

2003

UA3/9/1 Challenging the Spirit - Progress Report

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WESTERN KENTUCKY UNIVERSITY

Challenging the Spirit

PROGRESS REPORT ON THE STRATEGIC PLAN FOR 2002-2003

Performance Indicators 2002-2006



WESTERN
KENTUCKY
UNIVERSITY

CHALLENGING THE SPIRIT

PROGRESS REPORT ON PERFORMANCE INDICATORS FOR 2002-2003

Overview

- This is the fifth annual assessment of Western Kentucky University's progress toward goals set in the *Challenging the Spirit* strategic plan.
- *Challenging the Spirit* was originally adopted in 1998. Progress is reported each year. Goals are updated on a three-year cycle. The current edition of the plan charts directions for the University from 2002 through 2006.
- The strategic plan includes performance indicators designed to measure progress toward the five strategic goals. The current list of seventy-eight performance indicators in the strategic plan was developed in 2001 as part of the regular three-year cycle of updating the plan, and the indicators are to be achieved by 2006. Some performance indicators reflect ongoing efforts and therefore are targeted for annual achievement.
- This report documents the University's progress on its current seventy-eight performance indicators for the fiscal year 2002-2003.
- A summary of the levels of progress for the seventy-eight current performance indicators during 2002-2003 reflects significant accomplishments and advances in most areas:

Achieved:	28
Exceptional Progress:	10
Substantial Progress:	20
Some Progress:	11
Little Progress:	2
No Progress:	7

- Particularly notable are the number of achieved indicators relating to student enrollment growth (Goal 2), alumni programming (Goal 4), and the successful completion of the "Investing in the Spirit" campaign (Goal 5). Likewise, major construction and renovation projects on campus are on track (Goal 4 and Goal 5). Many other performance indicators reflect excellent progress, including alumni satisfaction (Goal 1), minority employment, healthcare benefits, and salary equity (Goal 3).
- Various rates of progress for performance indicators are to be expected in a comprehensive plan of a multifaceted institution whose progress is significantly affected by state funding and other external factors.
- A list of previously achieved and now retired performance indicators from the original 1998-2003 *Challenging the Spirit* appears at the end of this report.

Strategic Goal 1:

INCREASE STUDENT LEARNING

Promote learning that fully develops individual potential and produces nationally and globally competitive graduates for the workforce.

NONE LITTLE SOME SUBSTANTIAL EXCEPTIONAL **ACHIEVED**

- 1a Achieve at least 90 percent satisfaction rating with the quality of educational experience at Western, based on alumni survey results.



- 1b Assess the general education program's impact on students' acquisition of essential skills and competencies.



- 1c Ensure that assessment mechanisms in each academic major are documented, designed to measure student achievement with respect to stated program learning outcomes, and are used for program improvement.



- 1d Inventory international and culturally diverse learning experiences and use data to set specific targets for curricular and extracurricular involvement that increase students' global understanding.



- 1e Inventory student engagement in experiences that enhance education (e.g., internships, leadership experiences, community service, undergraduate research, cultural events) and set targets for increased student participation based on survey data.



- 1f Enhance the Honors Program as reflected in increasing the number of students who complete the program each year from 22 to 50.



- 1g Create on-line learning communities for students and faculty, and move toward implementing a laptop university environment.



- 1h Restore student/faculty ratio to at least 17:1 to reduce disproportionate faculty loading due to recent accelerated growth.



- 1a **ACHIEVED:** On the 2002 Baccalaureate Alumni Survey, 94.8% of alumni indicated that they were satisfied or very satisfied with the overall quality of their education at Western. On the 2003 Graduate Alumni Survey, 98.5% of alumni expressed similar satisfaction. (The surveys are conducted in alternate years.)
- 1b **SUBSTANTIAL PROGRESS:** An assessment plan has been created, and four departments (Communication, English, Mathematics, and Modern Languages) conducted pilot assessments of core General Education skills during the spring semester 2003. Plans for assessing other General Education objectives have been developed.
- 1c **SUBSTANTIAL PROGRESS:** A comprehensive assessment process was implemented for all academic programs. Each program developed assessment plans based on stated learning outcomes, with implementation of the plans targeted for the spring semester, 2003.
- 1d **SOME PROGRESS:** Data about student and faculty international study experiences have been collected, showing increases in foreign study for both students and faculty. The issue of diverse learning experiences has yet to be addressed.
- 1e **SUBSTANTIAL PROGRESS:** A WKU Student Engagement Survey of juniors and seniors was conducted in spring 2003, and data analyzed. Additionally, a campus-wide audit of civic engagement activities involving undergraduates was completed. Engagement plans and targets are to be developed during 2003-04.
- 1f **LITTLE PROGRESS:** The Honors Program has developed a plan for increasing graduation rates, but the effects of the plan on graduation rates will take a few years to become evident. New funding for the Honors Program is being budgeted in 2004.
- 1g **SOME PROGRESS:** A plan for a laptop university pilot project has been developed for both laptop computers and personal digital assistants (PDA); funding to implement the pilot program is being sought.
- 1h **NO PROGRESS:** The student/faculty ratio has increased to 20:1 in fall 2003. Additional state funding has not been increased commensurate with enrollment growth. New funding for 30 faculty positions has been budgeted in 2004.



Strategic Goal 1:

INCREASE STUDENT LEARNING

NONE LITTLE SOME SUBSTANTIAL EXCEPTIONAL **ACHIEVED**

- 1i Implement fully articulated "Placement for Success" program and assess its effectiveness in enhancing successful student learning.



- 1j Develop or enhance academic programs that respond to emerging needs of the region or state (e.g., educator preparation, professional engineering, health and human services), collaborating with other postsecondary institutions when appropriate.

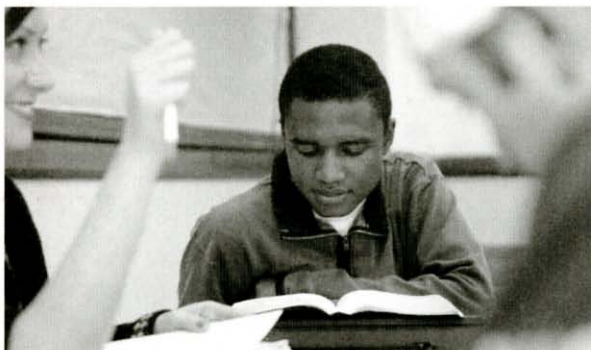


- 1k Enhance selected graduate programs meeting quality and productivity criteria recommended by Graduate Studies Task Group and provide financial and other resources needed for the programs to function competitively in comparison with appropriate benchmarks.



- 1l Achieve accreditation for joint engineering programs (electrical, mechanical, and civil) by 2006.





- 1i **SUBSTANTIAL PROGRESS:** The “Placement for Success” program has been implemented, including special assessments and course placements of entering students in the areas of reading, mathematics, and writing; the Six Week Freshman Assessment; the creation of The Learning Center (TLC), and other support systems to help students succeed. The assessment phase of this project needs to be addressed.

- 1j **EXCEPTIONAL PROGRESS:** A Masters of Social Work has been developed in response to state requests; alternative teacher preparation programs have been developed in response to the state education agenda; WKU’s BGCC partners with BG Technical College to offer an associate degree in Respiratory Therapy; a baccalaureate program in Applied Technology has been designed to offer ease of transfer for students enrolled in KCTCS community colleges. Additionally, healthcare and social services needs in the region and state have led to the development of the new College of Health and Human Services and a new department of Social Work (formerly part of Allied Health), and to enhancements of the Masters of Public Health and the Masters in Nursing.

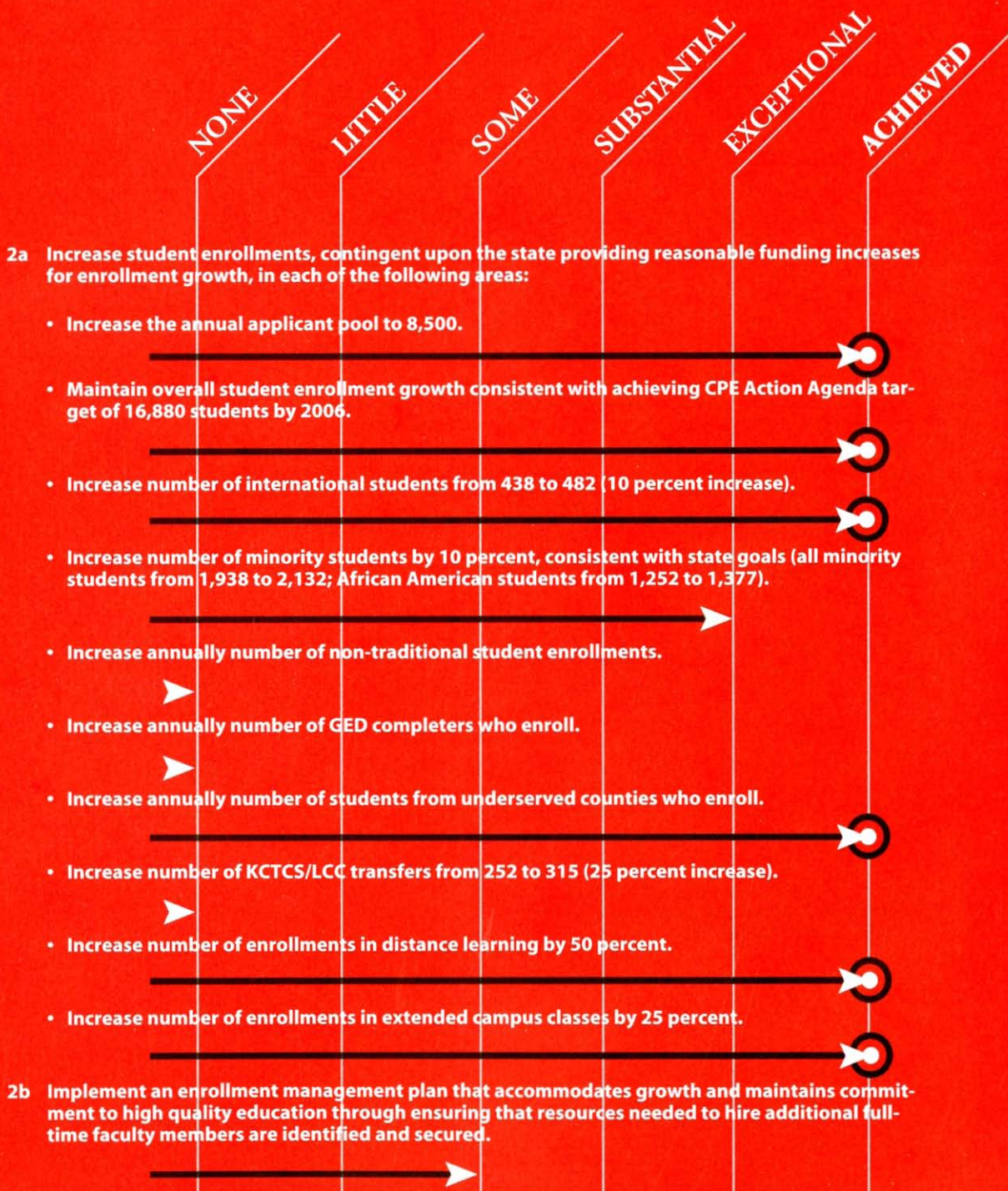
- 1k **SOME PROGRESS:** Although the Graduate Studies Task Group recommendations have not all been implemented due to limited resources, the University has reduced the out-of-state graduate tuition for non-resident graduate students, which has helped to increase international graduate enrollments. Also, the move to index the graduate assistantship budget to the increases in the university personnel budget will help, over time, to increase assistantship stipends. As noted in 1j (above), some graduate programs have attracted additional resources to meet regional or state needs.

- 1l **SUBSTANTIAL PROGRESS:** These programs continue to attract significant numbers of students; highly qualified faculty have been added to the staff; and the programs continue to attract support (funding and collaborations) from area industries; state funding of the developing programs continues.

Strategic Goal 2:

DEVELOP THE STUDENT POPULATION

Attract, retain, and graduate an increasingly diverse, academically talented, and achievement-oriented student population.



- 2a **ACHIEVED:** The applicant pool for fall 2003 was 11,312 (9,418 undergraduates and 1,894 graduates), an increase of 6.3 percent since fall 2002.

ACHIEVED: Fall 2003 enrollment reached 18,391, an increase of 3% from the fall 2002 enrollment of 17,818.

ACHIEVED: Fall 2003 international student enrollment is 499, a 14 percent increase over the 2001 base of 438.

EXCEPTIONAL PROGRESS: In fall 2003, the number of minority students is 2,283, an increase of 18 percent over the 2001 base; the number of African-American students in fall 2003 is 1,369, an increase of 9 percent over the 2001 base.

NO PROGRESS: Non-traditional student enrollments stand at 3,183 in fall 2003, a 3.7 percent decrease since the fall 2002.

NO PROGRESS: The number of GED completers declined from the previous year, from 74 to 56.

ACHIEVED: The number of students from underserved counties increased from 2,567 (fall 2002) to 2,656 (fall 2003), an increase of 3.5 percent.

NO PROGRESS: The number of KCTCS/LLC transfers declined from 319 to 282, a decrease of 12 percent.

ACHIEVED: Enrollments in distance learning have increased 118 percent, from the base of 959 (fall 2001) to 2,434 (fall 2003).

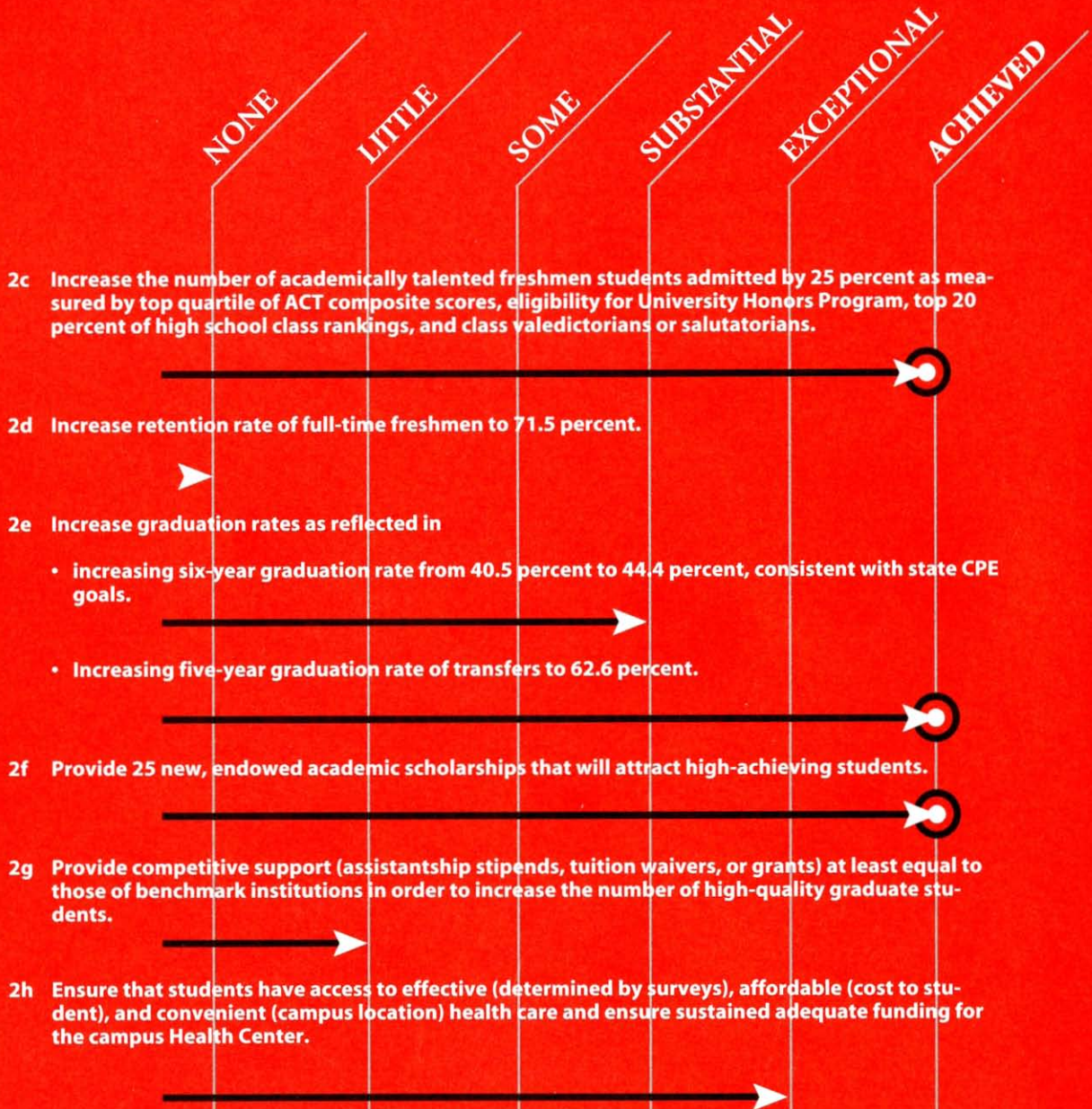
ACHIEVED: Enrollments in extended campus classes have increased by 29 percent, from the base of 5,766 (fall 2001) to 7,417 (fall 2003).

- 2b **SOME PROGRESS:** The University has moderated its enrollment targets, both internally and with the CPE, in order to link resources to growth. As a short-term solution to rapid but largely unfunded enrollment growth, the University has added part-time and full-time temporary faculty. Plans are underway to address enrollment growth needs during the 03-04 fiscal year.



Strategic Goal 2:

DEVELOP THE STUDENT POPULATION





- 2c **ACHIEVED:** Increases in each category: Top quartile ACT composite students increased to 206 (up 32 percent over base); Honors eligible increased to 381 (up 34 percent over base); top 20 percentile in class ranking increased to 887 (up 26 percent over base); class valedictorians/salutatorians increased to 151 (up 50 percent over base).
- 2d **NO PROGRESS:** Retention rate of this group is 70.04 percent for fall 2003 (baccalaureate degree seekers = 73.6 percent; associate degree seekers = 54.1 percent). This represents a slight decrease from the base rate of 70.5 percent (2001). However, the general trend for freshman retention since 1998 has been one of steady increase. Also, the CPE tracks freshman retention including students who are retained but have transferred to other universities in Kentucky. According to the most recent system data, WKU's system retention is 78.5 percent.
- 2e **SUBSTANTIAL PROGRESS:** The graduation rate increased from 41.1 percent (fall 2002) to 43.3 percent (fall 2003).
- ACHIEVED:** The transfer graduation rate is 63.6 percent (fall 2003).
- 2f **ACHIEVED:** Endowed 87 new scholarships.
- 2g **LITTLE PROGRESS:** Assistantship stipends have been increased to the lower end of the 2001 benchmark, nearing \$7,000; however, the increase has come primarily through matching funds in Programs of Distinction and through reducing the number of assistantships available. The new policy of indexing the graduate assistantship budget to the increases in the University personnel budget will help, over time, to increase assistantship stipends. New funding for graduate assistantships is being budgeted in 2004.
- 2h **EXCEPTIONAL PROGRESS:** Funding is provided through student fees and direct billing for services. Surveys of users indicate consistent ratings of Excellent or Very Satisfied for health services. Improvements in facilities have been made in response to surveys. A permanent campus location for the Health Center is being sought.

Strategic Goal 2:

DEVELOP THE STUDENT POPULATION



- 2i **SOME PROGRESS:** A new student technology services area is currently being planned and is expected to open during 2003-04. Student on-line tutorials are not yet available.
- 2j **SOME PROGRESS:** State planning funds (\$500,000) for the Academy have been secured, but the state has thus far been unable to provide a recurring operating budget or building renovation funds. However, the project has been acknowledged as a high priority in 2004 by state educational and political leaders.
- 2k **SOME PROGRESS:** Planning for this project was completed, with phased-in implementation projected for fiscal years 2003-04 and 2004-05.
- 2l **EXCEPTIONAL PROGRESS:** Renovation for McLean, North, South, East, West, Bemis-Lawrence, Bates-Runner, and Barnes-Campbell is complete. Minton Hall is under renovation in Fall 2003 and Poland Hall is to be renovated in Spring 2004. All residence halls have fire suppression systems.

ACHIEVED: Substantial renovations at DUC were made to upgrade dining facilities; architectural plans, programming, and project management elements of the renovation plan were all in place by close of '03 fiscal year.



Strategic Goal 3:

ASSURE HIGH-QUALITY FACULTY AND STAFF

Attract, retain, and support high-quality faculty and staff.

NONE LITTLE SOME SUBSTANTIAL EXCEPTIONAL **ACHIEVED**

- 3a Increase the diversity of faculty and administrative/professional staff through continuing to achieve the institution's diversity goals in the Kentucky Plan for Equal Opportunities.



- 3b Increase faculty development resources, including annual increases that result in doubling of professional development funds available in each college by 2006.



- 3c Achieve average salary levels for part-time faculty, full-time faculty (by rank), and administrators that are at least equal to the average salaries at benchmark institutions.



- 3d Achieve average staff salaries at least equal to the average of comparable markets.



- 3e Provide faculty and staff capacity to use various technologies to enhance teaching, through mentoring and training programs.



- 3f Ensure that the institution's fringe benefits program is competitive with appropriate benchmarks through development of a benefits master plan, to include specific annual implementation targets.



- 3g Develop a five-year plan, with targeted activities and timelines, by June 30, 2002, to address staff employees' training and development needs and begin implementation of the plan in FY 2002-03.



- 3h Identify strategies and incentives needed to recruit and retain high-quality faculty and provide adequate funding to support incentives.



- 3i Promote equity in hiring, compensation, and personnel actions through conducting a salary equity analysis every three years, monitoring key employment indicators relating to these processes, and addressing any inequities.



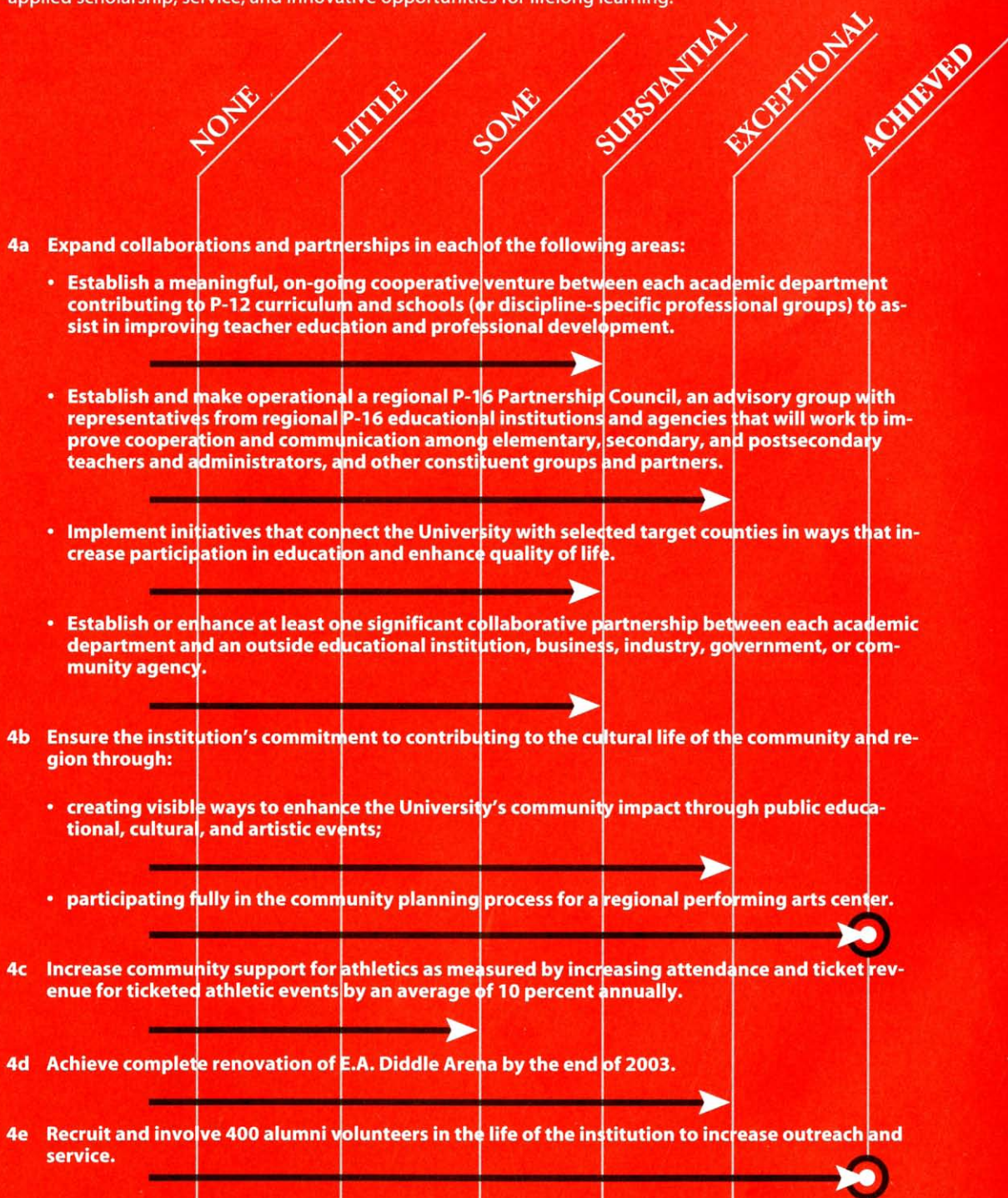
- 3j Promote a high-quality, respectful workplace environment through establishing regular, on-going training sessions/workshops or other initiatives for full-time and part-time employees addressing human relations issues as needed and appropriate (e.g., sexual harassment, racial relations, general employee relations).



- 3a **ACHIEVED:** State objectives for employment of African-Americans have been exceeded in each category: Executive, Administrative, and Managerial positions (8.1 percent vs. 5.0 percent objective); Faculty (4.9 percent vs. 3.8 percent objective); Other Professionals (8.6 percent vs. 5.6 percent objective).
- 3b **SUBSTANTIAL PROGRESS:** The Kentucky Council on Postsecondary Education allocated \$92,600 in development funds to WKU. These were distributed to colleges and to individual faculty, resulting in an increase of approximately 40 percent in available professional development funds. Additional campus funds are budgeted in 2004.
- 3c **SOME PROGRESS:** Most recent faculty salary data indicate that WKU full-time faculty salaries at each rank fall below benchmark averages; however, these data do not reflect the approximately \$257,000 dedicated to faculty market and equity adjustments made during the 2003 spring semester. Part-time faculty stipends were increased by \$95 to \$125 (7.4 to 7.7 percent) for the four pay grades. Some progress was also made in raising administrative salaries through market adjustments (see 3d).
- 3d **SUBSTANTIAL PROGRESS:** The 02/03 operating budget contained several provisions for improving staff compensation. In addition to a 4 percent general salary pool, \$187,000 was allocated for staff and administrative market adjustments. Particular emphasis was given to staff positions in the following categories: secretarial/clerical, HVAC, health and safety, and certain other professional and administrative positions. These adjustments helped to bring most positions up to a level comparable with estimated market.
- 3e **SUBSTANTIAL PROGRESS.** Technology training was conducted for faculty and staff as follows:
 Number of training hours: 291 (53 percent increase over previous year)
 Number of faculty attending: 415 (84 percent increase over previous year)
 Number of staff attending: 1104 (51 percent over previous year)
 Number of person-training hours conducted: 440,574 (142 percent over previous year)
- 3f **EXCEPTIONAL PROGRESS:** The University contribution to health insurance was increased by 8.3% (\$315 to \$341/month) for the plan year beginning January 1, 2003. With this increase, the University's contribution has improved 120% since 1999 when the contribution was \$155. WKU has made significant progress when compared with other Kentucky institutions as well as with benchmark institutions. The Employee Benefits Committee has developed policies and funding guidelines for keeping WKU's costs competitive both for the institution and for employees.
- 3g **ACHIEVED:** An eight-month study resulted in the development of a comprehensive staff development plan. The plan is on-going and includes a new employee orientation program, leadership training, sexual harassment prevention education, and certain other activities to enhance employee training and development. The Staff Council, Department of Continuing Education, and the Department of Human Resources joined efforts to establish a Staff Leadership Institute. The Institute is intended to give staff employees the opportunity to improve leadership skills for becoming more effective in their current positions while becoming more competitive for promotional opportunities. Each year, 20 people are selected for participation. The initial group began program activities in September, 2002.
- 3h **SOME PROGRESS:** Funds have been reallocated within the Academic Affairs Division to aid in faculty recruitment and retention, with resources used for moving expenses, professional development accounts, labs, and research start-up projects; additional effort to recruit minority faculty reflected in Assistant to the Provost for Diversity Enhancement position and participation in the SREB Doctoral Scholars Project. New funding for faculty recruitment is being budgeted in 2004.
- 3i **ACHIEVED:** Upon recommendation of the Women's Alliance, Women's Advisory Committee and the Task Force on the Status of Women, a gender/ethnicity pay equity analysis was initiated August 2001. An external consultant was utilized to assist WKU in analyzing pay for all full-time faculty and staff. A University work group completed the highly complex and technical analysis in February 2003. Some 160 individuals received approximately \$175,000 in salary adjustments under this initiative.
- 3j **ACHIEVED:** This indicator interrelates with the five-year staff training plan (see 3g above) and is being accomplished similarly. Additionally, the Department of Human Resources, Health Services and Intramural and Recreational Sports partnered to implement an employee wellness program. The program seeks to provide information, resources, health screenings and workshops to assist employees in developing a healthy lifestyle.

Strategic Goal 4: ENHANCE RESPONSIVENESS TO CONSTITUENTS

Respond to educational, social, cultural, and economic development needs through increased outreach, applied scholarship, service, and innovative opportunities for lifelong learning.



- 4a **SUBSTANTIAL PROGRESS:** About 38 academic departments or units engaged in cooperative ventures with P-12 schools during 2002-2003.

EXCEPTIONAL PROGRESS: A Warren County/Barren County P-16 Council has been established, with representatives from school systems in those counties as well as representatives from WKU and local/regional business interests.

SUBSTANTIAL PROGRESS: Visits are made each year to every high school in each target county; top scholars at each school, along with their parents, counselors, principals, and superintendents, are invited to a recognition Scholars Luncheon; some departments conduct specific programs in target counties. Enrollment of students from target counties has increased from 2,567 to 2,656 (up 3.5 percent).

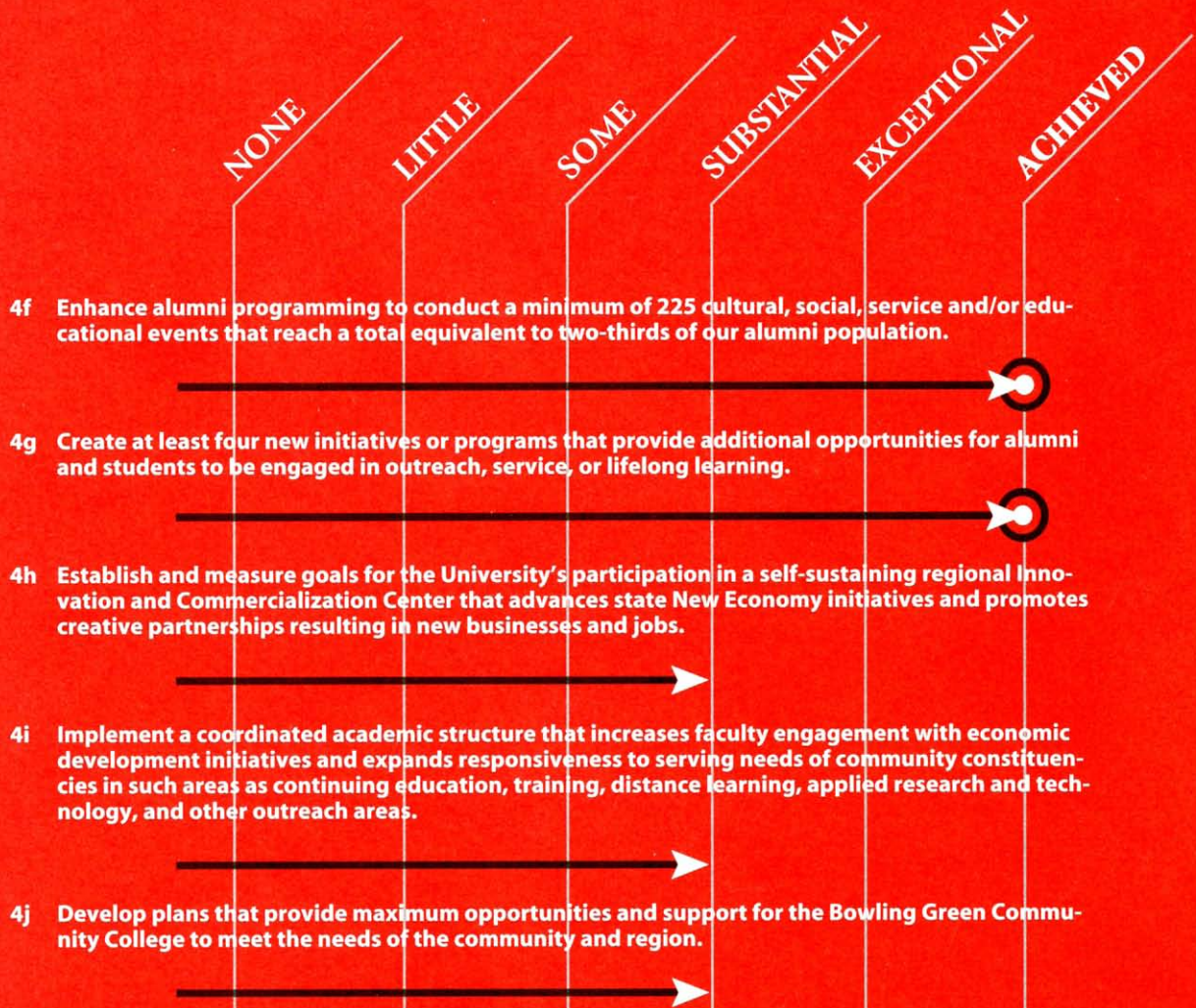
SUBSTANTIAL PROGRESS: Approximately 37 departments or units engaged in such collaborative partnerships during 2002-2003. Many programs, particularly those in the Applied Research and Technology Program of Distinction, are involved in multiple collaborative projects with businesses and industries. Health science and social services programs are likewise significantly engaged with both governmental and not-for-profit agencies as well as healthcare businesses.

- 4b **EXCEPTIONAL PROGRESS:** The University conducts numerous events that are open to the public and attracted a total audience of thousands of people. Most of these events are free or involve only a nominal charge, making them accessible to a broad range of people on campus and in the community. One prominent example of such programming is the Cultural Enhancement Series. Collectively, its five events attracted nearly 3500 people to Van Meter Auditorium.

ACHIEVED: The University is a full community partner in the Southern Kentucky Center for the Performing Arts (SKyPAC) project. It is represented on the SKyPAC board, and it works closely with the board on such matters as parking, facilities planning, and site acquisition and preparation. University officials also share their expertise as needed on matters that come before the board.

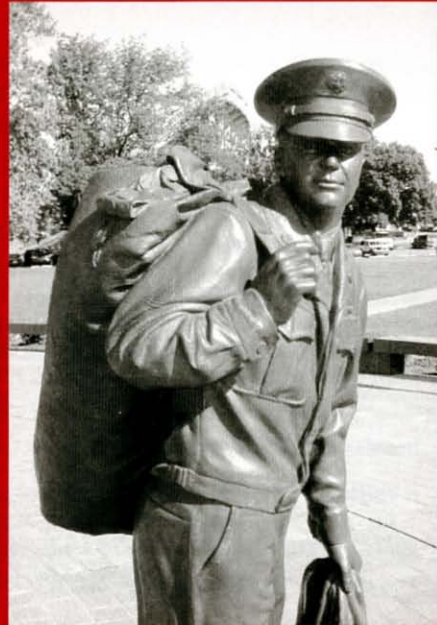
- 4c **SOME PROGRESS:** Overall ticket revenue for the three major revenue-producing sports increased by approximately 46 percent, while overall attendance declined by 2 percent.
- 4d **EXCEPTIONAL PROGRESS:** The renovation of Diddle Arena, which began in April 2002, is on schedule for completion by the end of 2003. This renovation has included adding 16 luxury suites, two jumbotron video boards, and new lighting, heating and air conditioning for the entire building. Complete renovation of the auxiliary areas surrounding the playing area include new administrative offices, new locker rooms for all teams housed in Diddle Arena, new and expanded concessions areas, a new hall of champions area, two new auxiliary basketball courts, a new weight room and a new training room. Four new entrances with elevators and stairwells have also been constructed. All new seating and a new playing floor completed the renovation.
- 4e **ACHIEVED:** Involved 600 alumni volunteers through various opportunities in the WKU Alumni Association and throughout campus.

Strategic Goal 4:
**ENHANCE RESPONSIVENESS
 TO CONSTITUENTS**



4f **ACHIEVED:** Conducted 226 events that impacted 60,452 alumni and friends (equivalent of 84 percent of our alumni population).

4g **ACHIEVED:** Created five new initiatives: (1) *Western Wisdom Mentoring Program* in which alumni mentor current students. 78 alumni are now actively involved in this program. (2) *TOPS (Targeting Our Prospective Students)* in which alumni volunteer to assist with student recruitment nights, hold phonathons for prospective students in their area, or attend college fairs on behalf of Western. More than 100 alumni are now actively engaged through this program. (3) *Alumni College* in which alumni are invited back to campus for a weekend for classes on a variety of topics to assist in their personal and professional development. The first Alumni College was held in June 2003. (4) *Community Service* activities through our alumni chapter network in which alumni participate in community clean up efforts, build habitat houses, tutor underprivileged children, and a variety of other service activities. (5) *Continuing Education* program through our alumni chapter network in which faculty and other guest speakers discuss a topic of interest. This program promotes the idea of lifelong learning.



4h **SUBSTANTIAL PROGRESS:** The University continues to be closely involved in the development of the Central Region Innovation and Commercialization Center (CRICC), with one faculty member and two administrators serving on the Center's Board of Directors. The WKU/CRICC partnership includes office space for the CRICC and access to leasable space for clients of the CRICC. The Executive Director of CRICC also serves on the Technology Transfer Committee of the WKU Research Foundation. The CRICC has been instrumental in working with WKU faculty expressing an interest in starting a New Economy company.

4i **SUBSTANTIAL PROGRESS:** The new Division of Extended Learning and Outreach (DELO) has been established. The new division includes the Institute for Economic Development, Small Business Development, The Carroll Kniceley Conference Center, Continuing Education, The Center for Training and Development, Distributed Education, Correspondence Study, Summer School, Distance Learning and the Extended Campuses. An Interim Dean has been appointed and a search has begun for a permanent Dean.

4j **SUBSTANTIAL PROGRESS:** The pressing need for additional space to serve the growing community college student body was addressed on a short-term basis by the addition of two modular classrooms as well as through redesign of interior space at the South Campus. The dedication of \$400,000 per year to fund space expansion at the South Campus will address this issue in the longer term, and additional plans for an academic quality fee will make a significant impact at the South Campus. The Community College continues its innovative space-sharing project with the Kentucky Technical College.

Strategic Goal 5:

IMPROVE INSTITUTIONAL EFFECTIVENESS

NONE LITTLE SOME SUBSTANTIAL EXCEPTIONAL **ACHIEVED**

5a Maintain a strategic planning process that contributes meaningfully to the orderly and creative advance of the University through a formal process of developing departmental/unit plans annually, issuing an annual report card to communicate institutional progress, and updating the plan's Performance Indicators every three years.



5b Increase external financial resources to support the University mission and goals through:

- raising \$90 million in gifts and pledges through the "Investing in the Spirit" Campaign by 2003, increased from original \$78 million goal.



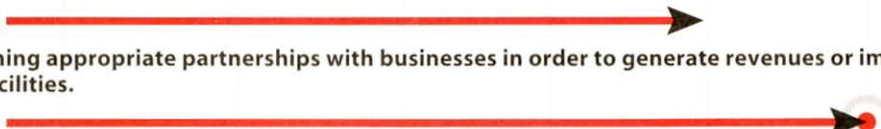
The overall "Investing in the Spirit" Goal included the following targets:

- increasing University's combined endowment to \$50 million;
- providing 25 new endowed faculty positions;
- achieving a level of \$10 million a year in private gift support;
- reaching a level of \$25 million in deferred gift inventory;
- achieving 20 percent participation among alumni in the University's annual giving program;



Other external financial targets include:

- increasing externally sponsored research grant and contract activities to \$30 million by 2006 to enhance learning opportunities (an increase of 33 percent);
- establishing appropriate partnerships with businesses in order to generate revenues or improve facilities.



5c Increase institutional name recognition as evidenced by increased licensing royalties of five percent each of the first three years after the release of new logos.



5d Develop effective and efficient electronic administrative processes and information systems, to include monitoring systems' responsiveness to institutional needs.



5a ACHIEVED: The University's strategic planning process is now well in place, with full participation by appropriate units, and the issuance of an annual progress report on major Performance Indicators.

5b ACHIEVED: Raised \$102 million by the end of the campaign.

ACHIEVED: Endowment reached \$56.4 million.

ACHIEVED: Endowed 27 new faculty positions.

ACHIEVED: Increased cash flow to \$12.1 million for FY 03.

ACHIEVED: Increased inventory to \$35.2 million.

NO PROGRESS: Participation rate of 14.8 percent in 2002-2003 reflects a slight increase. This is a moving target because the number of WKU alumni increases each year.

EXCEPTIONAL PROGRESS: Grants and contracts activities increased by 21.6 percent over the previous fiscal year, to \$29,786,235 from \$24,491,261.

ACHIEVED: The University has entered into partnerships with Aramark (dining and catering), Sodhexo (management expertise in campus facilities, grounds, and Energy Saving Performance Contracts, and building and renovation projects), several banks (ATM services), PepsiAmerica (beverage supplies and vending), and Canteen (snack vending). These partnerships generate revenues that are dedicated to reducing deferred maintenance in auxiliary facilities that are not eligible for state funds.

5c ACHIEVED: Since the introduction of the new University logos in August of 2001, royalty revenues have increased dramatically. In the first (partial) fiscal year, 2001-02, royalties generated \$23,631, an increase of 32.5 percent. Revenue generated by royalties for 2002-03 was \$42,445, for an increase of 80 percent over the previous year.

5d EXCEPTIONAL PROGRESS: During 2002-2003, the following systems were implemented in response to institutional needs: (1) On-Line Syllabi Service; (2) One-Stop Billing System; (3) On-Line Student Conduct/Judicial System; (4) Student/Alumni Mass E-Mail System; (5) On-Line Admissions Application; (6) Document Imaging Pilot; (7) On-Line Employment Application; (8) Federal SEVIS; (9) On-Line Block Registration Service; (10) Applicant Tracking Departmental Data Entry; (11) On-Line Housing Agreement Application.

Strategic Goal 5:

IMPROVE INSTITUTIONAL EFFECTIVENESS

Commit to continuous improvement of institutional effectiveness and efficiency in all programs and services.

NONE LITTLE SOME SUBSTANTIAL EXCEPTIONAL **ACHIEVED**

5e Create an enterprise portal to replace the University's homepage.



5f Achieve tier 1 ranking in the category Southern Universities—Master's in the annual U.S. News and World Report survey by 2008.



5g Reduce deferred maintenance inventory by maximizing opportunities to access state maintenance matching funds and developing performance contracting.



5h Enhance quality of facilities and campus atmosphere to support student learning through updating the Campus Master Plan and developing a biennially updated facilities plan that includes targeted goals, project timetables, and a progress report.



5i Complete renovation of science buildings by 2006.



5j Achieve SACS re-accreditation in 2005.



5k Improve institutional planning and budgeting processes to more closely align budget allocations with strategic planning priorities, particularly through providing line-item budgets for essential recurring costs and providing information about allocations and expenditures that enables the campus community and other stakeholders to understand budget priorities.



5l Systematically assess all appropriate administrative, academic support, and student services units to ensure continued effectiveness and to promote continuous improvement.



- 5e **SUBSTANTIAL PROGRESS:** The Portal Pilot Program Phase 1 is complete. During this phase a portal server was installed and configured using u-portal architecture. A selected user group of faculty provided feedback on the portal page's functionality and layout. Phase II is underway. During this phase the recommended changes to the portal will be completed, and a broader section of the campus community will be involved in evaluating the portal page.
- 5f **NO PROGRESS:** WKU remains at tier 2 in this category; variables related to unfunded enrollment growth have inhibited progress.
- 5g **SUBSTANTIAL PROGRESS:** Projects are either underway or are in the design process to fully utilize our entire 2000 allotment of matching funds. The following projects represent the 2000 matching fund projects: (1) Various Classroom Renovations; (2) WKU Primary Electrical Service; (3) KY Building HVAC Replacement; (4) Potter Hall Roof Replacement; (5) Capital Renewal Pool. A one-time student fee for 2003-2004 was implemented to generate funding for our deferred capital renewal match fund. Continuation of this fee for this purpose is under consideration.
- 5h **EXCEPTIONAL PROGRESS:** The Campus Master Plan Committee, in conjunction with the Parking and Traffic Committee, hired Gresham Smith Partners (GSP) of Nashville to complete a 5-year and 20-year traffic and development plan. A preliminary document was reviewed by the Committees and presented to the campus community in several open sessions. It was also presented to the Warren County/City of Bowling Green Planning and Zoning Board. GSP is currently completing the final documents for presentation to the Board of Regents.
- The University Six Year Capital Plan was reviewed and updated this past spring to reflect projects completed in the last biennium and changing priorities for the 2004 to 2006 biennium. Projects were also added for the 2008-2010 biennium. The Campus Master Plan Committee, the President's Administrative Council, and the Board of Regents reviewed this document. Remaining modifications and updates are to be presented to the Council on Postsecondary Education and Legislative Research Commission by November 2003.
- 5i **SUBSTANTIAL PROGRESS:** The first phase of the science campus renovation is on schedule and includes the construction of a new engineering and biological science building. The second phase of the project will not be completed within the 2006 time frame due to the lack of funding in the 2002 legislative session. Funding for Phase II is being pursued in 2004.
- 5j **SUBSTANTIAL PROGRESS:** The three major elements of the SACS re-accreditation process are in place and a time-line established for each. A Compliance Review Committee was appointed and is conducting an audit of the University's status with regard to SACS accreditation standards. A Coordinator of University Assessment has been named to oversee the implementation of a SACS-compatible assessment process. The theme for the Quality Enhancement Plan was developed during the 2003 spring semester.
- 5k **SOME PROGRESS:** With limited increase in state funding, it remains a challenge to fund many of the initiatives in WKU's Strategic Plan. The 2003-04 Operating Budget included the following priorities: recruit and retain quality faculty and staff, assure academic quality in addressing enrollment growth, improve our physical resources, and provide permanent funding for needs that have been met routinely by nonrecurring allocations. The 2003-04 Operating Budget was approved by the Board of Regents and has been made available to the campus through the WKU website. A major new academic quality initiative will provide \$5.8 million in the University base budget in 2004.
- 5l **SUBSTANTIAL PROGRESS:** Appropriate administrative, academic support, and student services units developed assessment plans as part of the University's assessment initiative, and began to implement those plans in the spring of 2003.

PREVIOUSLY ACHIEVED PERFORMANCE INDICATORS

The following Performance Indicators from the original 1998-2003 *Challenging the Spirit* strategic plan were achieved within the first three-year planning cycle:

Strategic Goal 1: Increase Student Learning

- 1a Achieve at least 90 percent satisfaction rating by alumni with the quality of educational experience at Western.
- 1d Implement an assessment program in every academic department to evaluate student proficiency in academic majors by 1999.
- 1e Achieve goals for attaining national distinction in Program(s) of Distinction.
- 1g Develop plans to maintain a competitive edge in providing state-of-the-art computer labs and appropriately equipped classrooms and auditoriums for use of information technology by 1999.
- 1i Increase externally sponsored research grant and contract activities to \$18 million to enhance learning opportunities.
- 1j Increase student participation in service learning activities to 25 percent of the student population.

Strategic Goal 2: Develop the Student Population

- 2a Increase student enrollments in each of the following areas:
 - Increase overall student enrollments by 10 percent.
 - Attain average ACT composite score of 22.5 or a high school GPA of 3.0 or better for full-time, first-time freshmen (FTTF) on the main campus.
 - Increase number of international students by 10 percent.
 - Increase number of minority students by 10 percent.
- 2c Provide 25 new, endowed scholarships that will attract academically talented students.
- 2d Increase student enrollments in distance learning courses by 50 percent.
- 2j Provide fully articulated, four-year degree planning program that will enable students to complete most baccalaureate degrees within that time frame. (revised PI)

Strategic Goal 3: Assure High-Quality Faculty and Staff

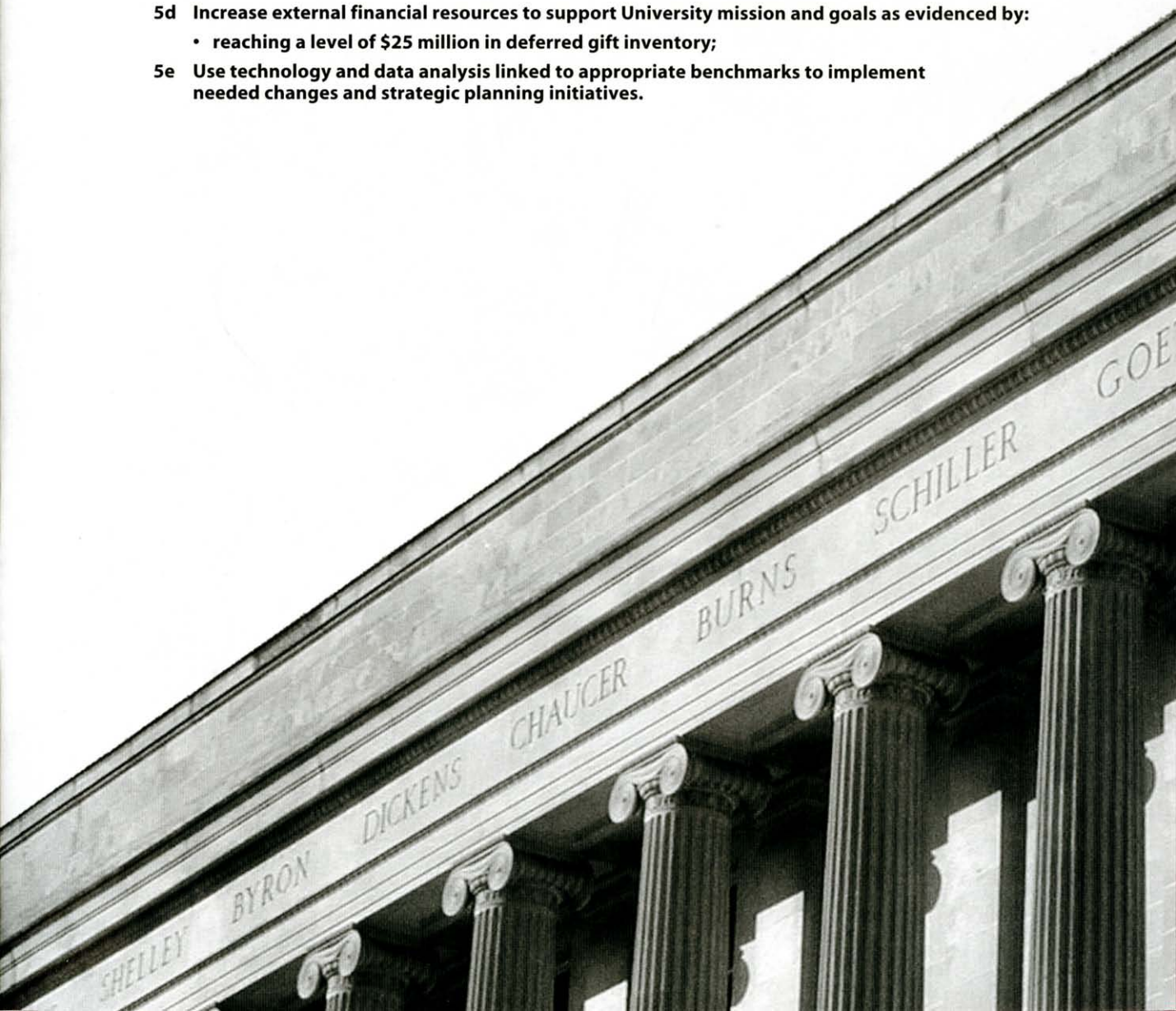
- 3b Implement a post-tenure review system by fall 1999.
- 3g Implement a plan for appropriate and timely upgrading and replacement of faculty computers by fall 1998.
- 3h Evaluate competitiveness of the University's fringe benefits program and identify priorities for enhancement by 1999.

Strategic Goal 4: Enhance Responsiveness to Constituents

- 4a Expand collaborations and partnerships in each of the following areas:
 - offer at least 10 WKU programs collaboratively with other postsecondary educational institutions;
- 4b Establish by July 1999 appropriate academic and service unit external advisory councils with membership that meet at least annually.
- 4d Increase enrollment in Community College and off-campus centers by 25 percent.

Strategic Goal 5: Improve Institutional Effectiveness

- 5a Develop and complete Action Plans for each academic, administrative, and service unit to reflect progress in achieving strategic goals and objectives by spring 1999.
- 5b Create and disseminate annually a University report card to communicate institutional progress toward strategic goals.
- 5d Increase external financial resources to support University mission and goals as evidenced by:
 - reaching a level of \$25 million in deferred gift inventory;
- 5e Use technology and data analysis linked to appropriate benchmarks to implement needed changes and strategic planning initiatives.



LEADERSHIP

Federal & State officials representing Bowling Green 2002-03

Mitch McConnell, United States Senator

Jim Bunning, United States Senator

Ron Lewis, Representative, 2nd Congressional District

Paul E. Patton, Governor

Jody Richards, Speaker of the House of Representatives, KY 20

Brett Guthrie, Senator, KY 32

Roger Thomas, Representative, KY 21

Board of Regents 2002-2003

Ms. Lois Gray, Chair, Vine Grove

Mrs. Kristen T. Bale, Glasgow

Mr. Howard Bailey, Bowling Green (staff)

Dr. Robert Dietle, Bowling Green (faculty)

Mr. Robert Earl Fischer, Dallas, TX

Mr. Cornelius A. Martin, Bowling Green

Ms. LaDonna G. Rogers, Glasgow

Ms. Jamie Sears, Melber (student)

Mr. Ronald G. Sheffer, Louisville

Mr. James B. Tennill, Jr., Louisville

Mrs. Beverly H. Wathen, Owensboro

Administrative Council 2002-03

Dr. Gary A. Ransdell, President

Dr. Barbara Burch, Provost and VP for Academic Affairs

Mr. Bob Edwards, Assistant VP for University Relations

Mr. Tom Hiles, Vice President for Institutional Advancement

Dr. Richard Kirchmeyer, Vice President for Information Technology

Ms. Ann Mead, Chief Financial Officer and Assistant to the President for Economic Development

Mr. John Osborne, Associate VP for Campus Services and Facilities

Dr. Wood Selig, Director of Athletics

Ms. Robbin Taylor, Director of Governmental Relations

Dr. Gene Tice, Vice President for Student Affairs and Campus Services

Ms. Deborah Wilkins, General Counsel

Deans 2002-03

Dr. David Lee, Potter College of Arts, Humanities & Social Sciences

Dr. Robert Jefferson, Gordon Ford College of Business

Dr. Michael Binder, University Libraries

Dr. David Dunn, College of Health & Human Services

Dr. Sam Evans, College of Education & Behavioral Sciences

Dr. Blaine Ferrell, Ogden College of Science and Engineering

Ms. Sherry Reid, Interim Dean, Bowling Green Community College of Western Kentucky University

Dr. Elmer Gray, Graduate Studies & Research

Mr. Howard Bailey, Associate Vice President for Student Affairs & Dean of Student Life

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Jerry Baker, Bowling Green, KY

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Vince Berta, Bowling Green, KY

Bill Bewley, Oakton, VA

Jerry T. Blacketer, Louisville, KY

Joy Bale Boone, Glasgow, KY (deceased)

Harold Brantley, Bowling Green, KY

J. Michael Brown, Louisville, KY

Michael O. Buchanon, Bowling Green, KY

Joe B. Campbell, Bowling Green, KY

Stephen Catron, Bowling Green, KY

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John David Cole, Bowling Green, KY

Kay Connally, Bowling Green, KY

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 Julian Goodman, Jupiter, FL
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 Lois H. Gray, Lexington, KY
 R.K. Guillaume, Louisville, KY
 Thomas E. Gumm, Glasgow, KY
 Brett Guthrie, Bowling Green, KY
 Lowell Guthrie, Bowling Green, KY
 Kenneth E. Hall, Charlotte, NC
 Henry N. Hardin, Bowling Green, KY
 James E. Hargrove, Lexington, KY
 Donna Harmon, Bowling Green, KY
 Larnelle Harris, Louisville, KY
 Mike Harris, Russellville, KY
 Eugene Haskett, Mooresville, NC
 Stephen L. Henry, Frankfort, KY
 Richard D. Holton, Nashville, TN
 Sara L. Hulse, Owensboro, KY
 Michael J. Jarvis, Owensboro, KY
 William J. Jones, Paducah, KY
 William Kummer, Bowling Green, KY
 James Layne, Glasgow, KY
 Nancy Luther, Vero Beach, FL
 Michael Lynch, Hilton Head Island, SC and Fairfax, VA
 C. Peter Mahurin, Bowling Green, KY
 Myra Mattingly, Charlotte, NC
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 Bruce Merrick, Louisville, KY
 James G. Meyer, Bowling Green, KY
 Billy Joe Miles, Owensboro, KY
 Elliott R. Miles, Jr., Hopkinsville, KY
 Reta Morgan, Winter Park, FL
 Bradford E. Mutchler, Paducah, KY
 George Nichols, III, New York, NY
 Sarah Smith Nicholson, Anchorage, KY
 Mary Nixon, Louisville, KY
 Jo T. Orendorf, Bowling Green, KY (deceased)
 Leon Page, Franklin, KY
 James A. Parrish, Jr., Memphis, TN
 Daniel S. Pelino, Hinsdale, IL
 John F. Pettus, Winchester, KY
 Bea Preston, Destin, FL
 Raymond B. Preston, Henderson, KY
 Willard Price, Louisville, KY
 Frederick L. Rather, Scottsville, KY
 Jody Richards, Bowling Green, KY
 John W. Ridley, Bowling Green, KY
 J Russell Ross, Owensboro, KY
 Ann Salamone, Boca Raton, FL
 Val Scott, Oakland, CA
 Walter Scott, New York, NY
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 Ronald G. Sheffer, Louisville, KY
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 Tommy Lee Wallace, Pasadena, CA
 Catherine C. Ward, Bowling Green, KY
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 Hays T. Watkins, Richmond, VA
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 Laurence J. Zielke, Louisville, KY

