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UA3/8/1 Implementation Plan Minority Recruitment & Retention Goals

WKU President’s Office

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Implementation Plan

Minority Recruitment & Retention Goals

Excellence with a personal touch
Implementation Plan

for

Minority Recruitment and Retention Goals

Western Kentucky University

February 24, 1993

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CONTENTS

Preface .................................................................................................................. i

Introduction ........................................................................................................... 1

Component 1 ......................................................................................................... 3

Western Kentucky University is committed to increasing the proportion of Kentucky resident African-American undergraduates enrolled in higher education.

Component 2 ....................................................................................................... 24

Western Kentucky University is committed to increasing the retention of Kentucky resident African-American undergraduate students to the same level as that of resident white undergraduate students.

Component 3 ....................................................................................................... 36

Western Kentucky University is committed to increasing the proportion of Kentucky resident African-American graduate students to the same level as the proportion of Kentucky resident African-American students who receive baccalaureate degrees.

Component 4 ....................................................................................................... 40

Western Kentucky University is committed to increasing the number and proportion of African-American faculty and staff employed by the University.

Appendix A - Ranking/Ordering of Minority Recruitment and Retention Goals
PREFACE

After nearly a decade of struggling to meet the objectives incorporated in the Kentucky Plan for Equal Opportunities in Higher Education, Western Kentucky University has demonstrated progress in some areas, i.e., retention and employment of faculty and administrators, and has regressed significantly in others. The yearly EEO appropriations notwithstanding, the University has failed to make progress in the: (1) enrollment of African-American undergraduates; (2) graduation rates of African-American undergraduates; (3) enrollment of graduate students; and (4) employment of professional non-faculty.

An unfortunate outcome of Western's lack of progress in selected areas is that individuals external to the University, who have not witnessed the University's tireless efforts to increase diversity on its campus, have begun to perceive Western as an institution indifferent to the goals, aspirations and concerns of African-American students. Moreover, Western's lack of progress in attaining the EEO objectives now places the University in the unenviable position of being prohibited from submitting for approval new academic programs to the Council on Higher Education.

As charged by the President, the Implementation Committee has identified a large number of promising strategies that evolved from the Final Report of the Task Force on Minority Recruitment and Retention. However, since the deliberations of the Implementation Committee have occurred during a period of severe institutional financial stress, the Committee has become somewhat skeptical about the prospects of new funding and/or funding reallocations needed to support the recommended goals.

In an effort to minimize the exclusive need for new funds, the Committee strongly recommends that the University examine the manner in which Western's EEO funds are currently being expended. An added incentive to such an examination would be to determine to what extent the expenditures have produced the desired results. A possible outcome of the review would be the need to apply some of the EEO funds to support the goals outlined in this Plan.

It is clear to the Implementation Committee that institutional progress in attaining the EEO objectives will not be realized until significantly more funds are allocated. However, the need for new funds may be minimized by a more judicious application of current EEO funds. The Implementation Committee is extremely hopeful that through a combination of EEO appropriations and new funds that: (1) many of the goals outlined in this Plan can be achieved, and (2) Western Kentucky University will be positioned to meet the EEO objectives in accordance with the projected timelines.

Finally, the Implementation Committee has rank ordered in Appendix A the twenty-five goals that have financial implications. Each of the goals, however, warrant serious consideration.
Introduction

Western Kentucky University supports the Kentucky Plan for Equal Opportunities in Higher Education. As such, the University is committed to diversity in its student population and equal access to all of its programs. Western Kentucky University’s goal is for its student population to be racially and culturally representative of the demography of the state of Kentucky. It is through its commitment to this goal that this Plan was commissioned by President Thomas C. Meredith.

The Implementation Committee was charged with the responsibility of transforming the Final Report submitted by the Task Force on Minority Recruitment and Retention into an "Action Plan" to be considered for institutional implementation. The successful attainment of the goals outlined in this Plan should result in the following: (1) recruitment and retention of more and better minority students; (2) improvement of the University’s image, particularly in the eyes of the black community; (3) development of better rapport with prospective students, alumni and donors; (4) increasing high school counselors and principals understanding of the University’s mission as it relates to African-American students; (5) building of a wider base of alumni support; and (6) greater involvement of Western Kentucky University faculty and staff in the recruitment, retention and graduation of African-American students.
The Implementation Committee categorized the goals and initiatives outlined in the October 24, 1992 Task Force Final Report into four different components: (1) Western Kentucky University is committed to increasing the proportion of Kentucky resident African-American undergraduates enrolled in higher education; (2) Western Kentucky University is committed to increasing the retention of Kentucky resident African-American undergraduate students to the same level as that of resident white undergraduate students; (3) Western Kentucky University is committed to increasing the proportion of Kentucky resident African-American graduate students to the same level as the proportion of Kentucky resident African-American students who receive baccalaureate degrees; and (4) Western Kentucky University is committed to increasing the number and proportion of African-American faculty and staff employed by the University.

According to the proposed Plan, the University will target several counties throughout Kentucky in the recruitment enhancement program. Within the targeted areas, goals will be established to improve the University's market share in student recruitment of minority students, increase the percentage of alumni involvement through giving to the scholarship program for minority students and increase the number of alumni involved in programs promoting the University. However, the primary measure of success of the Plan will be the consistent increase in the enrollment, retention and graduation of African-American students, along with an increase in the quality of students. Should this trend occur, it will project an accurate perception of the image of the institution, as well as a broader base of understanding of the opportunities that are available at the University.

The person or persons responsible for the actual implementation of the various minority recruitment, enrollment and retention goals are identified in the Plan. Additionally, implementation deadlines and the desired outcomes of the goals are defined, as well as an assessment of the progress to be made toward the achievement of the goals. Since a large number of the goals have funding implications, appropriate associated costs are specified throughout the Plan.

Component 1: Western Kentucky University is committed to increasing the proportion of Kentucky resident African-American undergraduates enrolled in higher education.

African-American student enrollment goals are impacted primarily by recruitment activities. Recruitment activities involve a variety of different types of student contacts. Such contacts are primarily initiated by the professional staff in the Office of Admissions or in the Minority Student Support Services Office. Additionally, selected academic departments, i.e., Department of Journalism, have sponsored workshops for outstanding minority students that have produced positive recruitment results. Other departments throughout the University have aided in the recruitment of minority students, i.e., Department of Athletics. Further, in recent years, the "Spirit of Success" Program, has contributed to this cause.
A critical element in the administration of the University’s recruitment and enrollment of minority students is academic scholarships. While the University has, in recent years, made some progress in the revision of its selection criteria for deserving African-American students, Western’s attempts to enroll academically-talented minority students have been only marginally successful. The lack of success is primarily attributable to the University’s limited financial commitment to its scholarship program for African-American students. This is especially evident in comparing Western’s financial commitment with selected other institutions in the state of Kentucky, i.e., University of Kentucky and University of Louisville.

In order for Western Kentucky University to demonstrate progress in the recruitment and enrollment of Kentucky African-American students, it is incumbent that the University aggressively expand its commitment of resources, both personnel and financial, to this effort. The following goals are identified as measures that warrant institutional implementation.

**GOAL**

To significantly upgrade the execution and coordination of the University’s efforts to recruit minority students. To accomplish this goal, the University will need to transfer the responsibility for recruitment of minority students from the Minority Student Support Service area to the Office of Admissions. At the present time, the Minority Student Support Service has a half-time recruiter. A new position entitled Assistant Director of Admissions for Minority Recruitment should be created.

**PERSONS RESPONSIBLE:** Vice President for Student Affairs Director, Office of Admissions

**TIMETABLE:** July 1, 1993

**DESIGNED OUTCOME:** At the present time, the responsibility for the recruitment of minority students is administratively fragmented. By consolidating this recruitment function into the Office of Admissions through the establishment of a new position at the assistant level, a significantly improved delivery system of recruitment activities can be mounted. This proposal will allow the Minority Student Support Service office to narrow its focus toward retention of minority students while also administering the AIMS program.

**EVALUATION:** The goal will be achieved when a new full-time Assistant Director of Admissions for Minority Recruitment officially assumes his/her responsibilities, and at such time when all recruitment activities are transferred from the Minority Student Support Services area. The Assistant Director of Admissions for Minority Recruitment will be evaluated on an annual basis by the Director of Admissions. The evaluation will primarily focus on a quantitative analysis of data related to percentage of increase in number of enrolled African-American students.

**COST:** $25,000 plus benefits.

**NEW PROGRAM:**

**EXISTING PROGRAM:**

**HIERARCHICAL COMMITMENT:** President

**GOAL**

To be more competitive in the awarding of academic scholarships to minority recipients by adding room scholarships to the traditional Regents Scholarships. The scholarship for minority recipients would be named appropriately.

**PERSONS RESPONSIBLE:** Vice President for Student Affairs Scholarship Administrator, Office of Admissions

**TIMETABLE:** Fall, 1993

**DESIGNED OUTCOME:** This would substantially upgrade Western’s scholarship offers to outstanding minority students. This should increase the number of African-American student scholarship recipients who choose to attend Western by 100 percent. The financial impact will not be significant in light of projected room vacancies in the residence halls. The scholarships will be renewable.
EVALUATION: The number of African-American scholarship recipients enrolled at Western should double by the Fall of 1993. During the 1992 fall semester, there were eight (8) African-American Regents Scholarship recipients who enrolled at Western. With the addition of room scholarships, this total should reach sixteen (16) by the 1993 Fall Semester. The new scholarship program will be evaluated on an annual basis.

COST: $9,600 (room scholarships).

NEW PROGRAM: _X_

EXISTING PROGRAM: 

HIERARCHICAL COMMITMENT: President
Vice President for Finance and Administration

GOAL
To create a new scholarship program entitled, "Minority Leadership Grant Program," for selected minority students who have demonstrated strong leadership and citizenship skills in high school.

PERSONS RESPONSIBLE: Vice President for Student Affairs
Scholarship Administrator, Office of Admissions

TIMETABLE: Fall, 1993

DESIRED OUTCOME: Currently, there are several outstanding prospective minority students who do not qualify for academic scholarships and therefore do not enroll at Western. These proven student leaders might enroll at Western for room scholarships. In so doing, they will possibly influence other students to enroll at Western. The financial impact of this scholarship program will not be significant in light of projected room vacancies in the residence halls. Room scholarships will be renewable. The ten room scholarships will be offered each year, which would mean that after four years there will be as many as forty room scholarships on campus. These room scholarships are to be utilized to attract student leaders who would otherwise attend other schools.

EVALUATION: An annual survey will be administered to the students receiving the scholarships, asking them as to whether or not the scholarship impacted their decision to attend Western.

COST: $12,000 per year reaching a maximum of $48,000 or equivalent to the costs of forty room scholarships at the end of a four year period.

NEW PROGRAM: _X_

EXISTING PROGRAM: 

HIERARCHICAL COMMITMENT: President
Vice President for Institutional Advancement

GOAL
To develop a WKU video designed specifically to recruit the minority student clientele.

PERSONS RESPONSIBLE: Director, Office of Admissions
Staff, Educational Television


DESIRED OUTCOME: To make multiple copies of the video which could be placed in the hands of recruiters and used at a variety of
alumni and recruitment events. The video should address the activities and services available on campus to minority students and how students use such activities to become integrated into the campus environment.

EVALUATION: Survey minority freshmen who saw the video as prospective students to determine the video’s accuracy and effectiveness.

COST: $2,000 initially and $300 in the follow-up years for additional copies.

NEW PROGRAM: X
EXISTING PROGRAM: ________________________________

HIERARCHICAL COMMITMENT: ________________________________

GOAL

The Offices of Admissions and Minority Student Support Services will jointly develop activities in coordination with the Alumni Affairs Office. The activities will target African-American alumni in market areas. The alumni will be solicited to function as mentors for high school students who have exhibited initial interest in attending Western. Such mentoring activities should lead to enhanced enrollment of minority students.

PERSONS RESPONSIBLE: Assistant Director of Admissions for Minority Recruitment
Director, Minority Student Support Services

TIMETABLE: Fall and Spring semesters, 1993-94

DESIRED OUTCOME: To increase the number of African-American alumni who actively participate in University events while making these individuals more visible in their communities as mentors for high school students. In order to create a bonding between high school and African-American Western alumni, it will be necessary to sponsor receptions and social events in the market areas.

EVALUATION: Annual surveys of participating minority students and WKU alumni

COST: Anticipated costs would be $4,000 a year for a series of six such meetings for any given year.
PERSONS RESPONSIBLE: Academic Department Heads

TIMETABLE: To be initiated in Summer, 1994

DESIRED OUTCOME: Departments will attract minority students through workshops demonstrating academic excellence of faculty and programs. All departments will have conducted academic workshops by the summer of 1997.

EVALUATION: Summer workshops will be evaluated annually. Minority participants will be surveyed to determine program effectiveness. Participants will be tracked to determine if they enroll at Western.

COST: $80,000 in 1994 with an $80,000 increase added each year until all 34 academic departments at a probable cost of $10,000 each.

NEW PROGRAM: x
EXISTING PROGRAM: ___
HIERARCHICAL COMMITMENT: President
Vice President for Academic Affairs

GOAL
To advise minority organizations in the state of services available at Western Kentucky University.

PERSON RESPONSIBLE: Director, Office of University Relations

TIMETABLE: An initial list of organizations should be compiled by May 14, 1993, and information distributed by August 15, 1993.

DESIRED OUTCOME: Minority organizations will be provided a list of services available from the University, including a list of faculty available as speakers and advice on how to obtain information from faculty and staff. This can be done partially through distribution of the Media Sourcebook.

EVALUATION: University Relations will report the number of organizations contacted and establish a way of tracking requests for speakers and information.

COST: $1,000 (printing of additional Sourcebooks).

NEW PROGRAM: ___
EXISTING PROGRAM: x

HIERARCHICAL COMMITMENT: President
Assistant Vice President for Finance and Administration

GOAL
To charge each academic and nonacademic department to establish a plan for achievement of the following recruitment and retention objectives:

a. Each academic department, in conjunction with the Office of Institutional Research, will ascertain the number of Kentucky resident African-American students currently admitted as majors in that department.

b. Each academic department, in conjunction with the Office of Institutional Research, will ascertain the number of Kentucky resident African-American students currently seeking admission as a major in that department.
c. Each academic department, in conjunction with the Office of Institutional Research, will establish a system for tracking the progress of Kentucky resident African-America majors in their programs as they advance through program of study. The tracking of majors will continue until the students graduate.

d. The Office of Admissions and Graduate Studies will develop and implement a strategy for including faculty members and professional staff members in off-campus recruitment activities and in meetings with prospective students during visits to the campus.

e. Each academic and nonacademic unit will develop plans and timelines for hiring African-American faculty and staff.

f. Each academic and nonacademic unit will develop plans and timelines for hiring African-American students through the work-study program.

g. Administrative units in Finance and Administration, Institutional Advancement, Office of the President, and Student Affairs, will develop and implement strategies to increase the presence of African-Americans in all categories of employment, particularly EEO categories I and II.

PERSONS RESPONSIBLE: President
Vice Presidents
Academic Department Heads
Academic Deans
Nonacademic Unit Heads

TIMETABLE: Detailed plans for achievement of each recruitment and retention objective will be established by May 14, 1993.

DESIRED OUTCOME: Implementation of departmental recruitment and retention plans will result in more African-American students being enrolled across university disciplines. Plans will heighten the sensitivity of faculty and staff to the needs and concerns of Western’s African-American students. Plans will enable African-American students to acquire student work employment in a wider diversity of campus jobs.

EVALUATION: Plans and objectives will be evaluated on an annual basis. Such evaluations will become an integral part of the annual evaluation of all administrators in both academic and nonacademic areas. Evaluations will reflect unit progress in achieving objectives and plans.

COST: $500 for printing of departmental plans. Funds coordinated by the appropriate Vice President office.

NEW PROGRAM: X
EXISTING PROGRAM: ______

HIERARCHICAL COMMITMENT: Vice President for Academic Affairs
Vice President for Finance and Administration
Vice President for Institutional Advancement
Vice President for Student Affairs

GOAL
Establish new criteria for academic scholarship awards and renewals, as follows:

1. For an automatic award of a Regents scholarship or higher, the Committee recommends that a minority applicant score 20 or higher on the ACT composite, earn a 3.0 GPA in high school, or rank in the top 15 percent of the graduating high school class.

2. To renew a Regents Scholarship or higher, the minority student should earn a GPA commensurate with the amount of the award, as illustrated below:

<table>
<thead>
<tr>
<th>Scholarship Type</th>
<th>Actual 1992-93</th>
<th>Proposed 1993-94</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regents (tuition)</td>
<td>3.0</td>
<td>2.7</td>
</tr>
<tr>
<td>Award of Excellence (tuition, housing, books)</td>
<td>3.0</td>
<td>2.85</td>
</tr>
<tr>
<td>Presidential (full)</td>
<td>3.0</td>
<td>3.0</td>
</tr>
</tbody>
</table>

PERSONS RESPONSIBLE: Scholarship Administrator, Office of Admissions
Assistant Director of Admissions for Minority Recruitment

TIMETABLE: 1993-94 academic year.

DESIRED OUTCOME: Revised criteria should enable Western to be more competitive in the awarding of academic scholarships to African American students. Also, retention of scholarship recipients should increase.

EVALUATION: Scholarship administrator will trace annually the number of African-American scholarship applicants, scholarship recipients who enroll at Western, and the number of scholarship recipients who continue their studies.
recipients who are retained at Western through completion of degree objectives. A profile of African-American scholarship recipients will be maintained and revisions in the administration of the program will be appropriately implemented.

COST: None

NEW PROGRAM: 

EXISTING PROGRAM: 

HIERARCHICAL COMMITMENT: Vice President for Student Affairs

GOAL

To secure more meaningful input from selected professional staff regarding the awarding of academic scholarships to deserving minority students.

PERSONS RESPONSIBLE: Scholarships Administrator, Office of Admissions
Assistant Director of Admissions for Minority Recruitment

TIMETABLE: February 15, 1994

DESIRED OUTCOME: In the selection process for the awarding of scholarships to African-American students, the Assistant Director of Admissions for Minority Recruitment will bring together appropriate professional staff to discuss scholarship candidates. Every effort will be made to tender scholarship offers to the most deserving students who are seriously interested in enrolling at Western.

EVALUATION: The scholarship administrator will trace annually the number of African-American scholarship applicants, scholarship recipients who enroll at Western, and the number of scholarship recipients who are retained at Western through completion of degree objectives. A profile of African-American scholarship recipients will be maintained and revisions in the administration of the program will be appropriately implemented.

COST: None

NEW PROGRAM: 

EXISTING PROGRAM: 

HIERARCHICAL COMMITMENT: Vice President for Student Affairs

GOAL

The Assistant Director of Admissions for Minority Recruitment needs to visit each high school with a high concentration of minority students to encourage them to apply early for admissions, scholarships, financial aid, etc.

PERSON RESPONSIBLE: Director, Office of Admissions

TIMETABLE: Visits should be conducted in fall semester with specific follow-up visits in the spring to contact students seen in the fall.

DESIRED OUTCOME: To increase the number of African-American undergraduate students enrolling as beginning freshmen at Western.

EVALUATION: Comparison of number of African-American beginning freshmen between classes prior to the visitation to classes following the visitation.

COST: $2,500.

NEW PROGRAM: 

EXISTING PROGRAM: 

HIERARCHICAL COMMITMENT: Vice President for Student Affairs

GOAL

To invite prospective minority students to visit WKU’s campus for the weekend and to stay with currently-enrolled minority students.

PERSONS RESPONSIBLE: Assistant Director of Admissions for Minority Recruitment
Director, Office of Housing

TIMETABLE: A pilot program would be introduced in Fall, 1993 and expand as program grows.

DESIRED OUTCOME: To increase a prospective student’s identification with WKU. A student is more likely to choose a school where he/she feels comfortable.

EVALUATION: Survey of prospective students in the program.

COST: Each WKU student host would be assigned a private room, but pay only the regular rate for double occupancy.
NEW PROGRAM: X
EXISTING PROGRAM: 

HIERARCHICAL COMMITMENT: President
Vice President for Finance and Administration

GOAL
To actively visit and recruit minority students who are enrolled at selected community colleges throughout the state.

PERSON RESPONSIBLE: Assistant Director of Admissions for Minority Recruitment

TIMETABLE: The middle of each fall and spring semester.

DESIRED OUTCOME: To increase the number of minority students who transfer to Western after attending a community college.

EVALUATION: Comparison of the numbers of African-American transfer students enrolling from community colleges before and after implementation of the program.

COST: $2,000

NEW PROGRAM: 
EXISTING PROGRAM: X

HIERARCHICAL COMMITMENT: President
Vice President for Student Affairs

GOAL
To recruit more African-American student representatives to visit their respective high schools.

PERSON RESPONSIBLE: Admissions Counselor coordinating the Student Representative Program.

TIMETABLE: Early Fall, 1993

DESIRED OUTCOME: To provide role models and student mentors for prospective students, which might encourage more students to consider Western Kentucky University.

EVALUATION: Student surveys of factors influencing their decision to consider WKU; also surveys of high school guidance counselors.

COST: $250

NEW PROGRAM: 
EXISTING PROGRAM: X

HIERARCHICAL COMMITMENT: President
Vice President for Student Affairs

GOAL
To keep in touch with minority students by phone or handwritten notes to keep abreast of the admission process, etc. ("Have you applied for admission? What about financial aid?") Let them know what needs to be done next.

PERSON RESPONSIBLE: Assistant Director of Admissions for Minority Recruitment

TIMETABLE: Could start immediately. Would be an on-going project.
DESIRED OUTCOME: To increase the percentage of African-American applicants who actually enroll at Western.

EVALUATION: Survey of students

COST: Some postage and phone expenses

NEW PROGRAM: __________

EXISTING PROGRAM: __________

HIERARCHICAL COMMITMENT: Vice President for Student Affairs

GOAL

To identify prospective African-American students by major interest and ask appropriate departments to correspond with them.

PERSONS RESPONSIBLE: Staff, Office of Admissions

Department Chairs

TIMETABLE: Immediately

DESIRED OUTCOME: To increase the information minority students receive about academic programs at Western. This should enable them to be better informed when selecting a college, as well as be another point of contact for prospective students.

EVALUATION: Student surveys

COST: Printing and postage costs for each department would vary.

NEW PROGRAM: __________

EXISTING PROGRAM: __________

HIERARCHICAL COMMITMENT: Vice President for Academic Affairs

Vice President for Student Affairs

GOAL

New standards recommended for the Regent’s Scholarships would lower these measures to a 20 ACT composite, a 3.0 GPA, or top 15 percent of class rank. Even with this provision, the system is such that a minority with stellar credentials can be assured of a Regents and not an Award of Excellence (higher) or a Presidential (highest). We may lose minority and non-minority students because of this, but standards for the top awards are set each year by the quality of the applicants’ credentials.

PERSON RESPONSIBLE: Scholarship Administrator, Office of Admissions

TIMETABLE: Fall, 1994

DESIRED OUTCOME: Lowering the Regent’s Scholarships criteria will enable Western to be more competitive with other in-state institutions in attracting African-American scholarship candidates. This change should enhance the number of good and solid African-American students enrolling at Western.

EVALUATION: Evaluated data will be gathered and analyzed on an annual basis. If changes in scholarship standards fail to produce larger numbers of African-American students, appropriate changes will be implemented.

COST: None

NEW PROGRAM: __________

EXISTING PROGRAM: __________

HIERARCHICAL COMMITMENT: Vice President for Student Affairs

GOAL

Staff from the Office of Admissions and the Office of Minority Student Services should meet regularly to plan, coordinate, and collaborate regarding minority recruitment and retention. Retention begins before students ever move to campus.

PERSONS RESPONSIBLE: Director, Office of Admissions

Director, Minority Student Support Services

TIMETABLE: Semester by semester basis

DESIRED OUTCOME: Every effort will be taken to ensure that open and clear channels of communications exist between the two departments. Further, cooperation and coordination of selected inter-departmental functions must be hallmarks of the two units. Input from African-American students should be regularly sought and considered.

EVALUATION: Annual evaluation of both department heads will be conducted by the Vice President for Student Affairs. Recruitment, enrollment and retention data will be factored into the evaluations. Results of evaluations will contribute to salary increases and professional advancements.

COST: None
NEW PROGRAM:  
EXISTING PROGRAM:  
HIERARCHICAL COMMITMENT:  Vice President for Student Affairs

GOAL

The Office of Admissions should contact other schools for minority scholarship regulations, selection criteria, and amounts offered in order to generate new ideas and to make comparisons for planning.

PERSON RESPONSIBLE:  Scholarship Administrator, Office of Admissions

TIMETABLE:  Fall, 1993

DESIRED OUTCOME:  A profile of scholarship opportunities at competing institutions will be compiled. Comparative data should address the attractiveness of Western's scholarship program for African-American students.

EVALUATION:  Comparative data will be calculated and analyzed on an annual basis. Appropriate changes in scholarship program, i.e. size of scholarships, scholarship criteria, scholarship procedure, will be revised on a need basis.

COST:  None

NEW PROGRAM:  
EXISTING PROGRAM:  
HIERARCHICAL COMMITMENT:  Vice President for Student Affairs

GOAL

Selected Western staff should visit the YMCA African-American Achievers officials early in the school year to explain Western's scholarship program and solicit their assistance in identifying appropriate recipients well in advance of the banquet. It is further recommended that ministers, teachers, alumni and others in Louisville and Lexington be contacted and their help be solicited.

PERSONS RESPONSIBLE:  Dean of Student Life 
                  Assistant Director of Admissions for Minority Recruitment

TIMETABLE:  Spring, 1994

DESIRED OUTCOME:  To have an active and viable African-American Alumni Association which is incorporated into the existing University Alumni Association. Decades of inappropriate relationships between African-American alumni and the University must be overcome before this goal can become a reality.

EVALUATION:  Charting the increased numbers of African-American alumni who are participating in the organization.

COST:  A minimum of $5,000 will be needed to appropriately demonstrate institutional commitment to funding events and making appropriate Western paraphernalia available.

NEW PROGRAM:  
EXISTING PROGRAM:  
HIERARCHICAL COMMITMENT:  Vice President for Student Affairs

GOAL

The Minority Admissions Support Services staff, assisted by Alumni Affairs personnel, should take the lead in organizing as a pilot project an alumni sponsored recruitment and scholarship fundraising activity in Louisville.

PERSONS RESPONSIBLE:  Dean of Student Life 
                  Director, Office of Admissions 
                  Director, Office of Alumni Affairs.

TIMETABLE:  Fall, 1993

DESIRED OUTCOME:  To improve the relations with the African-American Achievers Program in both Louisville and Lexington. Better rapport will generate greater interest among the African-American Achievers participants in attending Western Kentucky University.

EVALUATION:  The means of evaluating this goal would be dependent on monitoring the number of students who enter the University through the African-American Achievers Program. It is critical to keep in mind that sufficient scholarship money must be available; otherwise, the above-state goal will not be achieved.

COST:  None

NEW PROGRAM:  
EXISTING PROGRAM:  
HIERARCHICAL COMMITMENT:  Vice President for Student Affairs

GOAL

The means of evaluating this goal would be dependent on monitoring the number of students who enter the University through the African-American Achievers Program. It is critical to keep in mind that sufficient scholarship money must be available; otherwise, the above-state goal will not be achieved.

COST:  None

NEW PROGRAM:  
EXISTING PROGRAM:  
HIERARCHICAL COMMITMENT:  Vice President for Student Affairs

GOAL

The Minority Admissions Support Services staff, assisted by Alumni Affairs personnel, should take the lead in organizing as a pilot project an alumni sponsored recruitment and scholarship fundraising activity in Louisville.

PERSONS RESPONSIBLE:  Dean of Student Life 
                  Director, Office of Admissions 
                  Director, Office of Alumni Affairs.

TIMETABLE:  Spring, 1994

DESIRED OUTCOME:  To have an active and viable African-American Alumni Association which is incorporated into the existing University Alumni Association. Decades of inappropriate relationships between African-American alumni and the University must be overcome before this goal can become a reality.

EVALUATION:  Charting the increased numbers of African-American alumni who are participating in the organization.

COST:  A minimum of $5,000 will be needed to appropriately demonstrate institutional commitment to funding events and making appropriate Western paraphernalia available.

NEW PROGRAM:  
EXISTING PROGRAM:  
HIERARCHICAL COMMITMENT:  Vice President for Student Affairs

GOAL

The means of evaluating this goal would be dependent on monitoring the number of students who enter the University through the African-American Achievers Program. It is critical to keep in mind that sufficient scholarship money must be available; otherwise, the above-state goal will not be achieved.

COST:  None

NEW PROGRAM:  
EXISTING PROGRAM:  
HIERARCHICAL COMMITMENT:  Vice President for Student Affairs

GOAL

The Minority Admissions Support Services staff, assisted by Alumni Affairs personnel, should take the lead in organizing as a pilot project an alumni sponsored recruitment and scholarship fundraising activity in Louisville.

PERSONS RESPONSIBLE:  Dean of Student Life 
                  Director, Office of Admissions 
                  Director, Office of Alumni Affairs.
**HIERARCHICAL COMMITMENT:** President

**GOAL**

Minority staff in the Office of Minority Student Support Services should be visible at the open house programs in those areas where heavy populations of African-American students live. In addition, selected African-American faculty and staff should attend whenever possible in order to talk individually with minority students. These areas include, but are not limited to Louisville, Nashville, and Hopkinsville (one-third minority population). Schedules must be coordinated in advance.

**PERSONS RESPONSIBLE:** Assistant Director of Admissions for Minority Recruitment

**TIMETABLE:** Fall and Spring semesters

**DESIRED OUTCOME:** It is the intent of the University to maximize the use and presence of the African-American faculty and staff workforce. Keeping in mind that one of the most successful modes of operation in working with youth today is providing positive role models. It is critical that prospective minority students realize that there are positive role models on Western's campus.

**EVALUATION:** A questionnaire would be developed which would be submitted to African-American freshmen during the fall semester. One of the questions on such a survey would be whether or not the presence of African-American faculty and staff at recruitment programs influenced their decision to come to Western.

**COST:** The cost for this goal would be $500; most of which would be used for transportation to and from the location.

**NEW PROGRAM:**

**EXISTING PROGRAM:**

**HIERARCHICAL COMMITMENT:** Academic Deans

**GOAL**

To participate in African-American Heritage Festivals or similar events conducted in eleven target areas.

**PERSON RESPONSIBLE:** Assistant Director of Admissions for Minority Recruitment

**TIMETABLE:** 1993-94 academic year

**DESIRED OUTCOME:** WKU will be clearly visible within selected African-American communities. Such visibility implies to African-American communities that WKU is concerned about higher education for African-Americans, and WKU welcomes their enrollment. WKU acknowledges, respects, and participates in the African-American Heritage celebrations.

**EVALUATION:** Participants' requests for more information about WKU. (Give out postcards at booths, have participants return postcards for further information.)

**COST:** Brochures, traveling expenses, vendor fees.

**NEW PROGRAM:**

**EXISTING PROGRAM:**

**HIERARCHICAL COMMITMENT:** Vice President for Student Affairs

**GOAL**

WKU should recognize academic and other units that have experienced successes in minority recruitment.

**PERSON RESPONSIBLE:** Director, Office of University Relations

**TIMETABLE:** On-going

**DESIRED OUTCOME:** The On-Campus publication, "Brag Sheet" should feature units that are successful in minority recruitment. The President, in particular, should recognize units that are successful in minority recruitment at alumni meetings, board meetings, etc.

**EVALUATION:** Greater knowledge of efforts made.

**COST:** None

**NEW PROGRAM:**

**EXISTING PROGRAM:**

**HIERARCHICAL COMMITMENT:** Vice President for Institutional Advancement
GOAL

To establish academic departmental timetables for attainment of recruitment goals.

PERSONS RESPONSIBLE: Department Chairs

TIMETABLE: Detailed department affirmative action plans will be adopted by May 14, 1993.

DESIRED OUTCOME: Plans will include:

1. Numerical goals for minority student enrollment and retention.
2. A process for reporting how each faculty member includes in courses information on major contributions made by women and minorities to the discipline being covered.
3. Strategies for meeting specific goals, hiring and retaining minority faculty and staff members and hiring minority student workers.
4. A content-based summer workshop for minority high school students.
5. Other affirmative action steps such as sponsoring minority student organizations, producing department newsletters on all student activities and mentoring programs that match new students with upperclass majors in the department.

EVALUATION: Plans will be evaluated on their compliance with the recommended outline initially. In subsequent years they will be measured by their results.

COST: $500 copying of plans to be coordinated through and charged to the Office of Academic Affairs.

HIERARCHICAL COMMITMENT: Academic Deans

Kentucky University

Academic Affairs

Vice President for Academic Affairs

Component 2: Western Kentucky University is committed to increasing the retention of Kentucky resident African-American undergraduate students to the same level as that of resident white undergraduate students.

The retention of African-American students toward the fulfillment of their education goals is an important aspect of the overall commitment of Western Kentucky University to diversify and create equal access in all of its programs. In support of this commitment, both academic support and student life programs are the major components of retention services at Western Kentucky University. Such programs and services are primarily directed and coordinated by the Office of Minority Student Support Services.

Because of the limited resources earmarked for retention services and programs, the University has demonstrated only minimal progress toward the achievement of this objective. Currently, only one professional staff member, the Director of the Office of Minority Student Support Services, is charged with the responsibility of implementing programs of minority retention-intervention. Because of the limited institutional-wide commitment, retention programs at all levels, to include the individual colleges, are not successful in assisting Western's minority students academically and developmentally in achieving success in the attainment of their collegiate goals. Western Kentucky University has, according to its most recent Equal Opportunities Progress Report, demonstrated some progress in the attainment of its retention goals for African-American students, there is clearly much more that must be done in order for the University to be successful in meeting its stated objectives. The following goals are recommended by the Committee for institutional implementation. Such multi-faceted goals should assist in keeping minority students enrolled at the University because they not only address concerns related to the academic life of the student, but
they also offer the student social and cultural opportunities designed to enrich and promote individual growth among the African-American students.

**GOAL**

To significantly increase the retention-intervention efforts and activities of the Minority Student Support Services area by adding a new professional staff member.

**PERSONS RESPONSIBLE:** Dean of Student Life
Director of Minority Student Support Services

**TIMETABLE:** Fall Semester, 1993

**DESIRED OUTCOME:** A new professional staff member will allow the Minority Student Support Services area to sponsor significantly more programs designed to enhance student retention. Several initiatives mentioned in the Task Force Report addressed this need, i.e. mentoring programs, tutorial programs, etc.

**EVALUATION:** The overall retention figures for the following four years would be the most appropriate way of evaluating the impact of additional staff.

**COST:** $22,000 plus benefits.

**NEW PROGRAM:**  
**EXISTING PROGRAM:**

**HIERARCHICAL COMMITMENT:** President

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**GOAL**

To improve the academic achievement of minority students placing major emphasis on first-semester freshmen.

**EVALUATION:** To evaluate this goal, one must track a class of freshmen for at least two years and compare the 1993 class with the academic achievement of first-semester freshmen for the past four years.

**COST:** The minimal cost would be $5,000 per year. In future years, however, costs would rise due to expansion. It would be necessary to offer faculty incentives also.

**NEW PROGRAM:**  
**EXISTING PROGRAM:**

**HIERARCHICAL COMMITMENT:** President

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**GOAL**

To develop a mentoring program in which advanced students, faculty, staff, alumni, and community members meet regularly with lower-division students to assist them in identifying problems and then to encourage them to utilize appropriate University and community resources. Local organizations such as churches could be represented. This program can provide students with valuable information about the University and the community and give them a stronger sense of "belonging." Mentors need not be members of minority groups.

**PERSON RESPONSIBLE:** Director, Minority Student Support Services

**TIMETABLE:** Second bi-term of Fall, 1993.

**DESIRED OUTCOME:** To integrate the incoming minority students into the Bowling Green community as well as Western Kentucky University. Coordination of this goal would require a great deal of written and verbal communication in order to obtain appropriate numbers of volunteers.

**EVALUATION:** Questions related to this subject would be placed on an annual survey administered to minority students.

**COST:** $500 a year for office supplies and postage. Additional staff would be required.

**NEW PROGRAM:**  
**EXISTING PROGRAM:**

**HIERARCHICAL COMMITMENT:** Vice Presidents
GOAL

To encourage departments to seek minority student candidates for campus jobs. The University has already taken action in this regard, but the matter requires on-going attention.

PERSONS RESPONSIBLE: Director, Office of Student Financial Assistance
University Affirmative Action Officer

TIMETABLE: Fall, 1993

DESIRED OUTCOME: To better utilize the available federal dollars set aside for work/study, as well as to appropriately integrate the student workforce. The completion of this goal will also assist the most needy students or a portion of the most needy students in obtaining employment.

EVALUATION: Determine the number of minority students employed on campus over the past five years and chart each year thereafter to measure success.

COST: None

NEW PROGRAM: 

EXISTING PROGRAM: 

HIERARCHICAL COMMITMENT: President
Vice Presidents

GOAL

Information sessions should be scheduled with minority students to encourage on-campus applications and to answer questions. The United African-American Greeks could provide a forum for such information to be disseminated. Publicity concerning scholarship opportunities designated for minorities has been limited to word-of-mouth. There is no separate printed material outlining criteria or availability of these awards.

PERSONS RESPONSIBLE: Scholarship Administrator, Office of Admissions
Assistant Director of Admissions for Minority Recruitment

TIMETABLE: February 1, 1994

DESIRED OUTCOME: To develop open and clear communications between appropriate staff and currently enrolled African-American students about availability of scholarships and application procedures.

EVALUATION: African-American students will be asked to complete evaluation forms on each session. Data will be tabulated and summarized. Appropriate changes will be incorporated in subsequent sessions.

COST: None

NEW PROGRAM: 

EXISTING PROGRAM: 

HIERARCHICAL COMMITMENT: Vice President for Student Affairs

GOAL

Panels of recent minority graduates should be asked to attend departmental faculty meetings and comment on the comfort level they felt as students at Western. The panel should address the following:

GOAL

To make a larger number of minority scholarships renewable beyond the freshman year.

PERSON RESPONSIBLE: Scholarship Administrator, Office of Admissions

TIMETABLE: 1993-94 academic year

DESIRED OUTCOME: To make it possible for sophomores to return to school in larger numbers, particularly those identified as having academic success and financial difficulties.

EVALUATION: A four year study of the retention figures.

COST: $5,000 with $500 being placed in a renewable fund for at least ten freshman who have previously received non-renewable scholarships.

NEW PROGRAM: 

EXISTING PROGRAM: 

HIERARCHICAL COMMITMENT: Vice President for Student Affairs
a. How teachers' language and examples affect the learning environment in a classroom

b. Specific descriptions of instances of teachers offending minority students

c. Whether minority students have special needs that teachers should be aware of and accommodate

d. Whether teachers should use examples of African-American and other minority achievers in lectures and discussion and how they might make the racial identifications known in a non-patronizing way

e. Whether advising of minority students should be handled any differently than that of other majors. Note: Panels should not include alumni of the department being discussed, but they should have access to a list of those alumni who might be contacted in advance for information on the treatment they received as students in the department

PERSONS RESPONSIBLE: Academic Department Heads

TIMETABLE: Fall Semester, 1993

DESIRED OUTCOME: The purpose of this goal is to sensitize those faculty who at the present time are unaware or possibly insensitive to the importance of making minority students feel that they belong in their perspective major departments. It is critical that African-American students feel wanted.

EVALUATION: There would be a tracking of those students who enter an academic department as freshmen and follow each freshman for four years comparing them to the previous four years.

COST: Approximately $250 per academic department. These funds would be used for transportation/lodging for alumni.

NEW PROGRAM: X

EXISTING PROGRAM: __

HIERARCHICAL COMMITMENT: Vice President for Academic Affairs

GOAL

To enhance the academic advisement of minority students, a workshop for faculty advisors will be conducted. Advisors working with minority students must be sensitive to the variety of challenges these students face. Minority students who are undecided about majors require particular attention. A workshop on these issues conducted by appropriate University staff could be beneficial.

PERSON RESPONSIBLE: Director, Academic Advisement Center
Director, Minority Student Support Services

TIMETABLE: Fall Semester, 1993

DESIRED OUTCOME: To improve minority student advisement. There have been numerous criticisms during the past five years levied by minority students. Such statements have reflected a degree of insensitivity that exists among faculty advisors.

EVALUATION: Annual survey of Western's African-American student. Survey findings would be shared with academic department heads.

COST: None

NEW PROGRAM: X

EXISTING PROGRAM: ___

HIERARCHICAL COMMITMENT: Vice President for Academic Affairs

GOAL

To publicize the services available to minority students in the Office of Minority Student Support Services. Many faculty and staff members are not aware of services the office provides to minority students.

PERSON RESPONSIBLE: Director, Minority Student Support Services

TIMETABLE: Fall, 1993

DESIRED OUTCOME: To inform faculty and staff of those services made available to minority students through the Minority Student Support Services Office. Also, to emphasize to faculty and staff the need for an institutional commitment where all departments are supportive of the Minority Student Support Services Office.

EVALUATION: To log the number of referrals made to the Office of Minority Student Support Services by faculty and staff. Data will be tabulated on an annual basis.
COST: The primary cost would be incurred through providing departments with copies of the recruitment brochure developed for minority students as well as having an individual from the Minority Student Support Services Office attend departmental staff meetings. The costs would be incurred through the printing budget and additional staff being made available in the Minority Student Support Services Office.

NEW PROGRAM: ___ X ___
EXISTING PROGRAM: ___

HIERARCHICAL COMMITMENT: Dean of Student Life

GOAL
To survey and regularly follow-up African-American students who withdraw from the University. Further, every attempt should be made to meet their needs which might allow them to return.

PERSON RESPONSIBLE: Director, Minority Student Support Services

TIMETABLE: Fall and Spring semesters on an annual basis.

DESIRED OUTCOME: The purpose of this goal is to maintain ongoing communication with African-American students who withdraw from the University. This goal is based on the known fact that those who feel a sense of belonging and attachment to the institution are much more likely to return at a later date.

EVALUATION: Returning students would be surveyed to determine if follow-up effort contributed to their decision to re-enroll.

COST: $250 a year for postage and stationary.

NEW PROGRAM: ___ X ___
EXISTING PROGRAM: ___

HIERARCHICAL COMMITMENT: Dean of Student Life

The optimal retention of minority undergraduate students by providing tutorial and Computer Assisted Instruction (CAI) to students.

PERSONS RESPONSIBLE: Director, Minority Student Support Services
Director of Educational Technology, College of Education

GOAL
To involve minority students in the new four day transition program which has been entitled "MASTER Program," which will take place in the fall prior to the opening of school. During this period of time the students will be exposed to numerous campus activities, adjustment procedures, counseling facilities, and will provide insights on where to obtain academic guidance as well as social guidance.

PERSON RESPONSIBLE: Dean of Student Life

TIMETABLE: Fall, 1993

DESIRED OUTCOME: To assist minority students to fully participate in the fall transition program. It will be necessary to develop scholarships for at least forty minority students who might otherwise not be able to afford to attend this event.

EVALUATION: Participating minority students will be surveyed to determine effectiveness of new transition program.

COST: It would cost $3,000 to fund forty students at $70 per head to participate in the fall transition program. This would be a reoccurring cost on an annual basis.

NEW PROGRAM: ___ X ___
EXISTING PROGRAM: ___

HIERARCHICAL COMMITMENT: President
GOAL
To provide appropriate educational experiences in the areas of African-American history and culture and to provide an atmosphere conducive for relevant psychological and social needs of African-American students.

PERSONS RESPONSIBLE:

Academic Deans
Dean of Student Life
Director, Minority Student Support Services

TIMETABLE: 1993-94 academic year

DESIRED OUTCOME: In order to assist African-American students with low self-esteem as well as a very low racial identity development status, it will be necessary to hold a variety of cultural workshops and seminars to assist these students in developing a positive and healthy attitude about their racial identity.

EVALUATION: Participating minority students will be surveyed to determine effectiveness of workshops and seminars.

COST: Approximately $7,500 for outside speakers, lecturers and reading material. This would be an annual expense.

NEW PROGRAM: X
EXISTING PROGRAM: 
HIERARCHICAL COMMITMENT: President

GOAL
To promote the academic development and personal growth of freshman African-American students.

PERSON RESPONSIBLE:

Director, Minority Student Support Services

TIMETABLE: 1993-94 academic year

DESIRED OUTCOME: Two on-going programs designed for African-American male and female freshman will be introduced. Internal and external professionals will be utilized to facilitate a wide variety of academic and personal growth experiences for minority students, i.e. test taking skills, learning techniques.

EVALUATION: Participating minority students will be asked to evaluate program effectiveness. Programs should positively impact retention data for minority students.

COST: The cost would be $6,000 for speaker stipends as well as for some peer group mentors that would work with small groups of African-American students.

NEW PROGRAM: X
EXISTING PROGRAM: 
HIERARCHICAL COMMITMENT: President

GOAL
Establish an "academic workshop program" to strengthen bonds between minority students and academic departments of the students' chosen major. From beginning freshmen, ten outstanding African American students will be selected on the basis of demonstrated scholarship and leadership for work assignments (15 hours per week at the regular rate per hour) in the academic departments of their chosen majors. Academic workshops will be renewable for four years, subject to satisfactory work record and progress toward degree completion. Academic workshops will be packaged with academic scholarships, Pell grants, state grants, and other financial assistance available to students. Department heads will continue to have the final decision in selecting their student workers but priority placement will be given students selected for the academic workshop program. The plan would place ten new minority students in academic department work positions each academic year, starting with the 1993 fall semester. A maximum of forty students would participate during the 1996-97 academic year.

PERSONS RESPONSIBLE:

Director, Minority Student Support Services
Selected Department Heads

TIMETABLE: Fall, 1994

DESIRED OUTCOME: To enhance minority students' work experience in their chosen field, as well as creating a nurturing relationship between faculty and minority students.

EVALUATION: Will be based on the percentage of students in this program who graduate within a five-year period of time and who are assisted in the employment search by the faculty.

COST: $22,000 a year

NEW PROGRAM: X
EXISTING PROGRAM: 
HIERARCHICAL COMMITMENT: President
To involve minority students in building cultural programming. Much of student retention is bound up in the day-to-day support that students give each other. At least some programs must be designed with an eye to encouraging such student interaction and community building. Students should play a significant role in decisions in this area. If students are interested, the University may wish to consider the creation of a Minority Student Cultural Center.

PERSON RESPONSIBLE: Director, Minority Student Support Services

TIMETABLE: Fall, 1994

DESIRED OUTCOME: To develop a peer-helper program which would allow students to interact while gaining skills of empowerment.

EVALUATION: Survey those students who participate on a four-year track beginning in Fall of 1994.

COST: $1,000, which would primarily cover purchasing of the material and printing.

NEW PROGRAM: \( x \)

EXISTING PROGRAM: \( x \)

HIERARCHICAL COMMITMENT: President

Component 3. Western Kentucky University is committed to increasing the proportion of Kentucky resident African-American graduate students to the same level as the proportion of Kentucky resident African-American students who receive baccalaureate degrees.

African-American enrollment at the graduate level at Western Kentucky University has recently declined as a proportion of both total graduate student enrollment and graduate assistance. Historically, Western's baccalaureate degree candidates have represented the primary source of its African-American graduate enrollment. The decline in the number of African-American graduates at the undergraduate level has impacted adversely...
EVALUATION: Program would be evaluated on an annual basis. The expanded scholarship program should net eight new African-American graduate students in Fall, 1993. The program should also enhance the retention of currently funded African-American graduate students.

COST: $50,000

NEW PROGRAM: ___

EXISTING PROGRAM: ____

HIERARCHICAL COMMITMENT: President

GOAL

To increase the number and percent of currently funded African-American graduate students.

PERSON RESPONSIBLE: Associate vice president for academic affairs

TIMETABLE: Fall, 1993

DESIRED OUTCOME: The program should also enhance the retention of currently funded African-American graduate students.

EVALUATION: Data will be collected and analyzed by November 1, 1993. A listing of strategies will be identified and designed to enhance the number and percent of African-American public school personnel who enroll for graduate study at Western. The evaluation will principally include a quantitative analysis of the number of enrolled and graduated African-American students.

COST: Minimal monetary costs to collect the date, $150. Cost associated with implementing strategies cannot be determined at this time.

NEW PROGRAM: ___

EXISTING PROGRAM: ____

HIERARCHICAL COMMITMENT: Vice President for Academic Affairs

GOAL

To develop a brochure for Western's graduate programs which emphasizes opportunities for minority students.

PERSONS RESPONSIBLE: Director, Office of University Relations

Associate Vice President for Academic Affairs
TIMETABLE: Fall, 1993

DESIRED OUTCOME: An attractive and informative full color (4" x 9") brochure will provide basic information to prospective African-American graduate students. Information about admission's deadlines and requirements, costs, academic programs and graduate assistantships, etc. will be included.

EVALUATION: Brochure will be evaluated by African-American students, faculty and staff. Brochures will be upgraded at the second printing.

COST: $700

NEW PROGRAM: x

EXISTING PROGRAM: 

HIERARCHICAL COMMITMENT: President
Vice President for Academic Affairs.

Component 4. Western Kentucky University is committed to increasing the number and proportion of African-American faculty and staff employed by the University.

Western Kentucky University has demonstrated good progress toward the accomplishment of this objective. This is particularly true in the employment of African-American faculty members. Such progress has resulted in some measure from an overall institutional commitment to the identification and/or employment of qualified African-American faculty members. Commitment to this objective ranging from the president of Western Kentucky University to the individual academic department heads has accounted for such progress. In addition to several initiatives that have in recent years been implemented, the University has recently begun a major supervisory training program for approximately 350 supervisors at the University. This program is entitled "Leadership for the '90's". The program has four major topical areas: "Management Development", "Personal Development", "Human Relations", and "Issues and Policies". Included in the eighteen training sessions are programs on "Cultural Diversity", "Affirmative Action Update", "Job Discrimination", "Team Building", "American's With Disabilities Act", and "Interpersonal Relations". The University believes that better informed supervisors will raise awareness levels and assist in accomplishing the University's African-American employment objectives. In addition to the above, the University is taking steps in the employment of a full-time Affirmative Action officer. This position should greatly assist in the on-going accomplishment of this affirmative action objective.

Outlined below are specific goals in which Committee wishes to pose for institutional consideration and implementation.

GOAL

To enhance the University’s Junior African-American Faculty Program.

PERSON RESPONSIBLE: Vice President for Academic Affairs

TIMETABLE: 1993-94 academic year and each succeeding year.

DESIRED OUTCOME: To have four faculty members participating in the Junior African-American Faculty Program each year (one per college).

EVALUATION: Annual progress report

COST: Approximately $36,000 per year (includes salary, benefits, tuition, books, etc. for one new faculty member).

NEW PROGRAM: 

EXISTING PROGRAM: x

HIERARCHICAL COMMITMENT: President
GOAL

To acquire institutional membership in professional organizations having large numbers of minority and/or female members.

PERSON RESPONSIBLE: University Affirmative Action Officer

TIMETABLE: Fall, 1993

DESIRED OUTCOME: Such organizations often offer as privileges free newsletter advertisements for recruiting faculty, and complimentary memberships for a number of students. The former would aid Western in recruiting faculty, and the latter would aid in retaining students.

EVALUATION: Annual evaluation by Affirmative Action Officer will be conducted. Memberships that produce positive results will be retained.

COST: Estimated $1,000 (on the basis of about ten relevant departments at around $100 per year institutional dues).

NEW PROGRAM: X

EXISTING PROGRAM: x

HIERARCHICAL COMMITMENT: President

GOAL

To sensitize faculty to racism language and demeaning treatment of minority students; to provide a better learning environment for minority students.

PERSONS RESPONSIBLE: Director, Minority Student Support Services, Associate Vice President for Academic Affairs

TIMETABLE: Panels of recent minority graduates will be assembled by July 1 for presentations at faculty meetings in 1993-94.

DESIRED OUTCOME: Panels of recent minority graduates will be asked to attend departmental faculty meetings and comment on the comfort level they felt at Western. The following topics will be addressed:

1. How teachers' language and examples affect the learning environment in a classroom.
2. Specific descriptions of instances of teachers offending minority students.
3. Whether minority students have special needs that teachers should be aware of and accommodate.
4. How examples of minority achievers can be included in classes.
5. Whether advising of minority students should differ from others.

EVALUATION: Panelists and faculty will evaluate the presentations and determine whether follow-up sessions are desirable.

COST: None unless travel expenses of graduates are reimbursed.

NEW PROGRAM: X

EXISTING PROGRAM: x

HIERARCHICAL COMMITMENT: President

GOAL

To establish a line item in the budget for the African-American Studies minor program.

PERSON RESPONSIBLE: Vice President for Academic Affairs

TIMETABLE: Fall, 1993

DESIRED OUTCOME: Demonstrate a long-term institutional commitment to the program. Such a commitment would be important in recruiting both faculty who might teach in the program and students who might value by participating in it.

EVALUATION: Department head and academic dean will be held accountable for ensuring that funding is appropriately expended. Funds should contribute to increased enrollment of students in academic programs.

COST: Estimated $5,000
## APPENDIX A

### RANKING/ORDERING OF MINORITY RECRUITMENT AND RETENTION GOALS

<table>
<thead>
<tr>
<th>GOAL</th>
<th>DESCRIPTION</th>
<th>COST</th>
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<tbody>
<tr>
<td>GOAL #1:</td>
<td>To significantly upgrade the execution and coordination of the University's efforts to recruit minority students.</td>
<td>$25,000 Plus benefits:</td>
</tr>
<tr>
<td>GOAL #2:</td>
<td>To be more competitive in the awarding of academic scholarships to minority recipients by adding room scholarships to the traditional Regents Scholarships. The scholarship for minority recipients would be named appropriately.</td>
<td>$9,600 (room scholarships).</td>
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<tr>
<td>GOAL #3:</td>
<td>To create a new scholarship program entitled, &quot;Minority Leadership Grant Program,&quot; for selected minority students who have demonstrated strong leadership and citizenship skills in high school.</td>
<td>$12,000 per year reaching a maximum of $48,000 or equivalent to the costs of forty room scholarships at the end of a four year period of time which is to continue and rotate with a maximum of forty at any given time.</td>
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<tr>
<td>GOAL #4:</td>
<td>To produce an attractive and informational minority recruitment publication.</td>
<td>$1,500</td>
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<td>GOAL #5:</td>
<td>The optimal retention of minority undergraduate students by providing tutorial and Computer Assisted Instruction (CAI) to students.</td>
<td>$20,880. Two graduate assistance at $5,000 each and four work study students at $2,720 each.</td>
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<tr>
<td>GOAL #6:</td>
<td>To make a larger number of the scholarships renewable beyond the freshman year.</td>
<td>$5,000 with $500 being placed in a renewable fund for at least ten freshman who have previously received non-renewable scholarships.</td>
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<td>GOAL #7:</td>
<td>To increase the number and percent of full-time Kentucky resident African-American students enrolled in programs of study at the graduate level.</td>
<td>$50,000</td>
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<tr>
<td>GOAL #8:</td>
<td>To significantly increase the retention-intervention efforts and activities of the Minority Student Support Services area by adding a new professional staff member.</td>
<td>$22,000 plus benefits.</td>
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<td>GOAL #9:</td>
<td>The Office of Minority Student Support Services shall develop activities in coordination with the Alumni Affairs Office. These activities will involve black alumni in market areas. These alumni will be solicited to function as mentors for high school students who have shown initial interest in attending Western.</td>
<td>Anticipated costs would be $4,000 a year for a series of six such meetings for any given year.</td>
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<tr>
<td>GOAL #10:</td>
<td>To develop a WKU recruitment video that would be focused toward the minority student clientele.</td>
<td>$2,000 initially and $300 in the follow-up years for additional copies.</td>
</tr>
<tr>
<td>GOAL #11:</td>
<td>To inform community college and high school minority students in Western’s service region of its programs, financial aid and scholarship possibilities specifically targeted to this group. This would involve a variety of contacts: letters, brochures, sending scholarship applications to all prospects with a 17 or higher composite ACT score, etc.</td>
<td>$4,000 a year for a series of six such meetings for any given year.</td>
</tr>
<tr>
<td>GOAL #12:</td>
<td>To involve minority students in the new four day transition program which has been entitled &quot;MASTER Program&quot;. We would request that minority students be able to attend the MASTER Program, which will take place in the fall prior to the opening of school. During this period of time the students will be exposed to numerous campus activities, adjustment procedures, counseling facilities, and will be given insight on where to obtain academic guidance as well as social guidance.</td>
<td>It would cost $3,000 to fund forty students at $70 per head to participate in the fall transition program. This would be a reoccurring cost on an annual basis.</td>
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### CUMULATIVE TOTAL

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GOAL #13: To increase the number and percent of full-time and part-time Kentucky resident African-American students who enroll in and complete graduate programs of study at Western Kentucky University.
COST: Approximately $25,000 (includes salary and benefits).

GOAL #14: All high school counselors, especially those in the eleven target areas, should receive information packets that emphasize Western's interest in attracting minority students and opportunities available for such students. Western should send follow-up letters to counselors asking for names and addresses of potential minority students.
COST: $1,000

GOAL #15: To establish academic departmental timetables for attainment of recruitment goals.
COST: $500 copying of plans to be coordinated through and charged to the Office of Academic Affairs.

GOAL #16: To provide educational experience in the areas of African-American history and culture and to provide an atmosphere conducive for relevant psychological and social needs of African-American students.
COST: Approximately $7,500 for outside speakers, lecturers and reading material. This would be an annual expense.

GOAL #17: To establish a line item in the budget for the African-American Studies minor program.
COST: Estimated $5,000

GOAL #18: To develop a brochure for Western's graduate programs which emphasizes opportunities for minority students.
COST: $700

GOAL #19: To establish content-based summer workshops for minority high school students that will be taught by departmental faculty, supplemented by minority practitioners, especially when there is no minority faculty member in the department.
COST: $80,000 in 1994 with an $80,000 increase added each year until all 34 academic departments at a probable cost of $10,000 each.

GOAL #20: To promote the academic development and personal growth of freshman African-American students.
COST: The cost would be $6,000 for speaker stipends as well as for some peer group mentors that would work with small groups of African-American students.

GOAL #21: To enhance the University's Junior Black Faculty Program.
COST: Approximately $36,000 per year (includes salary, benefits, tuition, books, etc. for one new faculty member.

GOAL #22: To prepare a statistical analysis of Kentucky's minority population showing total minority population and minority high school graduates by county and then by cities within counties.
COST: $250 printing cost annually.

GOAL #23: To increase the number and percent of part-time Kentucky resident African-American students who enroll in graduate study at Western Kentucky University.
COST: Minimal monetary costs to collect the data, $150. Cost associated with implementing strategies cannot be determined at this time.

GOAL #24: To advise minority organizations in the state of services available from the University.
COST: $1,000 (printing of additional Sourcebooks).

GOAL #25: To acquire institutional membership in professional organizations having large numbers of minority and/or female members.
COST: Estimated $1,000 (on the basis of about ten relevant departments at about $100 per year institutional dues).

GOAL #26: To acquire institutional membership in professional organizations having large numbers of minority and/or female members.
COST: Estimated $1,000 (on the basis of about ten relevant departments at around $100 per year institutional dues).