriculum development

In a world that has experienced an explosion of knowledge and a greatly increased population, Western Kentucky State College, like all colleges and universities during the past ten years, has been confronted with the challenge of new and greater demands upon its educational resources. New fields of endeavor, new professions, and expanding knowledge in existing fields have given momentum to the thirst for knowledge which continues to permeate our society.

In meeting these demands, Western has made significant strides during the past decade toward the fulfillment of the hopes and the visions of the people who have worked with it from day to day and from year to year.

Intensive faculty study has gone into expanded programs, strengthened and reoriented curricula, and improved educational opportunities. Western has recognized and preserved the best from traditional offerings; and in making revisions, the College has given constant consideration to the development of a quality program of higher education that offers enriched professional opportunities for every individual student. With expanded curricular offerings, the College has also diligently sought higher standards of achievement.

The scope of the curricula offered by Western Kentucky State College in 1955 included majors in eighteen fields, minors in twenty-one fields, and eight areas of concentration. Curricular developments

and expansion during the period of this report include the establishment of five colleges, eleven departments, and three specialized areas; the addition of sixteen majors, seventeen minors, and five areas of concentration; the awarding of ten additional degrees and certificates; the inauguration of four additional professional and pre-professional curricula; and many other revisions which marked significant progress in this important area of Western's development.

The establishment of the Department of Business and Government in 1961 provided the groundwork which, when consolidated with the Bowling Green College of Commerce in 1963, enabled Western to offer a most outstanding program in business, commerce, and related fields. From this merger there has evolved a College of Commerce as one of five colleges at Western. Within the College of Commerce, the departments of Accounting and Finance, Economics, Government, Office Administration, and Sociology have been established. The Tax Research Center is also an integral part of the College of Commerce.

The graduate program, which has been in existence for many years, was expanded into a Graduate School. The addition of the Master's degree program in Engineering Physics is an example of the strengthening of the graduate program during this period.

Other colleges which have been established are the Ogden College of

curriculum development

Science and Technology, the Potter College of Liberal Arts, and the College of Education. Additional departments are the Department of Elementary Education, Department of Secondary Education, and the Department of Nursing.

Other changes which strengthened the academic structure and the curricula of the College were the establishment of the office of Testing and Counseling, the office of Extension and Field Services, and the office of Summer School and Community College.

The additional colleges and departments have provided expanded course offerings, new majors and minors, and areas of concentration. Majors which have been added are: Economics, Spanish, Engineering Physics, Government, German, Accounting, Elementary and Junior High School Music, Earth Science, Business Management, Sociology, Speech, Dramatics, Music (Arts and Science), Psychology (Arts and Science), and Agriculture (non-vocational). New minors include Political Science, Economics, Military Science, Accounting, Geology, Earth Science, Dramatics, Mass Media, Speech, Speech and Dramatic Arts, Secretarial Science, General Business, Philosophy, Russian, Art (Arts and Science), and Music (Arts and Science). Areas of concentration have been added in Business Education, English and the Language Arts, Business Administration, and

Art Education.

The growth in other curricular areas has resulted in the development of additional professional and pre-professional curricula in Medical Technology, Boys' Club, Business Management, Special Studies, Finance, Marketing, and Pre-optometry.

Through these expanded programs the College has added certain degrees and certificates to those being awarded earlier. One- and two-year certificates are awarded in Secretarial Science. The two-year Associate of Arts degree is awarded in Data Processing, Agriculture Technology and Management, Industrial Technology, Small Business Management, and Secretarial Administration. The two-year Associate of Science degree is conferred in Nursing.

The College has continued to devise ways and means whereby these programs can be implemented and can be scheduled within a framework of the school calendar so that greater numbers can benefit from an enriched curriculum. A program of evening classes was inaugurated in 1961, followed by the establishment of the Community College, which is experiencing continued growth and expansion.

Through this process of continuous revision and improvement of the many curricula offered by Western, the College has continued to meet the challenges to which earlier reference has been made.



physical growth and expansion since 1955

BUILDING	YEAR	COST
East Hall } North Hall }	1955	\$1,195,142
Maintenance Service Building	1958	132,000
Regents Hall	1958	701,392
South Hall	1959	653,829
West Hall	1960	794,599
Kelly Thompson Science Hall	1960	1,167,471
State Hall	1961	1,294,654
Academic-Athletic Building and E. A. Diddle Arena	1961	3,089,538
Central Hall	1962	1,449,628
W. R. McNeill City-College Cooperative School*	1962	430,135
Enlarged Maintenance Service Building and Receiving Warehouse	1962	134,927
Expanded Heating Plant	1963	428,498
Terrace Hall	1963	842,574
Charles L. Taylor Agriculture Center	1964	90,346
New Paul L. Garrett Student Center	1964	1,423,820
Margie Helm Library	1964	1,277,451
Commerce-Education Building	1965	1,778,000
New Residence Hall for Men #6	1965	1,491,957
New Residence Hall for Men #7	1965	1,465,140
New Residence Hall for Women #4	1965	1,418,634

*Financed cooperatively by Bowling Green City Schools and Western

physical growth and expansion since 1955

The phase of Western's progress and development, which by its nature is most obvious, is that of physical expansion. The spectacular growth of the physical plant which the College has experienced during the past decade has been a source of pride for all who are interested in the institution.

In 1955, the 128-acre campus contained twenty major buildings and was valued at \$10,000,000. Attention is directed to the list of twenty-one major facilities that have been brought into existence since 1955. These and other improvements have increased the value of the physical plant to a sum in excess of \$35,000,000.

At the present time six other buildings are either under construction or to be started during the first half of 1966.

BUILDING	COST
Dormitory (to house 402 women)	\$ 1,418,634
Dormitory (to house 392 men)	1,491,957
Dormitory (to house 390 men)	1,465,140
Science Complex	3,600,000
Administration Building	1,300,000
Physical Education and Athletics Complex	3,200,000

Later in this report will be given a more detailed description of the future expansion of the physical facilities as this expansion is projected in the Master Campus Plan. It should be noted, however, that architects are presently engaged in the planning and design of an Athletics Complex which is to be constructed on a portion of the Jonesville Urban Renewal site. This land is presently in the stage of acquisition by the Bowling Green Urban Renewal Commission with whom the College has entered into contractual agreement to purchase

after it is acquired by the Commission. The additional land in the Urban Renewal project will enable Western better to meet the rapidly growing physical needs of the College by providing approximately 35 acres contiguous to the present campus. When the Urban Renewal property is transferred to the College, it will bring Western's total campus acreage to approximately 183 acres.

Other property purchases which have proved of great value to the College in the present program will be of increasing benefit as future expansion will require more and more land. The following list of acquisitions totals approximately twenty-one acres:

	LOCATION	PRESENT USE
Properties (16 tracts)	Russellville Road, Hardin Avenue, and Dogwood Drive Area	Building Sites, Parking, and Future Development
Property	320 Fifteenth Street	Future Development
Properties	Fifteenth and College Streets	Classrooms, Seminar Rooms, and Faculty Offices
Property	1536 State Street	Temporary Housing for Women
Property	334 Fifteenth Street	College of Commerce Offices
Property	Fourteenth Street	Parking and Future Development
Property (5 acres)	Smith Avenue	Future Development
Property	1526 State Street	Home Management House

physical growth and expansion since 1955

One of Western's basic administrative concepts during the past ten years is that deferred maintenance is poor business. With this idea in mind, a sound program of continuous maintenance and service is carried on by the College. Such a program is planned to keep all facilities at a high level of utilization and in an excellent state of repair. An orderly program of building repair and maintenance has been coordinated with renovations of and additions to numerous facilities in an effort to eliminate deferred maintenance. The following list is illustrative:

FACILITY	DATE OF REMODELING, RENOVATION, OR ADDITION	COST
Van Meter Auditorium	1955	\$ 25,000
Diddle Dorm	1955	1,500
Kentucky Building	1955, 1964	9,000
Potter Hall	1955, 1957, 1962, 1965	227,800
Heating Plant	1956, 1961	126,500
Training School	1956, 1959, 1961, 1962	24,000
Memorial Entranceway and Pylon*	1957	8,800
Business Office Annex	1957	12,000
Utilities Expansion	1957, 1958, 1962	222,911
Home Economics Building	1957, 1965	16,500
Installation of IBM Bell and Clock System	1957	17,000
Music Building	1958	30,000

FACILITY	DATE OF REMODELING, RENOVATION, OR ADDITION	COST
Campus Lighting	1958, 1963	30,000
Snell Hall**	1959	37,897
Faculty House*	1959, 1964	35,000
White Stone Hall	1959, 1963, 1965	46,400
Cherry Hall—Chimes*	1959	4,500
President's Home	1960	3,500
Cherry Hall Exits	1960	20,000
Ogden Hall	1961	3,000
Industrial Arts Building	1961, 1964, 1965	20,300
College Heights Book Store*	1961	30,000
Athletic Fields	1961, 1964	6,000
Identification of Buildings	1961	2,500
Air Conditioning—Book Store and Adjacent Areas	1961	12,000
Cherry Hall	1961	40,000
College Launderette*	1962	31,200
Rock House	1962	10,000
Security Building	1962	2,500
Colonnade	1962	2,500
Home Management House	1962	10,000
Guest House*	1963	10,000

* Funds provided by the College Heights Foundation

** Financed jointly by Ogden Board of Trustees and Western

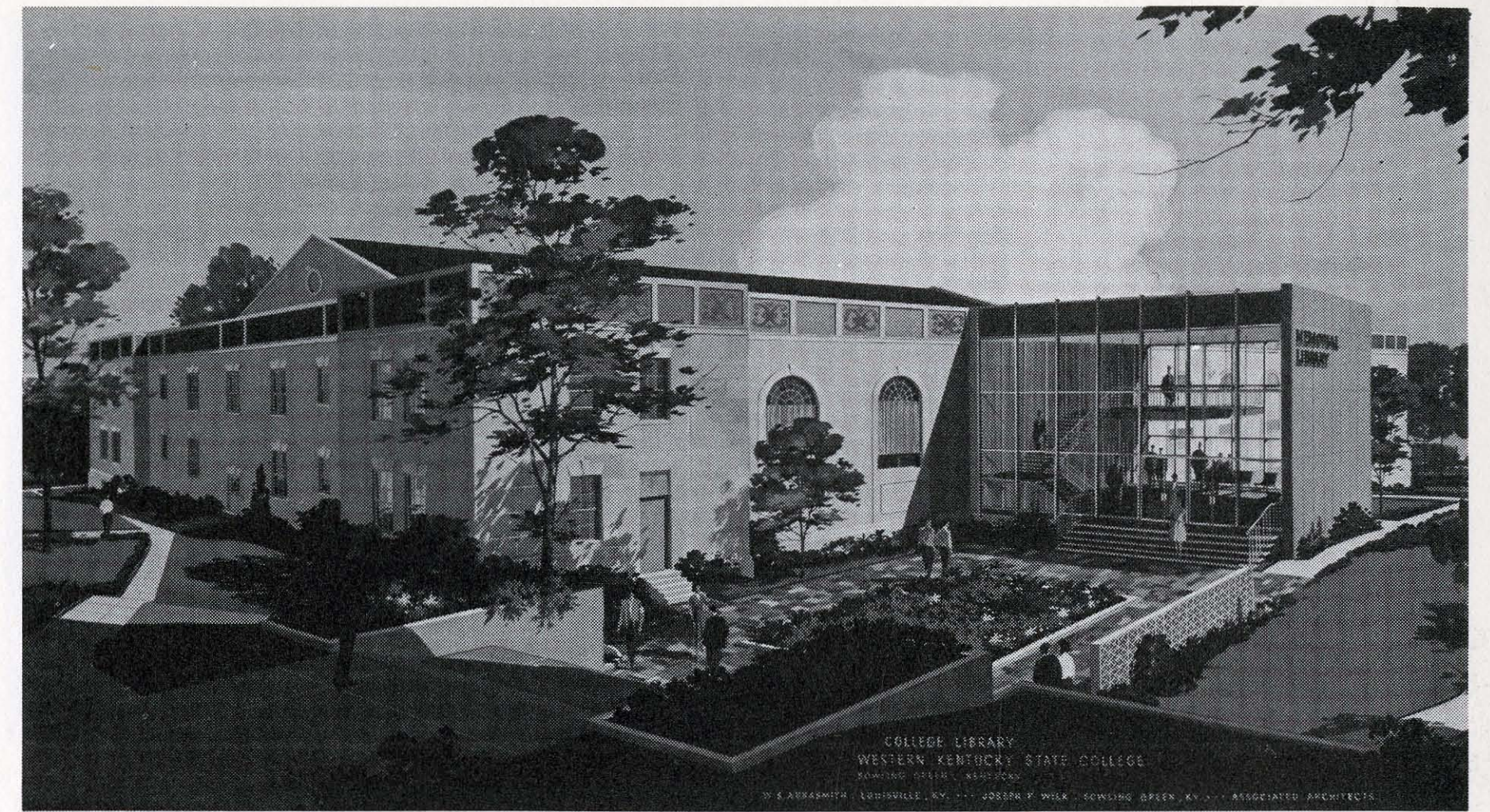
physical growth and expansion since 1955

FACILITY	DATE OF REMODELING, RENOVATION, OR ADDITION	COST
McLean Hall	1963	3,000
Seminar Centers #1, #2, #3	1963	4,500
Stadium Bleachers	1963	7,500
Landscaping and Planting	1963, 1965	20,000
North Hall	1964	3,000
Maintenance Service Building	1964	3,500
New Walks and Curbs	1964	37,000
New Parking Areas	1964	33,000
Tennis Courts	1964	2,500
Cherry Hall Lighting	1965	30,000
Centrex Phone System Installation	1965	12,122
Administration Building	1965	2,000
Parking Areas, Campus and Farm	1965	6,000
Additional Locker Space	1965	4,000

The development of a more functional, efficient, and beautiful campus to better serve the students, faculty, staff, and others who traverse it requires continuous attention and constant care. As evidence of the importance which the College places upon this phase of development, one needs only to look at the planning, time, energy, and money which have gone into improvement of grounds, driveways, sidewalks, parking lots, and utilities systems. New fire escapes have been installed where needed, sprinkler systems have been installed, fire alarm systems have been modernized, exits have been created, and water mains enlarged so that the safety of students would be at the maximum. Handrails have been built where needed; retaining walls have been repaired and new ones added. New plantings have been made, and trees have been appropriately identified. Other improvements and additions have occurred each year as the College has continued to recognize, honor, and preserve a campus of unusual beauty and rich traditions as well as always seeking to maintain facilities that are highly functional.

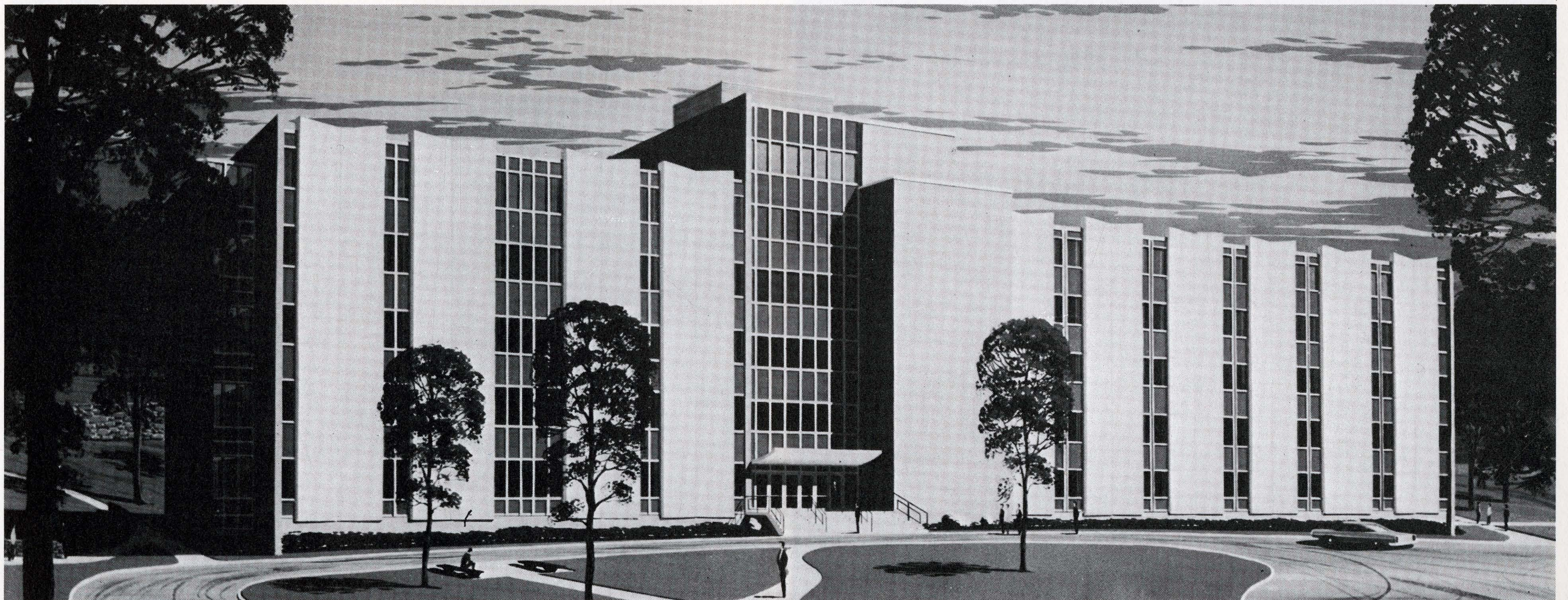


New Paul L. Garrett Student Center



Margie Helm Library

Commerce-Education Building





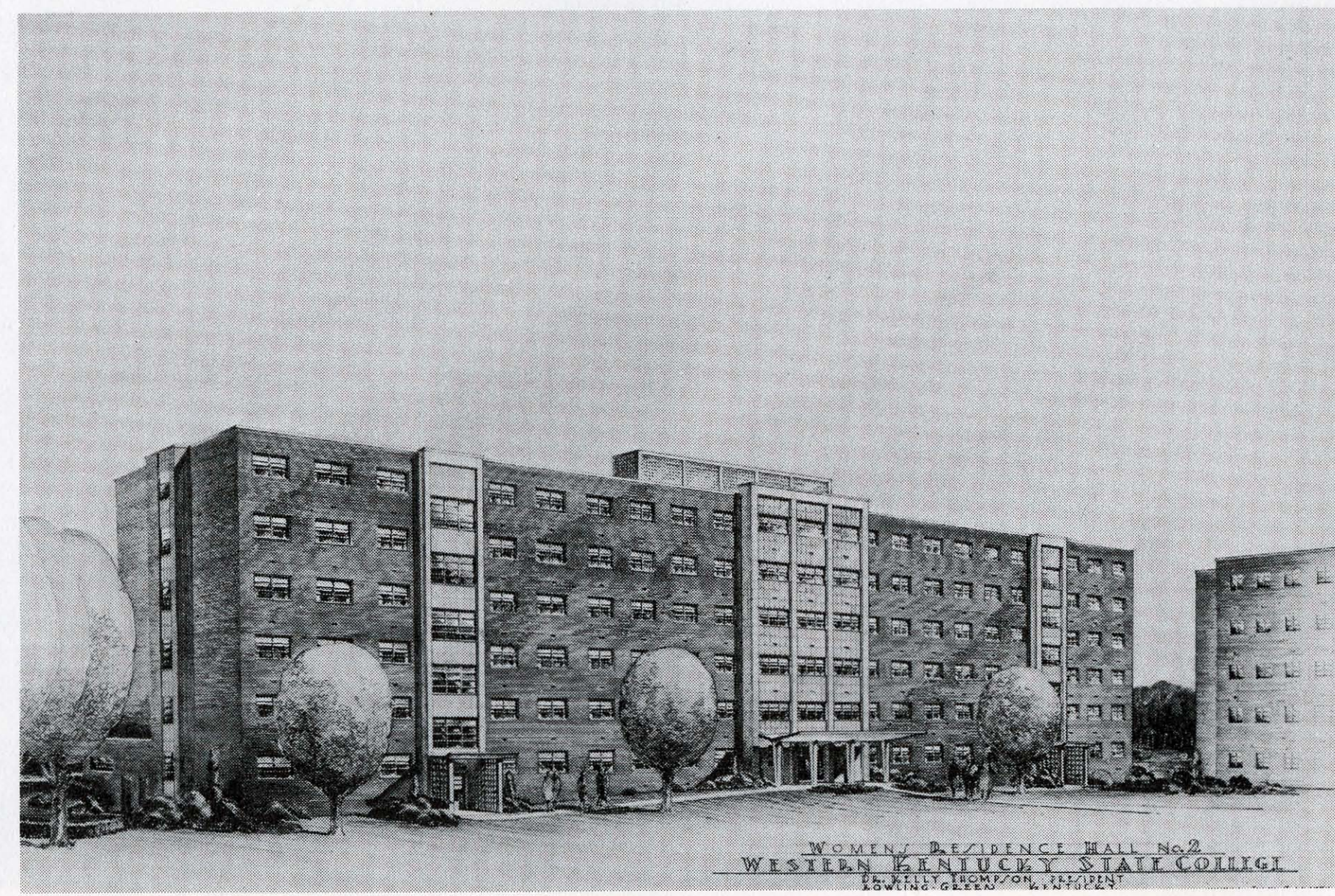
Regents Hall

New Dormitory for Women (now under construction)



Terrace Hall

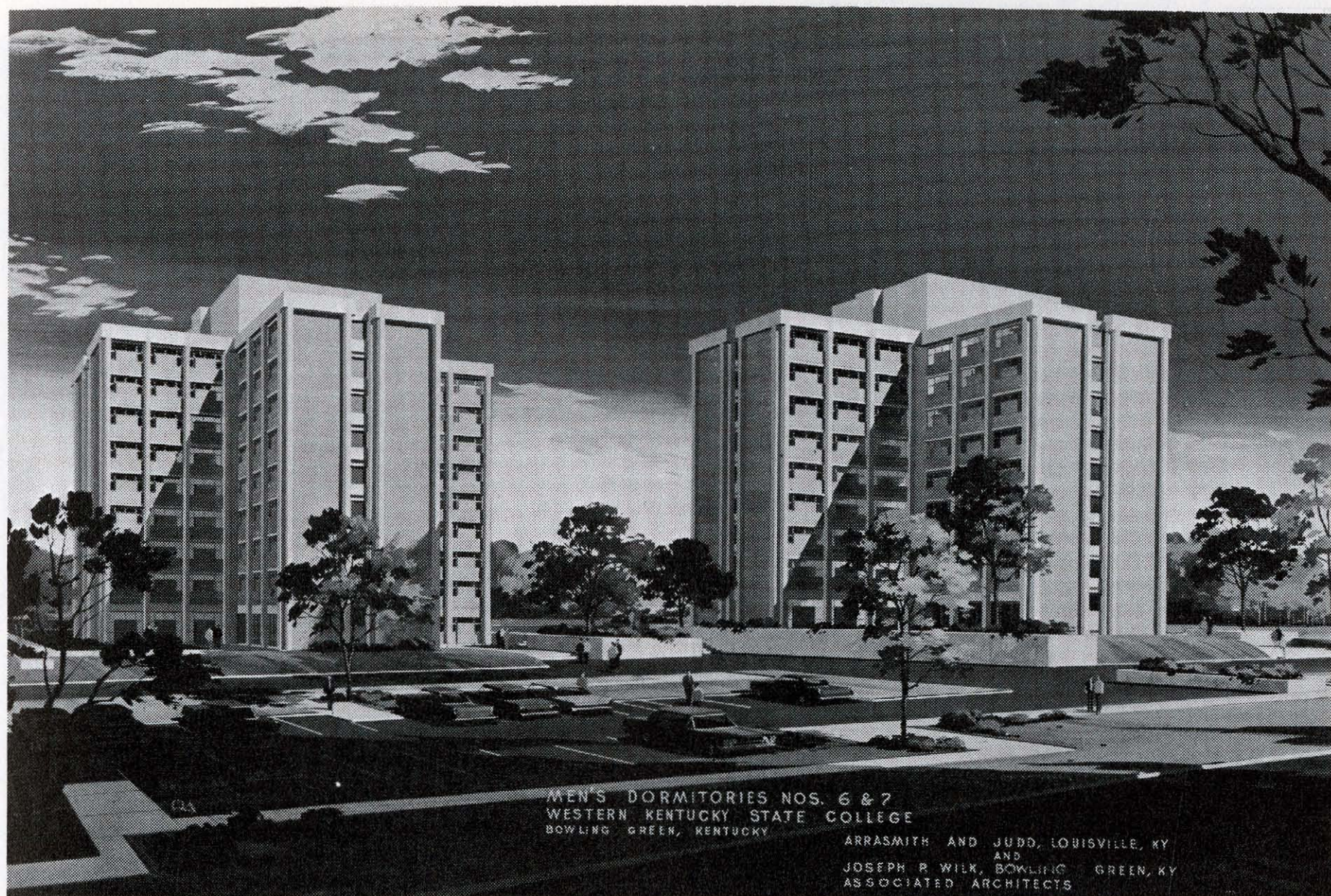
State Hall



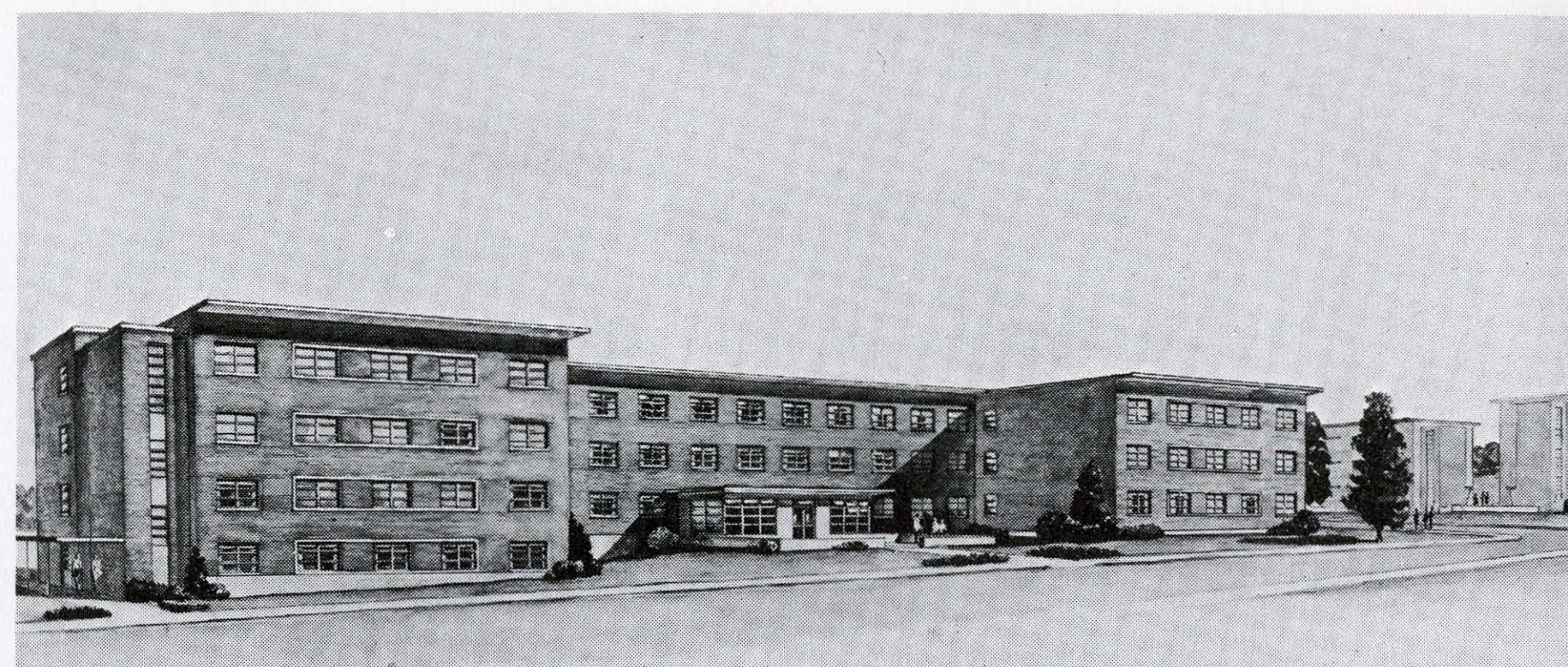


Central Hall

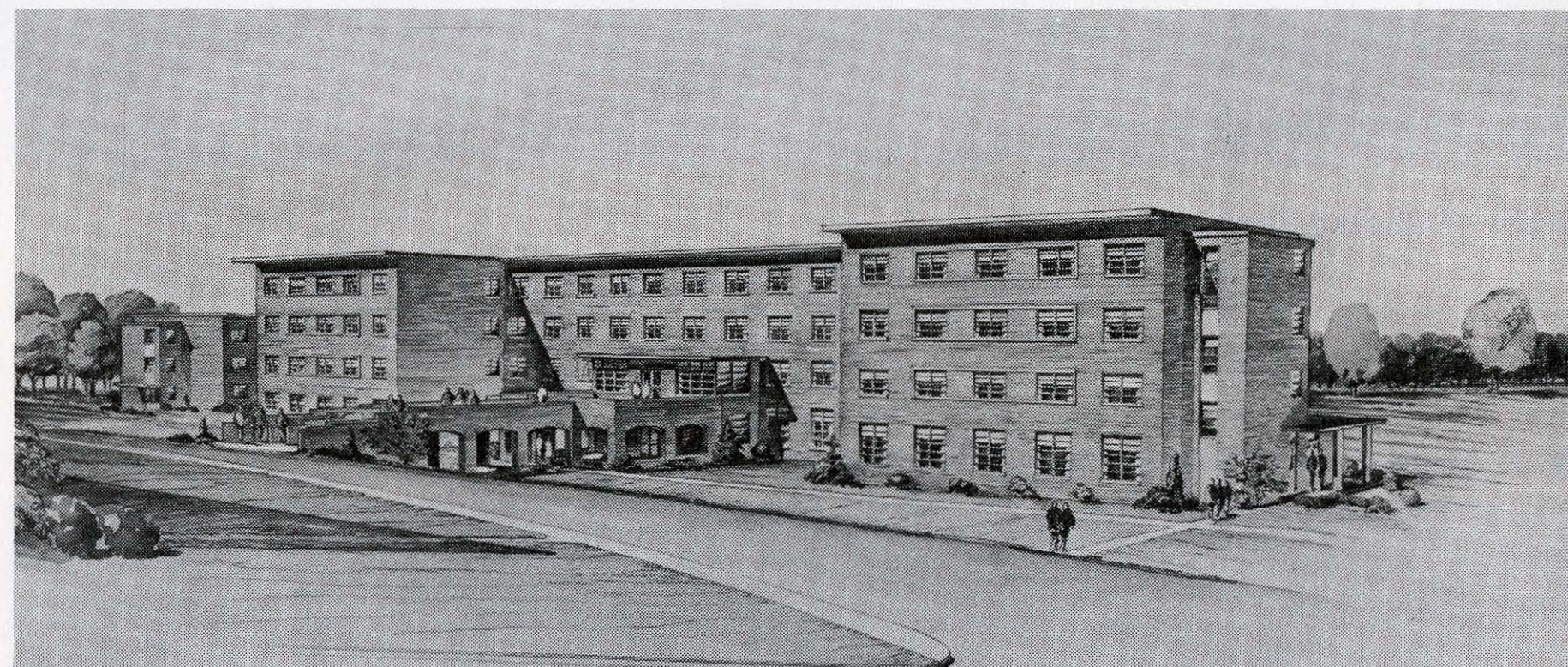
New Dormitories for Men (now under construction)



MEN'S DORMITORIES NOS. 6 & 7
WESTERN KENTUCKY STATE COLLEGE
BOWLING GREEN, KENTUCKY
ARRASMITH AND JUDD, LOUISVILLE, KY
AND
JOSEPH P. WILK, BOWLING GREEN, KY
ASSOCIATED ARCHITECTS

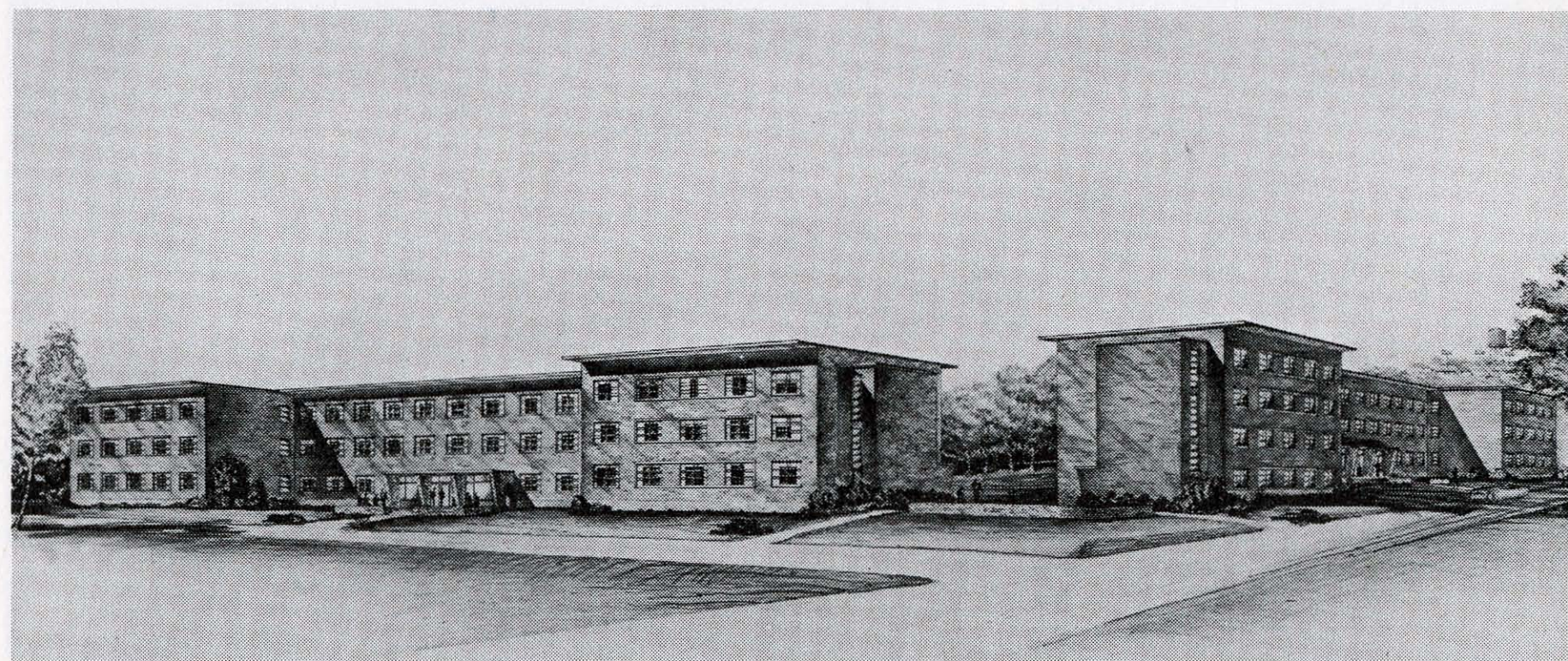


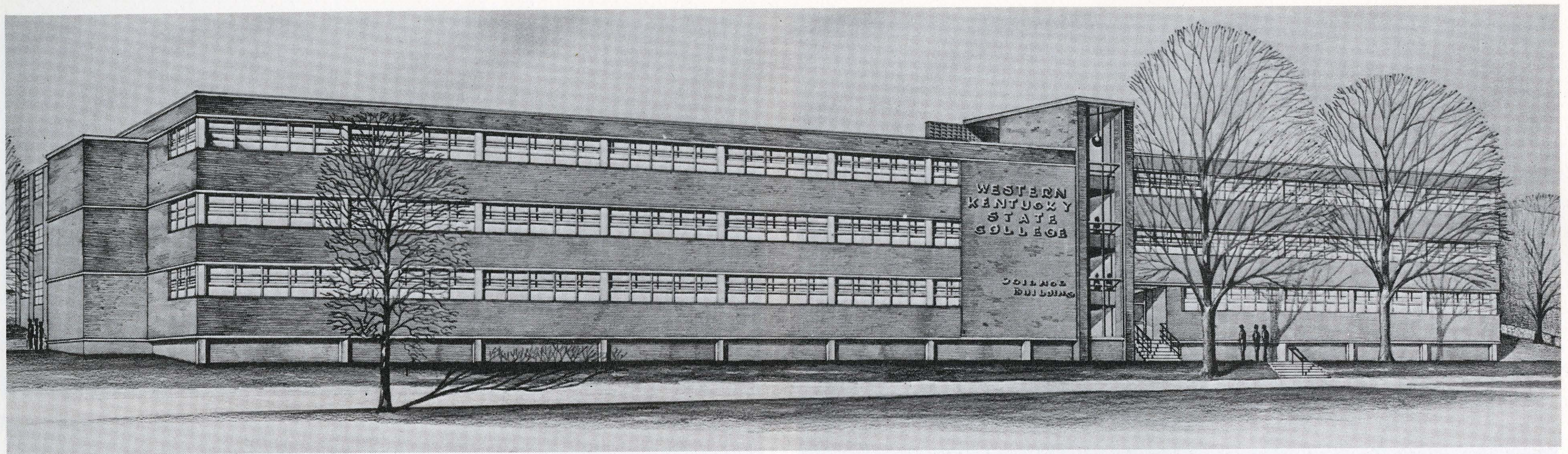
South Hall



West Hall

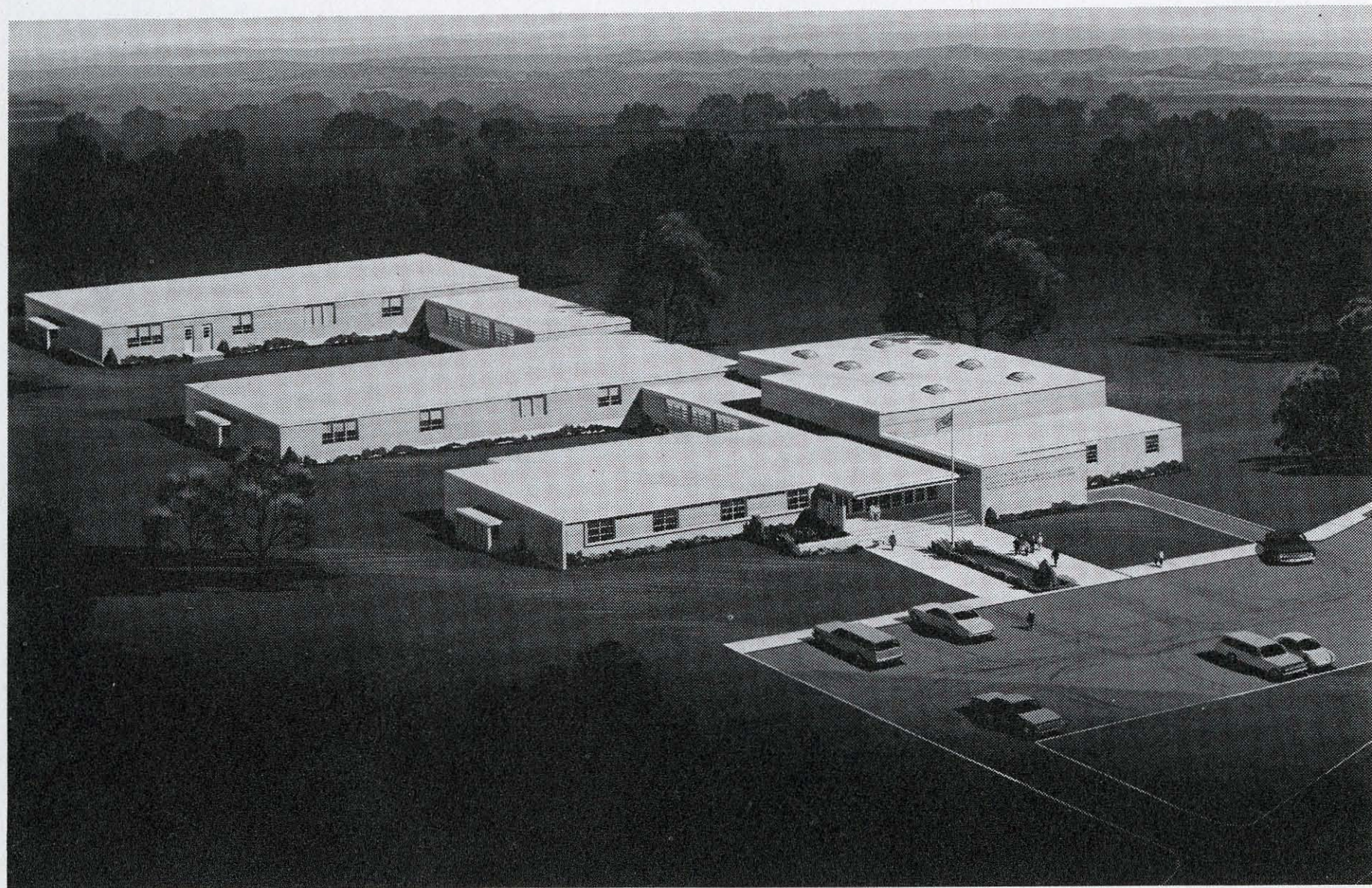
East and North Halls



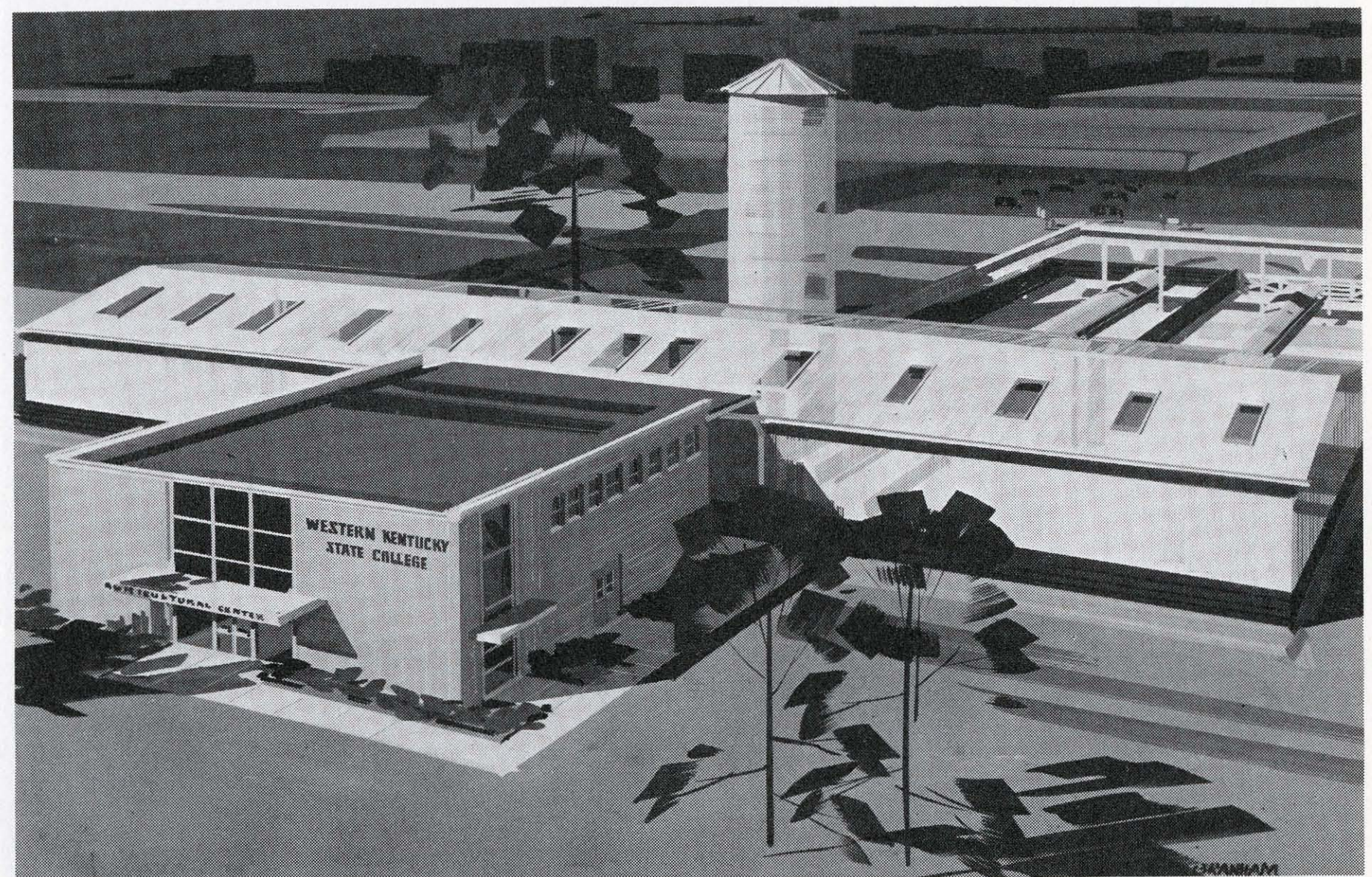


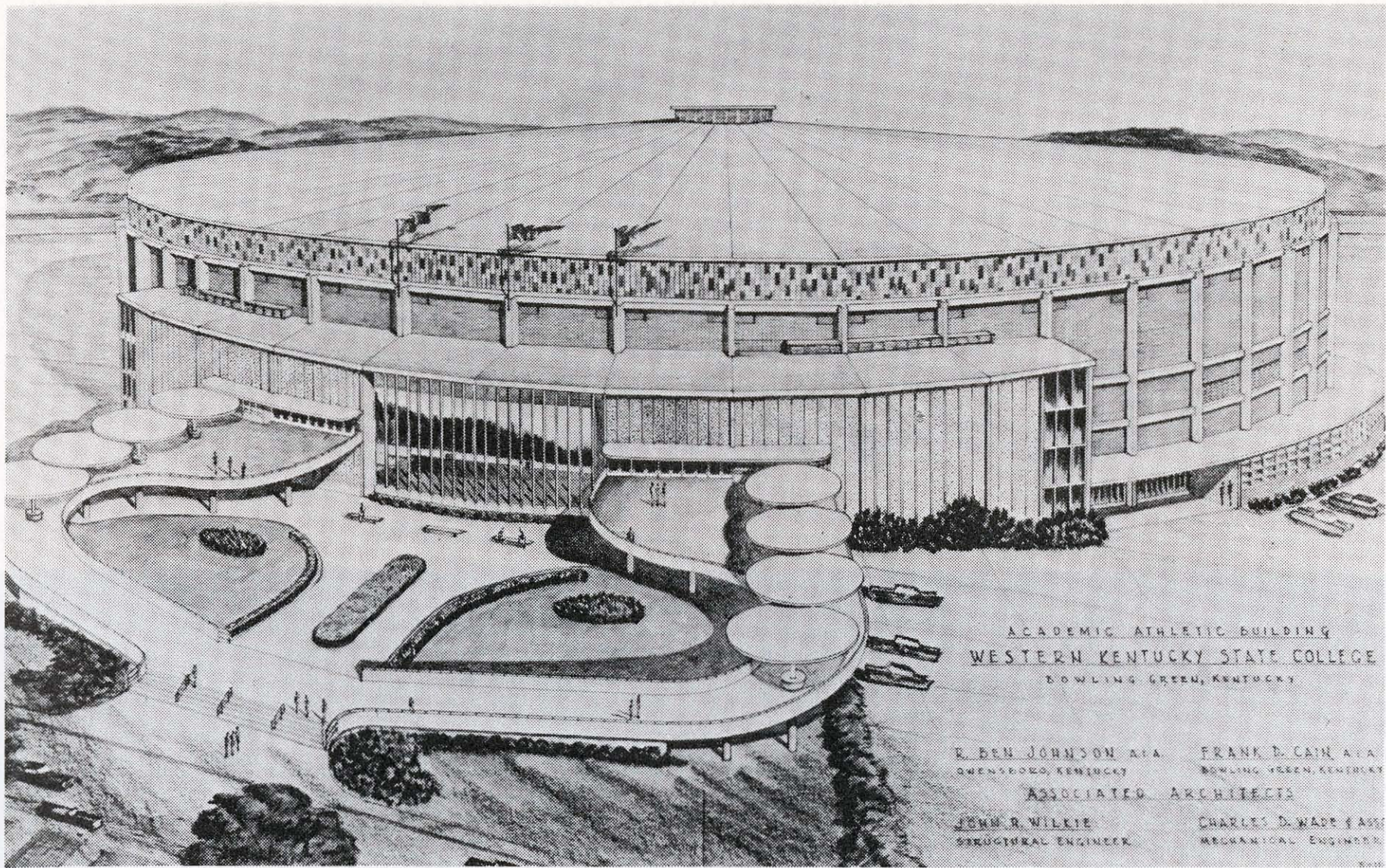
Kelly Thompson Science Hall

W. R. McNeill City-College Cooperative School

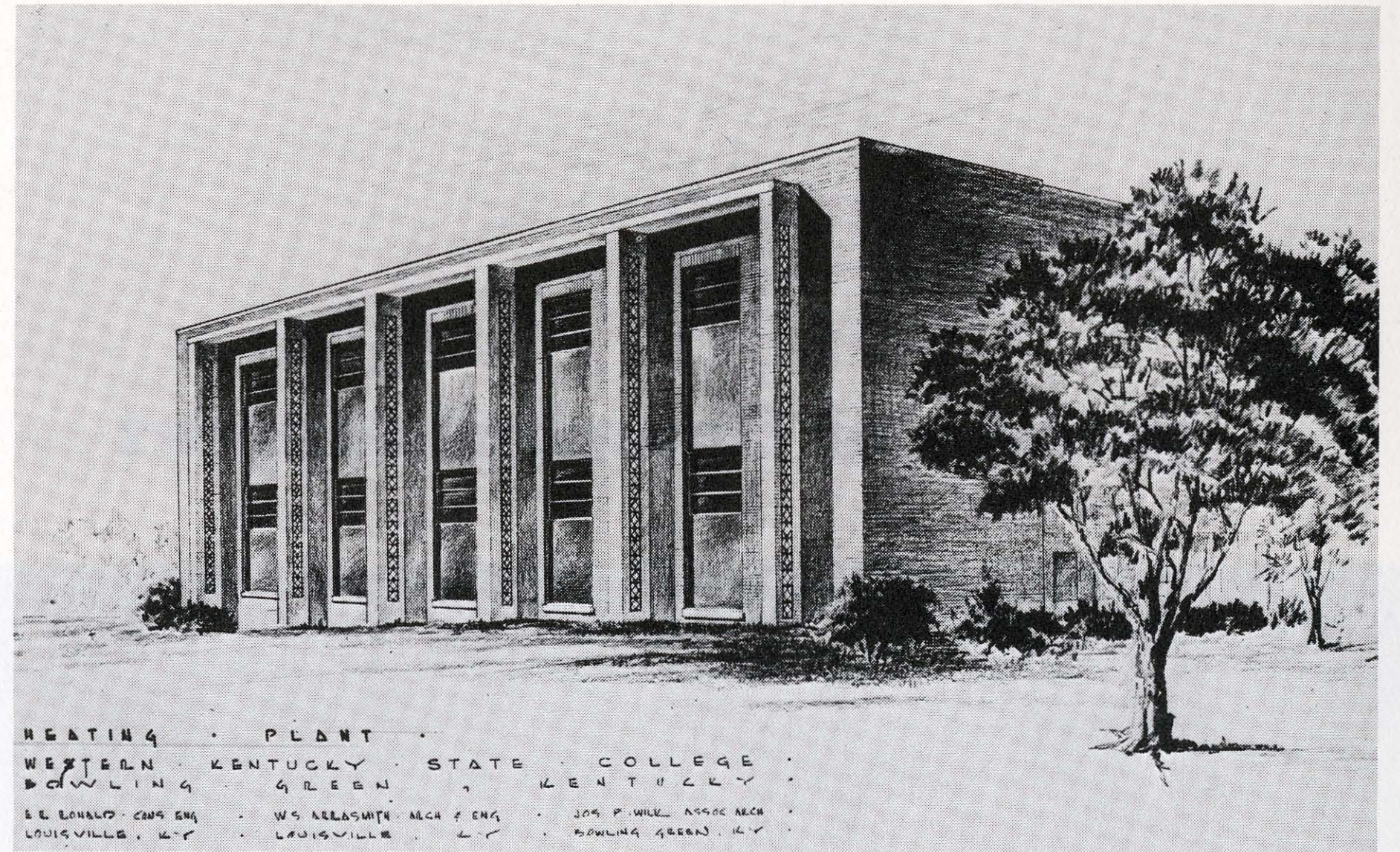


Charles L. Taylor Agriculture Center



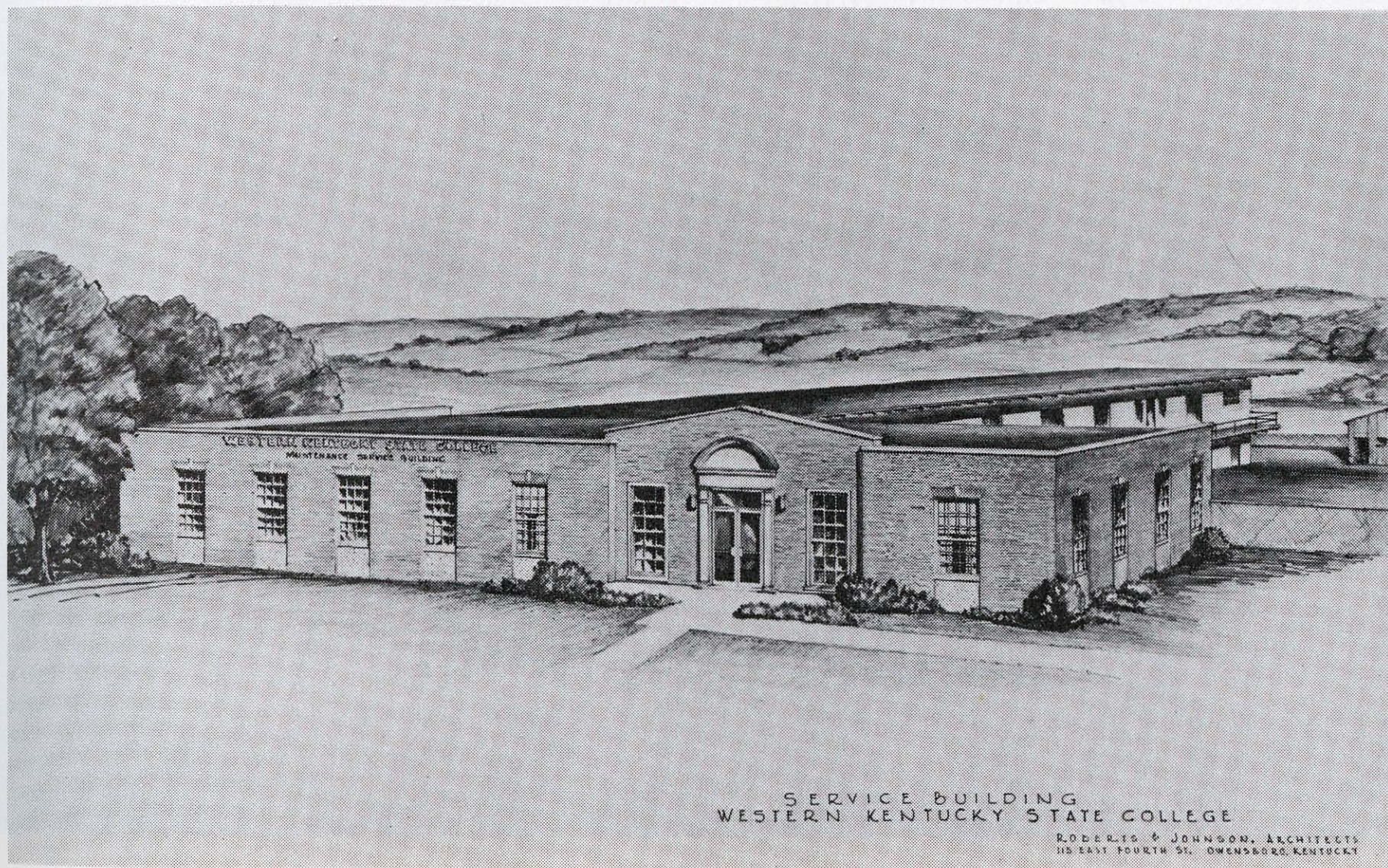


Academic-Athletic Building and E. A. Diddle Arena

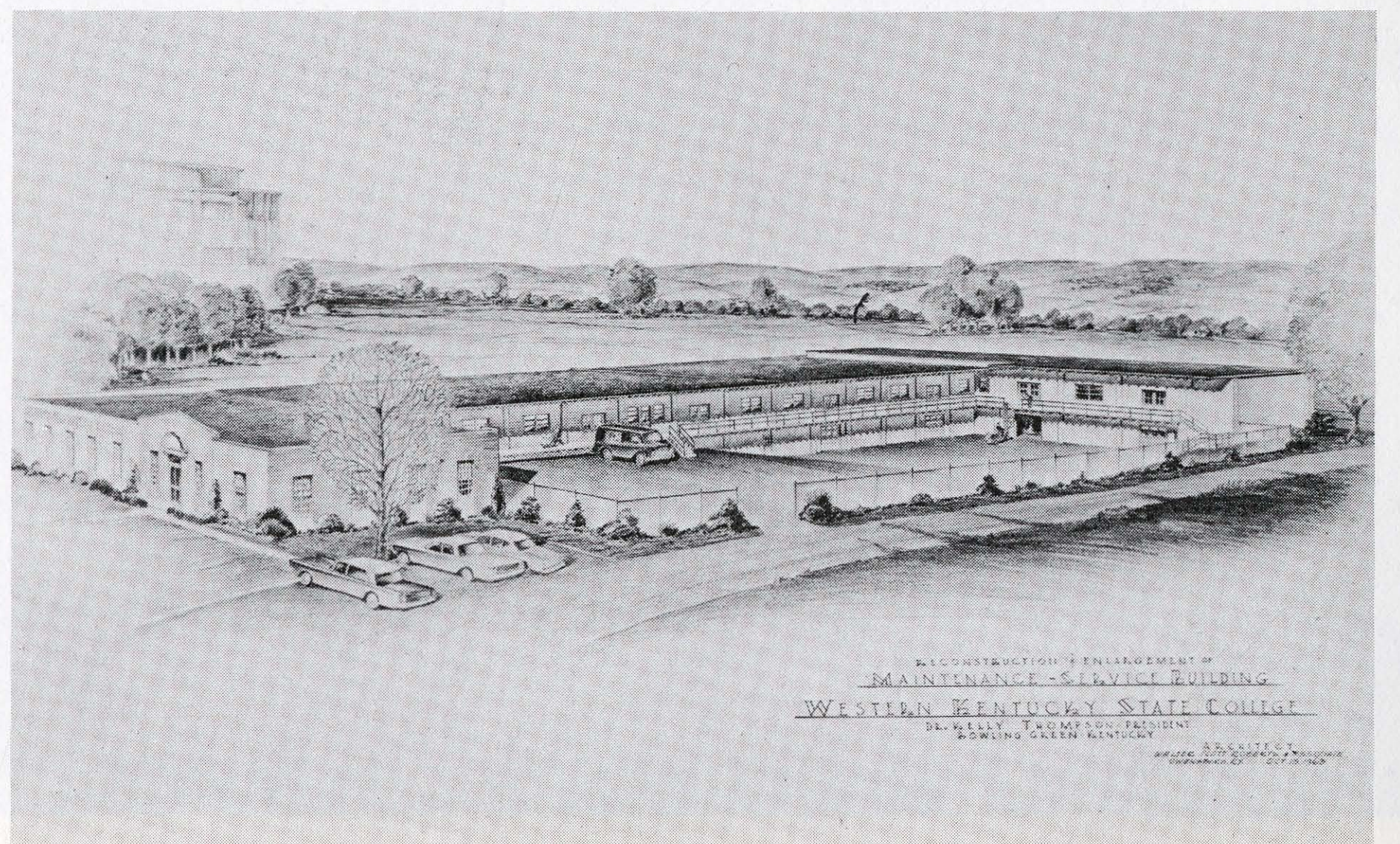


Expanded Heating Plant

Maintenance Service Building



Enlarged Maintenance Service Building and Receiving Warehouse



growth of financial support

In reviewing the financial resources that provided the framework within which the College has operated since 1955, Western wishes to extend a special note of appreciation to the many individuals who have given assistance and support to the programs and plans through which higher education in the State of Kentucky might receive more adequate financial support. We are particularly grateful to the four Governors who have served during the past ten years, to other state officials, and to members of the Legislatures who have recognized the increasing need for continued improvement in the quantity and quality of the educational programs provided by the public institutions of higher education.

In a time of growing enrollments, accompanied by an inflationary cost spiral, operating costs of the College continue to increase each year. Even though steady progress has been made and a spirit of forward movement and constructive growth has provided additional financial support for the state colleges, the demands upon the financial resources have increased even faster.

Funds provided for the annual operating budget of the College are derived primarily from two sources: state appropriations and registration and other student fees. Many improvements have been made in the management of funds and in the administration of financial affairs. An annual operating budget is published by the College, and a financial report of each year's operation is made to the Board of Regents. An annual audit of all receipts and disbursements is made. Inasmuch as the Board of Regents has been supplied with complete financial reporting, it will not be duplicated here. As a matter of

record, however, it should be noted that the annual operating budget has shown a consistent increase during this ten-year span.

By careful planning and good management of funds, the College has found it possible to make allocations for capital improvements that have resulted in significant progress in the rehabilitation, modernization, and expansion of its physical resources. In addition, constant attention has been given to major capital improvements and expansion of the physical plant financed through revenue bonds, state appropriations, and federal grants.

In addition to the twenty-one major buildings costing approximately \$21,000,000 referred to on Page 15 in this report, the College has acquired twenty-three high-priority parcels of real estate in key expansion areas. These acquisitions, mainly of the house-and-lot variety, have added approximately twenty-one acres to the campus.

Commencing in 1958, Western has received federal grants through the U. S. Office of Education which have enriched the instructional program, supplemented its program of educational services, and helped provide more adequate facilities. Since that time the College has received funds totaling \$1,383,504 for research programs and training institutes.

Total grants amounting to \$1,648,388 for construction of buildings under the Higher Education Facilities Act have been allocated to Western. During the past ten years cash donations to the College and to scholarship funds administered by the College have totaled \$83,392.

1955-56



\$1,152,076

1956-57



\$1,393,140

1957-58



\$1,556,026

1958-59



\$1,596,143

1959-60



\$1,827,364

1960-61



\$2,194,847

1961-62



\$2,724,468

1962-63



\$3,176,563

1963-64



\$3,713,325

1964-65



\$5,355,725

1965-66



\$6,478,683

growth in income
and expenditures
1955-1965

administrative staff development and service expansion

When I assumed the Presidency, the administrative staff was made up of the Dean of the College, Registrar, Bursar, Director of Extension, and Director of Public Relations, Alumni, and Placement—a total of five persons who comprised the official group to assist the President in bearing the burden of major administrative affairs and substantive policy matters. It is to the credit of the outstanding individuals who served in these important positions that Western succeeded admirably in meeting the needs of growing numbers of students who were to enroll.

It should be noted that the growth and expansion of the College required continuous revision, strengthening, and expansion of the administrative staff. Significant steps have been taken during the decade covered by this report, culminating in the major reorganization which took place on June 1, 1965, and in which were created the positions of Vice President for Academic Affairs and Vice President for Administrative Affairs. These two administrative officers work directly with the President and in their particular areas of responsibility serve as his chief advisors.

The administrative reorganization for academic affairs follows under

a separate heading. It is inevitable that the developments in other administrative areas have a lasting and profound effect upon the educational programs.

As has been emphasized, the major function of the College is to provide the best possible educational opportunity for the young men and women who enroll. In order that the students may have every opportunity in the pursuit of knowledge, all who work in the College community must strive to create an atmosphere that is conducive to learning.

It is felt that those who work at Western, regardless of position, accept the fact that the administrative structure serves as a tool which can best facilitate the fulfillment of the purposes of the College. Within the framework of this basic educational philosophy, the College has directed its resources and abilities toward a continuous effort to strengthen the organizational structure and to grow in effectiveness. Western has expanded its administrative faculty and staff while retaining the organizational flexibility necessary to cope with growing and more diversified programs of instruction, research, and public service.

administrative staff development and service expansion

Significant developments have taken place in the area of business affairs and fiscal management. Since 1956 when a Business Manager was named to replace the Bursar, this facet of the College has evolved into a program that includes the Dean of Business Affairs, Business Manager, Director of Financial Studies and Staff Business Officer, Director of Purchasing, Director of Food Services, Internal Auditor, Cashier, Budget Control Accountant, Chief Accountant, Staff Accountant, Accountant and Manager of Ticket Sales, and several clerical personnel who have been added to the Business Office Staff.

Rapid growth in the physical plant has brought more buildings with greater diversity of type and use. The accompanying increased activities have required more special services. For these and other reasons, it has been necessary to expand and improve the administration of the physical plant.

The position of Physical Plant Administrator was created in 1957. By systematic development, this facet of the College has been staffed by additional personnel, including the Director of Buildings and Grounds, Superintendent of Building Services, Superintendent of Mechanical Services, and Superintendent of Landscaping and Aux-

iliary Services.

In 1960 steps were taken better to serve the increasingly complex needs of the College community by installing data processing equipment. The Assistant to the Registrar supervises this installation which serves the College for both administrative and instructional purposes. The Office of Admissions, which was established in 1962, is now staffed with a full-time Director and clerical staff. The Office of Testing and Counseling Services is headed by a Director named to this position in 1965. Even though it is noted elsewhere in this report, attention should again be directed to the establishment of the positions of Director of Summer School and Community College, Director of Extension and Field Services, Dean of the Graduate School, and Deans of the other four Colleges. These important administrative positions were also a part of the reorganization of 1965.

Reference has already been made to the creation of the Office of Dean of Students and to the development of allied positions.

In addition to the offices and positions mentioned, there has been extensive expansion in other administrative offices of the College during this ten-year span.

academic administration reorganization

To meet the academic needs inherent in this period of rapid growth and development, the College has engaged in an administrative reorganization commensurate with such progress. A close analysis of the development of the academic programs will reflect the realignment of responsibilities and the establishment of new administrative positions. A major plan of reorganization was implemented by action of the Board of Regents on June 1, 1965, establishing five schools and colleges under which the academic affairs of the College are administered. These are the Graduate School, Ogden College of Science and Technology, Bowling Green College of Commerce, College of Education, and Potter College of Liberal Arts.

Perhaps the expansion in this important segment of the College can best be portrayed by a comparison of the organizational chart for the faculty in 1955 with that of 1965.

When the new academic reorganization was announced, following approval by the Board of Regents, many individuals wanted to know whether or not the plan had been formulated for the purpose of changing the name of Western Kentucky State College to Western

Kentucky University. First, I want to say that the plan of organization of five colleges* within Western, which was presented to the Board after long and serious study, was for the purpose of providing the finest and most logical academic administrative organization possible for a large and rapidly growing institution; secondly, I present herewith comments which I believe to be both valid and timely.

Alumni and friends throughout Kentucky have urged Western to ask the Legislature to change its name to that of a university. In fact, probably the most often-repeated inquiry to the College recently has had to do with when such change will occur.

In January, 1961, I had the pleasure of addressing the Kentucky Press Association in Louisville on "Views of Higher Education in Kentucky." At that time I stated: "Western will seek to so conduct its affairs, meet its challenges, and drive toward excellence that when the time comes for university status to be given to it, the College will be able to take the step as a perfectly natural transition." The College is now ready, and has been ready for sometime, for such a change.

academic administration reorganization

Western has at no time waged any campaign for university status. In fact, we have deliberately counseled good friends and ardent alumni to forego requests to the Legislature for such change. Such counsel has been given because it was felt that such status would automatically come in due time.

It is my opinion that such recognition would come because of unusual growth and development of the institution. More than that, however, it would enable Western, along with presently existing universities and other emerging universities in the Commonwealth, to make a greater contribution to the carrying of the rapidly escalating load of higher education—a load which threatens to overwhelm all higher educational agencies now existing in Kentucky.

The trend across the nation, vividly demonstrated in some states contiguous to Kentucky,** is to upbuild state colleges to state universities as part of the massive national effort more adequately to face the higher-education problems of the future. There are a number of advantages accruing to an institution designated as a university. The one which can affect the future of Western to the greatest extent

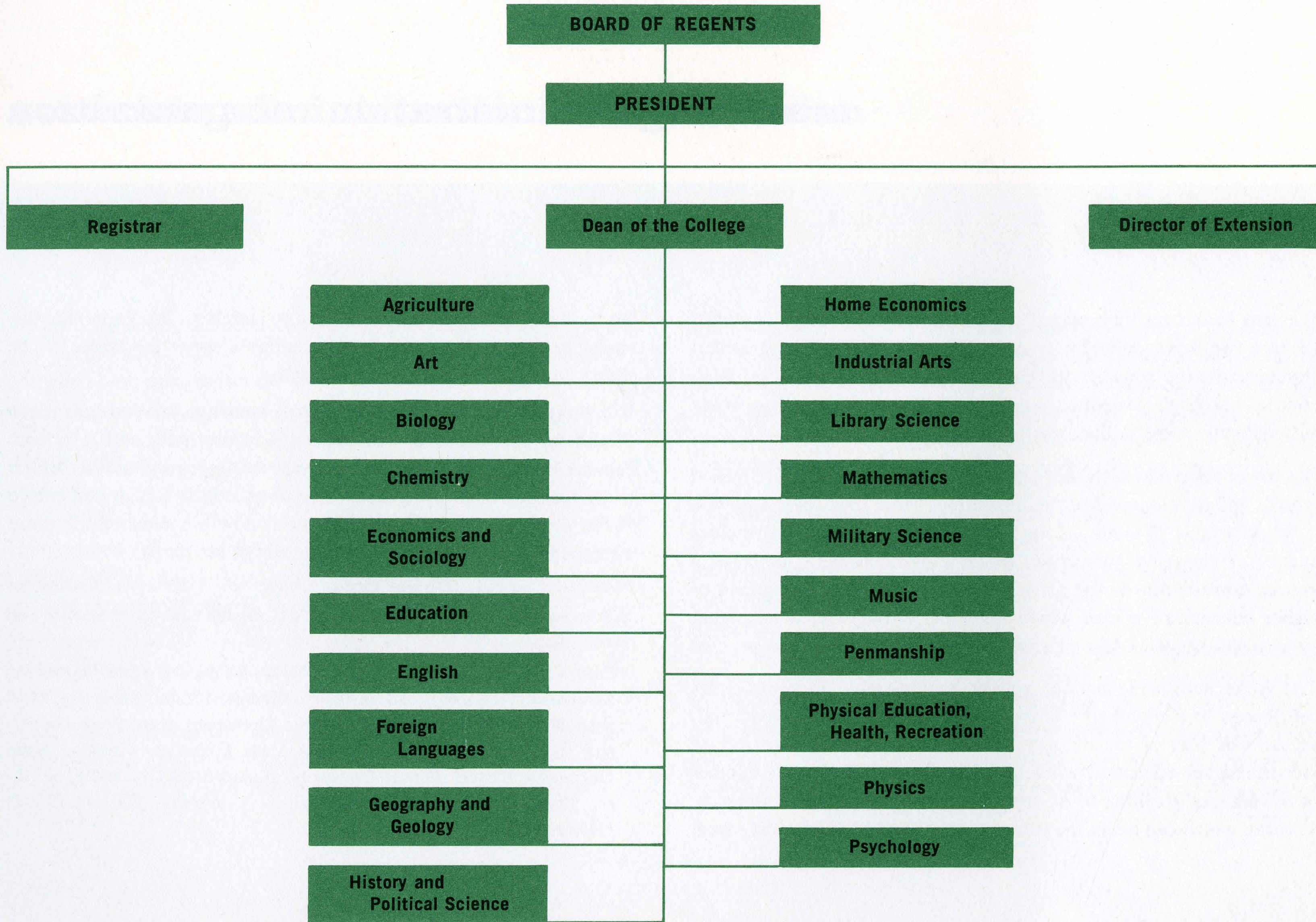
lies in the recruiting of the ablest faculty members. We know that this challenge would be made less formidable were the name to be changed to Western Kentucky University.

It is therefore my conclusion that such a change in Western's name should be considered at the earliest possible date, and it is with genuine pride that I assure the Board of Regents that Western is ready for such change. In fact, when compared to a high percentage of the universities of America, Western now has reached the point where it is a university in everything except the name.

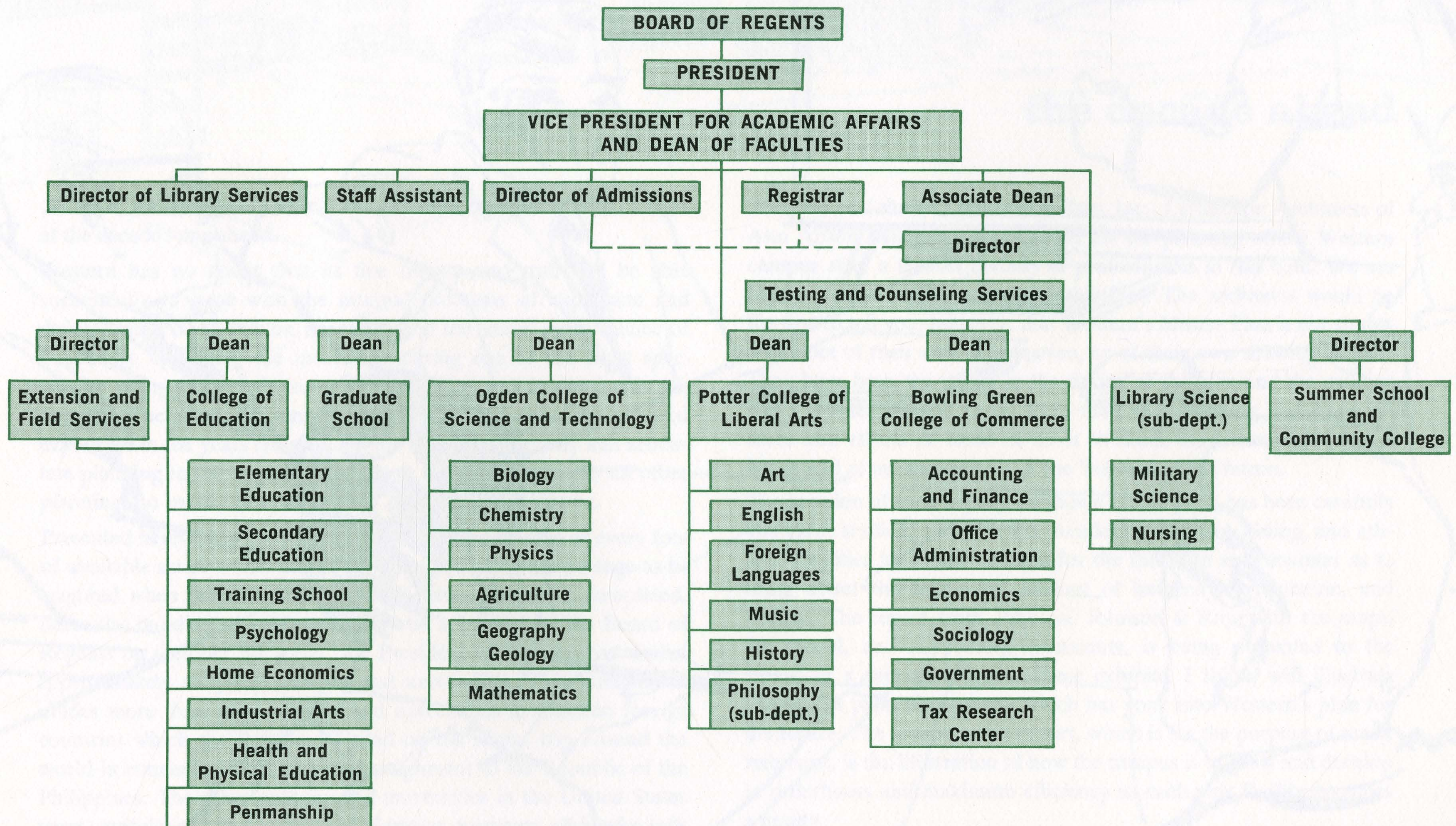
*Graduate School, Bowling Green College of Commerce, College of Education, Potter College of Liberal Arts, Ogden College of Science and Technology.

**East Tennessee State University, Middle Tennessee State University, Tennessee Technological University, Memphis State University, Marshall University, Bowling Green State University, Kent State University, University of Cleveland, Ball State University, Indiana State University, Eastern Illinois University, Illinois State University, Northern Illinois University, Southern Illinois University, Western Illinois University.

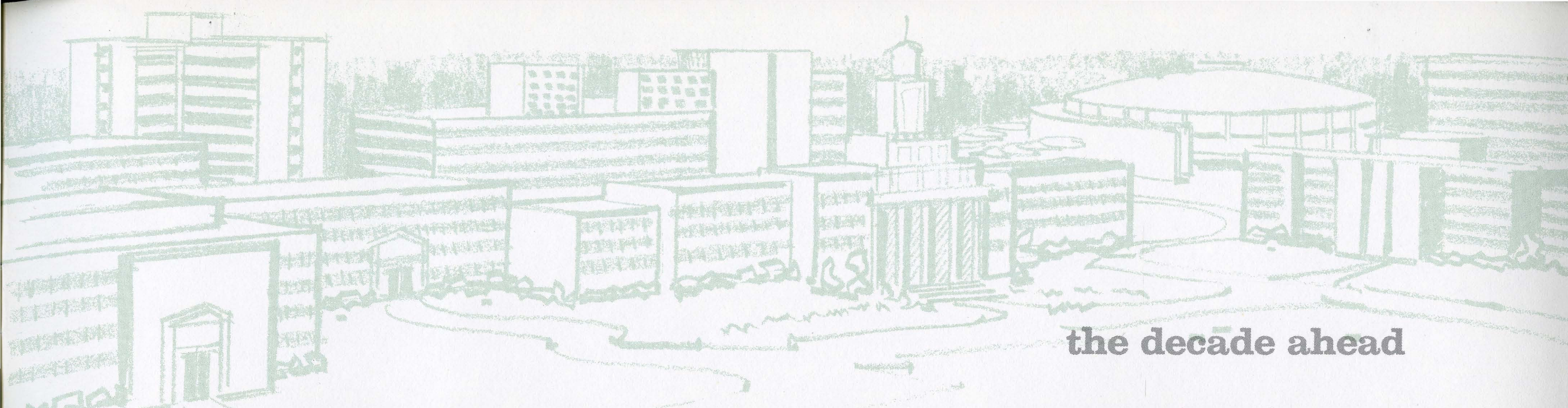
administrative organization for the faculty 1955



administrative organization for the faculty western kentucky state college 1965







the decade ahead

So much for the decade which has just been completed; now, a look at the decade lying ahead.

Western has no doubt that its fine faculty and staff will be able successfully to cope with the internal problems of expansion and development. This opinion is based upon ten years' performance of constantly upgrading the institution during one of the most spectacular population explosions experienced by any institution in the country. Therefore, the emphasis here is placed upon the physical expansion in the years lying ahead, for the lack of orderly and articulate planning in this regard could prove to be frustrating to all other planning, no matter how competent the planners might be.

Presented herewith is the Master Plan for the utilization of every foot of available space which the College has, including the acreage to be acquired when the Jonesville Urban Renewal Project is completed. Since the building of a Master Plan was approved by the Board of Regents on October 30, 1964, the President of Western has visited approximately sixty-five colleges and universities. This number includes more than forty colleges and universities in fourteen foreign countries which the President visited on his recent trip around the world in connection with a special assignment to the Republic of the Philippines. The other colleges and universities in the United States were carefully selected because of planning programs, or for the lack of planning programs, which gave their campuses significance for this study.

The firm of Johnson, Johnson & Roy, Inc., Landscape Architects of Ann Arbor, Michigan, was chosen for the planning of the Western campus after a thorough study of professionals in this field. We are highly pleased with the work of this firm. The architects would be the first to tell you, however, that Western's Master Plan is not simply a product of their own imagination, or of their own drawing boards. They have been the artists in the design of the plan and the catalyst which created an end result from their own thinking and from the ideas and efforts of those of us at Western most familiar with the hopes and plans and dreams of the Western of the future.

The location of each facility, as shown on the plan, has been carefully analyzed, studied, and debated. Academic, housing, dining, and athletic facilities have been located for the future in such manner as to bring about the maximum amount of harmony, articulation, and beauty. The report from Johnson, Johnson & Roy, with the maps, the model, and supporting documents, is being presented to the Board in a separate report. These exhibits, I think, will illustrate vividly the painstaking study which has gone into Western's plan for the future. The layout in this report, which is for the purpose of ready reference, is the illustration of how the campus is to grow and develop in orderliness and maximum efficiency as each new facility becomes a reality.

It can be noted from this diagram that the arrangement of academic areas has been carefully planned so that the entire campus, when

the decade ahead

completed, will have desired relationships between various academic clusters, as well as from the auxiliary services buildings indicated. The plan emphasizes the installation of such auxiliary supporting facilities as steam lines, sewer lines, electrical lines, gas lines, water lines, etc.; the laying out of streets and sidewalks, and even long-range campus planning to fit into the total scheme of development. Traffic flows have been studied in connection with the development. The new boulevard crossing the campus from Normal Drive to Adams Street is one of the keys to proper traffic control, and the College is most grateful to the State Department of Highways for the help which it is giving in solving this important problem.

It will be noted also that the orderly development of this plan is contingent upon a rapid completion of the Jonesville Urban Renewal Project. The College is grateful to the City of Bowling Green and to the Urban Renewal Commission for what they have done to date in bringing this plan into reality. The College also urges the City to move with all dispatch in the completion of the project so that construction can begin in this area during the first half of 1966.

It is realized, of course, that the Board of Regents will have ample opportunity to study the plan as the development occurs, exercising its own judgment as to any change which would be desirable. It is our belief, however, that, because of the thoroughness of the planning, very few changes will be necessary.

One other important matter should be covered here: What happens

when this plan has been completed? In connection with the planning of all the facilities shown on the plan and the acreage on which they will come into existence, a careful study has been made regarding the maximum student population which could be expected to live effectively and harmoniously as a higher-education colony. The study sets this figure at approximately 16,350 regularly enrolled students, and it is felt that any overcrowding beyond this number would bring about the point of diminishing returns.

It is therefore recommended that with the completion of this plan a second campus be created and a feasibility study be started soon regarding usage of Western's 556-acre farm on the Nashville Road and/or any other acres which the Board might, through such study, want to consider.

Finally, the Board, I am sure, will be happy to know that the development of this plan has been worked out in such manner that when the time for a second campus comes, certain areas of academic disciplines can be transferred to a new site without affecting the orderliness and articulation of the programs which would then bear the concentration on the campus shown in this master plan.

in conclusion

What has happened during the past decade could not have been possible without the help of countless friends. What should happen and will happen in the next decade will, of course, be impossible without a continuation of this help. To attempt to list here the names of all who have made vital contributions is not practicable; let it be said, however, that to all who have helped, and to all who shall help, Western will be eternally grateful. But more than that, young men and young women, presently unidentified, who will be clamoring for a college education in the future will also rise up to bless you.

A handwritten signature in cursive script that reads "Kelly Thompson". The signature is written in black ink and is positioned above the printed name and title.

Kelly Thompson
President

Western Kentucky State College

"The Spirit Makes the Master"