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UA3/9/1 Challenging the Spirit

WKU President's Office

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Progress Report on Strategic Plan Performance Indicators for 2001-2002
WESTERN KENTUCKY UNIVERSITY STRATEGIC PLAN

INSTITUTIONAL MISSION, PURPOSE AND GOALS

VISION

Western Kentucky University aspires to be the best comprehensive public institution in Kentucky and among the best in the nation.

MISSION

Western Kentucky University shall produce nationally and globally competitive graduates and provide optimum service and lifelong learning opportunities for its constituents.

STATEMENT OF PURPOSE

Western Kentucky University provides students with rigorous academic programs in the liberal arts and sciences, and traditional and emerging professional programs, with emphasis at the baccalaureate level, complemented by relevant associate and graduate-level programs.

The University places a premium on teaching and learning. Its faculty engage in creative activity and diverse scholarship, including basic and applied research, designed to expand knowledge, improve instruction, increase learning, and provide optimum service to the state and nation. The University directly supports its constituents in its designated service areas of Kentucky with professional and technical expertise, cultural enrichment, and educational assistance. The University encourages applied research and public service in support of economic development, quality of life, and improvement of education at all levels, especially elementary and secondary schools. In particular, WKU faculty will contribute to the identification and solution of key social, economic, and environmental problems throughout its primary service area.

Maintaining a campus of distinctive history and character, Western sustains a student population of increasing quality. It fulfills its responsibility for access through its community college, extended campus programs, and distance learning.

Western’s commitment is to ensure value in a holistic learning experience through high standards for student achievement and conduct, a strong faculty, technological innovation, personalized attention, broad access, and public accountability for actions and outcomes.

Western Kentucky University recognizes that its mission continues to evolve in response to regional, national, and global changes, and the need for lifelong learning.

GOAL 1

INCREASE STUDENT LEARNING

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

GOAL 2

DEVELOP THE STUDENT POPULATION

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

GOAL 3

ASSURE HIGH-QUALITY FACULTY AND STAFF

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

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.

GOAL 5

IMPROVE INSTITUTIONAL EFFECTIVENESS

Commit to continuous improvement of institutional effectiveness and efficiency in all programs and services.
TRANSFORMING A COLLEGE CAMPUS

We are engaged in a significant transformation at Western Kentucky University — a transformation from a regional university to one of national prominence; a transformation from a campus showing signs of decay to a return to a physically enhanced, safe, park-like atmosphere; and a transformation from a campus of modest growth to the fastest-growing university in Kentucky.

The transformation of a college campus doesn't happen by itself, and it does not happen overnight. It takes hard work from faculty, staff, students, alumni, and friends. It takes careful planning, with concrete goals that are challenging yet attainable. This report chronicles that transformation in quantifiable terms.

This is the fourth annual assessment of the University's progress toward goals set in the Challenging the Spirit strategic plan. The five-year plan was adopted in 1998, setting five goals and a host of performance indicators designed to empirically measure the University's transformation. We are dedicated to accountability. However, we also recognize that a strategic plan has to be dynamic — adjustments must be made as we meet goals and evolve, improve, and grow as an institution.

This report is unique in that it is the first report on the new and revised performance indicators that were approved last year and are to be achieved by 2006. We are candid about our progress — more has been made in some areas than others. This is to be expected as we work through the first year of this revised planning schedule.

We have made some very visible progress. Improvements to our residence halls continue by the Student Life Foundation. The Guthrie Tower and Plaza have become prominent landmarks on the southern end of campus. Media and Technology Hall continues steady progress toward a 2003 opening. Ground has been broken for the Complex for Engineering and Biological Sciences. And E.A. Diddle Arena has re-opened even as renovations are continuing.

Our efforts are being noticed. We continue to set records in enrollment (17,834 for fall 2002) and applications continue to grow. Rapid enrollment growth and declining state funding have caused a strain on faculty and infrastructure but has also added an air of excitement to our campus. We are a university of choice, and our success will continue to attract the attention of prospective students.

There's more to our success than just physical measurements. Throughout this report you will read about the wonderful regional, national, and international successes of our students, faculty, and alumni. We set a goal of becoming "the best comprehensive public institution in Kentucky and among the best in the nation." We can prove our progress.

- MBA students placed first in Best Company Business Plans and Annual Reports at the 38th Annual International Collegiate Business Policy Competition.
- The WKU Mock Trial Team won the American Mock Trial Association regional competition.
- Andreas Fuhrmann, a photojournalism graduate from Bowling Green, KY won first place for the year's best picture story in the 42nd annual Hearst Journalism Awards Program. Western finished second in the overall program (writing, broadcasting, and photojournalism) after winning the competition the past two years.
- The concrete canoe "Evolution" finished fourth in the National Concrete Canoe Competition, winning the academic portion of this competition among the nation's elite civil engineering programs.
- The William E. Bivin Forensic Society won the overall title at the Delta Sigma Rho Tau Kappa Alpha National Tournament, its fourth national debate championship in six years.
- The Investing in the Spirit capital campaign reached its $78 million goal a year early, and a new goal of $90 million was set for the campaign, which ends June 30, 2003.
- The transformation of a 27-acre Bowling Green, KY shopping mall to a new economy-driven Center for Research and Development is under way, breathing new economic life to this region of Kentucky.

These are but a few of our success stories. They are all indicators of our transformation, a transformation made possible through the efforts of a tremendous and dedicated group of people who make up the Western family. Without this family, a sense of belonging continually cited by our students as one of the most attractive features of our campus, none of this would be possible.
GOAL

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

Progress on Performance Indicators during 2001–03. Unless otherwise noted, Performance Indicators are to be achieved by 2006.

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

ACHIEVED: On the 2002 Baccalaureate Alumni Survey, 94.7 percent of alumni indicated that they were satisfied or very satisfied with the overall quality of their education.

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

SOME PROGRESS: A coordinator of general education has been appointed to oversee the development and implementation of assessment plans.

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.

SUBSTANTIAL PROGRESS: Most academic departments conduct regular program assessments and participate in ongoing academic program review processes. An assessment workshop was conducted in spring 2002, and plans were developed to bring assessment consultants to campus in fall 2002.

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.

SOME PROGRESS: International Faculty Council appointed; survey of student engagement underway; faculty inventory to be conducted during 2002–03.

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.

SUBSTANTIAL PROGRESS: A WKU Student Engagement Survey of juniors and seniors was conducted in spring 2002, and data were analyzed.

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

SOME PROGRESS: The Honors Program graduated 31 students.

1g Expand online learning capacities through developing a laptop university environment.

SOME PROGRESS: A laptop university pilot implementation planning committee was formed and has produced a first draft of an implementation plan, which is currently under review.

1h Restore student/faculty ratio to at least 17:1 to reduce disproportionate faculty loading due to recent accelerated growth, which remains unfunded by state appropriations.

NOTCH: In the absence of state funding, the student/faculty ratio has increased to 19:1 in fall 2002.

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

EXCEPTIONAL 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 of special enhanced sections of reading, mathematics, and writing courses is underway.

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

EXCEPTIONAL PROGRESS: Engineering programs have been established in response to area needs; a Masters of Social Work is being developed in response to state requests; alternative teacher preparation programs have been developed in response to state education agenda; rural health initiative (including mobile health unit) extends health program reach to underserved areas; WKU’s Community College partners with 86 Technical College to expand access through shared space; increasing online programs serve documented access needs in Kentucky.

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.

SOME PROGRESS: The Graduate Studies Task Group recommendations have not been implemented due to limited resources. However, some low enrolled programs have been combined. Targeted tuition incentives and scholarships have helped make graduate programs more competitive: maintenance of low nonresident tuition; tuition scholarships provided to international students; partial tuition scholarships to teachers in selected areas. Also, graduate assistantship stipends were increased slightly.

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

SUBSTANTIAL PROGRESS: Approximately 300 students have entered to study engineering; new faculty hires have brought the department close to full staffing; the majority of points of collaboration have been established with UK and UI of I; the developing programs enjoy partnerships and funding support from industry and individual benefactors; state funding of the developing programs continues.
A special issue of the “Journal of Cave and Karst Studies” highlights geographic information systems (GIS) research conducted by WKU students and alumni. Three departments — Geography and Geology, Agriculture and Architectural and Manufacturing Science — have worked together to establish a state-of-the-art GIS lab.

WKU senior Luke Harlow was awarded a Phi Kappa Phi Award of Excellence from among more than 300 applicants nationwide. The history major from Bethlehem, Pa., received $1,500 to aid in his pursuit of a doctorate in history.

Geosciences graduate student Rhonda Pfaff was the only Kentucky student to attend the annual Environmental System Research Institute GIS conference in San Diego. ESRI invited her back for a job interview.

Scholarship programs created by two hospitals will increase aid available to nursing students. The Medical Center at Bowling Green has created a $1.25 million scholarship fund in support of baccalaureate and associate degree nursing programs. The T.J. Samson Community Hospital Scholars Program will provide 16 annual scholarships.

Western’s Steel Bridge Team finished 28th out of 46 teams in the 11th annual National Steel Bridge Competition. WKU has advanced to national competition for three straight years.

WKU’s concrete canoe “Evolution” finished fourth in the nation at the National Concrete Canoe Competition, just 3.5 points from second place. The team finished first in the academic portion of the competition.

Electrical engineering students placed ninth in a regional robotics competition sponsored by the Institute of Electrical and Electronic Engineers.

MBA students placed first in Best Company Business Plans and Annual Reports at the 38th Annual International Collegiate Business Policy Competition in San Diego, Calif. The competition involves 36 other universities worldwide and Western students have won awards for the past three years.

✉ WKU Mock Trial Team members Kristie Alfred and Tiffany Lewis, who won individual recognition as Outstanding Attorney and Outstanding Witness.

✉ The WKU Mock Trial Team won the American Mock Trial Association Regional competition in February 2002.

The William E. Bivin Forensic Society won the overall title at the Delta Sigma Rho-Tau Kappa Alpha National Tournament, its fourth championship in six years. Four Western students shared the championship in Lincoln-Douglas Debate. The team also won its 14th consecutive Kentucky Forensics Association title.
2e Increase student enrollments, contingent upon the state providing reasonable funding increases for enrollment growth, in each of the following areas:

- Maintain overall student enrollment growth consistent with achieving CPE Action Agenda target of 16,880 students by 2006.

**ACHIEVED**: Fall 2002 enrollment reached 17,834, an increase of 7.6 percent from the fall 2001 enrollment of 16,579. This substantial increase was accomplished despite lack of state funding for enrollment growth.

- Increase the annual applicant pool to 8,500.

**ACHIEVED**: The total applicant pool for fall 2002 was 10,642, which includes an undergraduate applicant pool of 8,666 and a graduate applicant pool of 1,956.

- Increase number of international students from 438 to 482 (10 percent increase).

**ACHIEVED**: Fall 2002 enrollment was 511, a 17 percent increase over the base of 438.

- Increase number of minority students by 10 percent, consistent with state goals (all minority students from 1,938 to 2,132; African American students from 1,252 to 1,377).

**EXCEPTIONAL PROGRESS**: In fall 2002, the number of minority students was 2,165, an increase of 11.7 percent. The number of African-American students has grown to 1,356, an increase of 8 percent.

- Increase annually number of non-traditional student enrollments.

**ACHIEVED**: Non-traditional students have increased to 3,306 in fall 2002, up 9 percent over the fall 2001 number of 3,020.

- Increase annually number of students from underserved counties who enroll.

**ACHIEVED**: The number of students from underserved counties increased from 2,405 (fall 2001) to 2,567 (fall 2002), an increase of 6.7 percent.

- Increase number of KCTCS/ACC transfers from 252 to 315 (25 percent increase).

**EXCEPTIONAL PROGRESS**: The number of such transfers rose to 291 in fall 2002, an increase of 15.5 percent.

- Increase number of enrollments in distance learning by 50 percent.

**ACHIEVED**: Enrollments in distance learning increased 73 percent, from 1,119 (fall 2001) to 1,958 (fall 2002).

- Increase number of enrollments in extended campus classes by 25 percent.

**SUBSTANTIAL PROGRESS**: Enrollments increased 12.7 percent, from 5,766 (fall 2001) to 6,500 (fall 2002).

2b Implement an enrollment management plan that accommodates growth and maintains commitment to high quality education through ensuring that resources needed to hire additional full-time faculty members are identified and secured.

**SOME PROGRESS**: Resources needed to respond to enrollment growth needs for additional full-time faculty have been identified and an implementation plan developed, contingent upon funding availability.

2c Increase the number of academically talented freshmen students enrolled by 25 percent as measured by eligibility for University Honors Program, top 20 percent of high school class rankings, Governor's Scholars, class valedictorians or salutatorians, and top quartile of ACT composite scores.

**SUBSTANTIAL PROGRESS**: Increases in each category: Honors eligible students went from 284 to 349 (up 23 percent); top 20 percent in class ranking increased from 376 to 427 (up 13 percent); Governor’s Scholars increased from 50 to 63 (up 26 percent); class valedictorians/salutatorians increased from 101 to 110 (up 9 percent); students scoring in the top quartile of the ACT (i.e., achieved composite scores of 28-36) increased from 156 to 161 (up 3 percent).

2d Increase retention rate of first-time, full-time freshmen (FTFF) to 71.5.

**ACHIEVED**: Retention rate of this group is 71.6 percent for fall 2002.

2e Increase graduation rates as reflected in:

- Increasing six-year graduation rate from 40.5 percent to 44.4 percent, consistent with state CPE goals.

**SOME PROGRESS**: The graduation rate increased from 40.8 percent in fall 2001 to 41.1 percent in fall 2002.

- Increasing five-year graduation rate of transfers to 62.6 percent.

**ACHIEVED**: The transfer graduation rate went from 62.1 percent (fall 2001) to 64.0 percent (fall 2002).

2f Provide 25 new, endowed academic scholarships that will attract high-achieving students.

**ACHIEVED**: Endowed 78 new scholarships since 1998.

2g Provide competitive support (assistantship stipends, tuition waivers, or grants) at least equal to those of benchmark institutions in order to increase the number of high-quality graduate students.

**NO PROGRESS**: Although the assistantship stipend budget was increased by more than 4 percent, that was more than offset by the increase in graduate assistant tuition, resulting in a lower competitive position in relation to benchmark institutions.

2h Ensure that students have access to effective (determined by surveys), affordable (cost to student), and convenient (campus location) health care and ensure sustained adequate funding for the campus Health Center.

**SUBSTANTIAL PROGRESS**: University re-established funding for this operation to be added to revenues generated by direct billing for services. Together these funds ensure "sustained adequate funding for the campus Health Center." Current campus location will be made more "convenient" when the Moss Media and Technology Hall is completed in spring 2003.

2i Increase student capacity to utilize technology through establishing online tutorials and training opportunities.

**SOME PROGRESS**: Training modules and self-paced tutorials are being reviewed for currently licensed software. A training program will be implemented in spring 2003, along with the Student Technology Mentor Program.

2j Secure commitment for establishment of programs for exceptional junior and senior-level high school students (e.g., the Kentucky Academy of Mathematics and Science) on Western’s campus by 2004, with operations to begin in 2006.

**LITTLE PROGRESS**: State planning funds ($500,000) for the Academy have been secured and used to develop plans for retrofitting Schneider Hall, but the state has been unable to provide a recurring operating budget or building renovation funds.

2k Implement a user-friendly, streamlined financial billing and processing system (including fee payment policies) that supports one-stop student accounting services.

**SUBSTANTIAL PROGRESS**: Basic campus charge has been defined and calendar established to begin implementing "one stop" services for fall 2003. Individual departmental details to be worked out during spring and summer terms in 2003.

2l Enhance quality of student residence campus life through:

- Completing renovation of eight residence halls and making quality of life improvements to nine others by 2005;


- Upgrading dining facilities and food access options by 2003.

**EXCEPTIONAL PROGRESS**: Garrett dining room and kitchen renovated during summer 2002 (new furnishings, paint, and HVAC mechanical systems). Planned and implemented facility improvements and food access options in 2002 include: New Library Cyber Cafe; several new "Fresh Food" concepts implemented at Garrett and Topper Cafe; "continuous dining option" for expanded meal plan access; and new Grille Works operation.
Western set another record for enrollment with 17,854 students enrolled for the fall 2002 semester.

WKU's student newspaper, the College Heights Herald, received several awards, including the Pulitzer Prize for college newspapers, from the Associated Collegiate Press. The Herald also received the General Excellence Award from the Kentucky Press Association.

Hilltopper athletics took the Sun Belt Conference's Vic Bubas Cup for its overall performance during the 2001-02 school year. The cup is symbolic of overall excellence in the athletic program in the league's 18 sports.

A successful online business launched by former Bowling Green area high school students will continue thanks to Kentucky's New Economy initiative and two entrepreneurial scholarships. Clinton and Chris Mills, co-owners of Hitcents.com, accepted the Don and Suzanne Vitale Entrepreneurial Scholarship and the Presidential Young Entrepreneurs Scholarship. They have also located their business in WKU's Center for Research and Development.

Nearly 60 percent of Western's athletes were honored at the University's annual Academic Athletic Awards Banquet. Brandon Thompson (soccer) and Brandi Carey (swimming) were selected Male and Female Athletes-of-the-Year. Thompson had a 4.0 grade-point average while Carey posted a 3.94 GPA.

WKU had the second-highest number of athletes (112) recognized by the Sun Belt Conference on its Commissioner's List or Academic Honor Roll.

Three teams won championships and three participated in post-season play.

Men's basketball won the Sun Belt regular season and tournament titles and made its 18th trip to the NCAA Tournament.

Western finished second overall in the Hearst Journalism Awards Program. Western, which finished first in 2000 and 2001, finished second in photojournalism, fourth in broadcasting and 10th in writing.
**GOAL 3**

Assure high-quality faculty and staff.

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**Increase the diversity of faculty and administrative/professional staff through continued efforts to achieve the institution’s diversity goals in the Kentucky Plan for Equal Opportunities.**

**ACHIEVED** State objectives for employment of African-Americans have been exceeded in each category: Executive, Administrative, and Managerial Positions (+ 7.9 percent actual vs. + 5.0 percent objective), Faculty (+ 15.7 percent actual vs. + 8.3 percent objective). Other Professionals (+ 9.2 percent actual vs. + 5.6 percent objective).

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

**STATIONARY PROGRESS** The Kentucky Council on Postsecondary Education Professional Development Fund, a total of $592,600, was distributed to colleges and to individual faculty, resulting in an increase of approximately 10 percent in available professional development funds.

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

**SOME PROGRESS** While progress was made in comparison to Kentucky universities, the most recent faculty salary data indicate that WKU full-time faculty salaries at each rank fall below national benchmark averages (although WKU’s benchmark were revised since previous study). However, budget decisions were made for the 2002–03 budget that would provide new funds for market adjustments ($200,000 for faculty) and address salary inequities that could be attributed to gender or ethnicity (for both faculty and staff). Part-time faculty stipends were increased by $30 per course. Academic administrative salaries on most recent data set fell below benchmarks; however, a limited number of market and salary equity adjustments were made in this category for the current fiscal year.

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**Achieve average staff salaries at least equal to the average of comparable markets.**

**SOME PROGRESS** The 2002–03 operating budget was developed with several provisions for improving staff compensation. In addition to a 4 percent general salary pool, $250,000 was allocated to improve market competitiveness for staff, with particular emphasis given to staff positions in the following occupational categories: secretarial/clerical, HVAC, health and safety technicians, and certain professional and administrative positions. Additionally, $150,000 (approximately half of which will go to staff) was dedicated to address salary inequities that could be attributed to gender or ethnicity, as determined by salary analyses conducted with the assistance of an external consulting firm. This project is expected to be completed in January 2003.

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

**STATIONARY PROGRESS** Technology training for faculty and staff increased in 2001–02 from 2000–01 in all categories: Training hours increased by 50 percent (from 127 to 190), number of faculty participating increased by 47 percent (from 154 to 226), number of staff participating increased 61 percent (from 454 to 732), number of per person training hours increased by 136 percent (from 21,276 to 137,020).

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**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.**

**EXCEPTIONAL PROGRESS** Budget plans to be implemented in 2002–03 included increasing the University’s contribution to employee health insurance from $315 to $341 per month (8.3 percent increase) for the plan year beginning January 1, 2003. The contribution has increased 20 percent since 1999, when the University contribution was $155. WKU has made significant gains when compared with other Kentucky universities as well as with benchmark institutions. WKU’s contributions to employee health premiums are now among the best at Kentucky universities. With guidance from the Employee Benefits Committee, a proposal to improve a voluntary/optimal benefits package was developed and is under review.

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**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.**

**SOME PROGRESS** A staff development committee has been established, and it has developed an outline for administering a training assessment survey, collecting needs data, and formulating recommendations. Details of a five-year plan are in the development stage. The Staff Council, Department of Continuing Education, and Department of Human Resources have joined efforts to establish the Staff Leadership Institute, an employee development program intended to help staff employees become more effective in their current positions and more competitive for promotional opportunities. Each semester 20 individuals will be selected for participation.

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**Promote a high-quality, respectful workplace environment through establishing regular, ongoing 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).**

**STATIONARY PROGRESS** New faculty members receive sexual harassment awareness training at initial orientations. An employee attitude survey has been developed for assessing general employees perceptions regarding the campus working environment, departmental leadership, and employee benefits, with the results used to improve employee satisfaction. This survey has been utilized in the Department of Facilities Management and is expected to be utilized in other units in the future. As a result of the survey in Facilities Management, a Human Relations council has been created to advise the director concerning employee relations issues. Health Services, Institutional and Recreational Services, Center for Diversity, and the Department of Human Resources partnered to implement an employee wellness program. The program is intended to provide information, resources, health screenings, and workshops to assist employees in developing a healthy lifestyle.
Dr. Charles McGruder has been named the first William McCormack Professor in Physics. The professorship was created through a $500,000 gift from Dr. William McCormack and a match through the Kentucky Regional University Excellence Trust Fund.

Dr. Julia Link Roberts, director of the Center for Gifted Studies, was elected to a three-year term on the board of directors of the National Association for Gifted Children.

Jo-Ann Huff Albers, director of the School of Journalism and Broadcasting, was inducted into the Kentucky Journalism Hall of Fame. Albers came to Western in 1987 after 25 years in newspapers.

Dan Modlin, news director at WKYU-FM, received the 2002 Barry Bingham Memorial Media Award from the Kentucky Psychiatric Association.

WKU's Division of Institutional Advancement received several awards from the Council for Advancement and Support of Education-Kentucky. The division received grand awards in five categories, two awards of excellence and an award of merit.

Dr. Lisa McGee, assistant professor of the German program, received a Fulbright Award to support her research in Berlin during the 2002-03 academic year. Fulbright Awards for research are highly competitive and are usually awarded to senior scholars.

Dr. Dale Smith, a Social Work associate professor, was appointed by Gov. Paul Patton to a four-year term on the Kentucky Board of Social Work.

Dr. Doug Schutte, head of the Department of Allied Health and Human Services, received a Fellowship Award from the Kentucky Dental Association in recognition of his contributions to dentistry in Kentucky. He was also appointed chair of the Kentucky Dental Association Council on Dental Practice and to the Executive Board of the Kentucky Oral Health Coalition.

Dr. Coral Fouts, a professor in Consumer and Family Sciences, has been asked to serve on an Educational Testing Services committee to assist in the development of an Early Childhood Education Principles of Learning and Teaching Exam as a part of the PRAXIS series.

Dr. Erka Brady, a professor of Folk Studies, received the Acorn Award, which is given annually by the Kentucky Advocates for Higher Education to recognize the Outstanding Faculty Member in the state.
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.

Progress on Performance Indicators during 2001-03. Unless otherwise noted, Performance Indicators are to be achieved by 2006.

4a Expand collaborations and partnerships in each of the following areas:
- Establish a meaningful, on-going cooperative venture between each academic department contributing to P-12 curriculum and schools (or discipline-specific professional groups) to assist in improving teacher education and professional development.
  **SUBSTANTIAL PROGRESS** Approximately 38 departments or units engaged in cooperative ventures with P-12 schools during 2001-02.
- Establish and operationalize a regional P-16 Partnership Council, an advisory group with representatives from regional P-16 educational institutions and agencies that will work to improve cooperation and communication among elementary, secondary, and postsecondary teachers and administrators, and other constituent groups and partners.
  **SOME PROGRESS** Initial meetings have been held with key stakeholders to develop plans for an area P-16 Council.
- Implement initiatives that connect the University with selected target counties in ways that increase participation in education and enhance quality of life.
  **EXCEPTIONAL 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 (e.g., Agriculture, Government, and Mathematics) conduct specific programs in target county schools. Enrollment of students from target counties has increased by 6.7 percent, from 2,405 to 2,567.
- Establish or enhance at least one significant collaborative partnership between each academic department and an outside educational institution, business, industry, government, or community agency.
  **SUBSTANTIAL PROGRESS** Approximately 25 such collaborative partnerships occurred during 2001-02.

4b Ensure the institution's commitment to contributing to the cultural life of the community and region through:
- Creating visible ways to enhance the University's community impact through public educational, cultural, and artistic events;
  **EXCEPTIONAL PROGRESS** The University continues to enrich the quality of community life in the region through the sponsorship of numerous public lectures, speaker's bureau, performances (music, theatre, dance, children's theatre), art shows, and museum exhibitions. Notable in 2001-02 was the Children's Theatre tour to various elementary schools in the area. Approximately 91 newspaper articles about such major events appeared in 2001-02. Additionally, the University partners with various community groups to provide and promote cultural events, most notably with the Bowling Green Western Symphony Orchestra, the annual Southern Kentucky Festival of Books, and the annual Jack E. Lunt Memorial Invitational Art Exhibition.
- Participating fully in the community planning process for a regional performing arts center.
  **SOME PROGRESS** A University representative serves on the planning committee of the regional performing arts center, and the University has partnered with the committee in lead acquisition and parking preparations. However, state economic conditions have impeded the state's capacity to fund the building process.
- Increasing community support for athletics as measured by increasing attendance and ticket revenue for ticketed athletic events by an average of 10 percent annually.
  **SOME PROGRESS** Overall ticket revenue for the three major revenue-producing sports (football, men's basketball, women's basketball) increased by approximately 9.5 percent (from $1,151,211 in 2001 to $131,542 in 01-02); overall attendance increased by 3.7 percent (from 134,202 in 00-01 to 139,464 in 01-02).
- Achieve complete renovation of E.A. Diddle Arena by the end of 2003.
  **EXCEPTIONAL PROGRESS** Renovation of Diddle Arena began in April 2002 and is on schedule for completion in 2003. Phase I renovation underway includes adding 16 luxury suites, two (additional) video boards, new lighting, heating and air conditioning for the entire building, as well as complete renovation of auxiliary areas including new administrative offices, new locker rooms for all teams housed in Diddle Arena, new and expanded concession areas, a new (and larger) Champions Club, two new auxiliary basketball courts, a new weight room and new basketball locker rooms. Phase II (fall 2003) involves new seating and a new playing surface, as scheduled to begin in April 2003 and be completed before the start of the 03-04 basketball season.
- Recruit and involve 400 alumni volunteers in the life of the institution to increase outreach and service.
  **ACHIEVED** Involved 650 alumni volunteers in various opportunities in the WKU Alumni Association and throughout campus.
- Enhance alumni programming to conduct a minimum of 22(5) cultural, social, service, and educational events that reach a total equivalent to two-thirds of our alumni population.
  **EXCEPTIONAL PROGRESS** Conducted 212 events that impacted 68,888 alumni and friends (equivalent to 98 percent of our alumni population).
- Create at least four new initiatives or programs that provide additional opportunities for alumni and students to be engaged in outreach, service, or lifelong learning.
  **ACHIEVED** Created five new initiatives: (1) Western Kentucky Mentor Program; 78 alumni are actively involved in mentoring current WKU students. (2) TOPS (Targeting Our Prospective Students): More than 100 current alumni volunteers assist with student recruitment nights, held for prospective students in their area, or attend college fairs on behalf of WKU. (3) Alumni College. Alumni will be 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 will be held in June 2003. (4) Community Service activities: Through alumni chapter network, alumni participate in such service activities as community clean-up efforts, Habitat for Humanity projects, and tutoring underprivileged children. (5) Continuing Education: To promote lifelong learning through the alumni chapter network, faculty and other guest speakers discuss topics of interest.
- Establish and measure goals for the University's participation in a self-sustaining regional Innovation and Commercialization Center that advances state New Economy initiatives and promotes creative partnerships resulting in new businesses and jobs.
  **EXCEPTIONAL PROGRESS** During spring 2002, University staff facilitated the incorporation process and established a Board of Directors for the Central Region Innovation and Commercialization Center. In July 2002, the Board hired an executive director. The University remains actively involved on the Board of Directors and does joint presentations in the region to promote the New Economy initiatives and the I2C specifically. The site for a regional I2C has also been established in WKU's Center for Research and Development.
- Implement a coordinated academic structure that increases faculty engagement with economic development initiatives and expands responsiveness to serving needs of community constituencies in such areas as continuing education, training, distance learning, applied research and technology, and other outreach areas.
  **SOME PROGRESS** With the assistance of an outside consultant, plans have been developed for an Outreach unit, including a funding plan that will provide for developing the unit through new locations and new revenue generation.
- Develop Plans that provide maximum opportunities and support for the WKU's Community College to meet the needs of the community and region.
  **SOME PROGRESS** Pressing needs for additional space to serve community college constituents were partially met through developing classrooms in Jones-Jagger. Current plans include innovative facilities-sharing initiative with the Kentucky Technical College and the dedication of approximately $400,000 per year to fund space expansion at the South Campus.
Sponsored program funding reached a record $24.46 million in 2001-02 mainly due to an emphasis in applied research. The total in research grants and service contracts is nearly 9 percent above the previous year and 112 percent above 1996-97.

Western’s astronomy program will participate in a NASA mission to search for Earth-like planets around stars beyond our solar system. The Kepler Mission is scheduled for launch in 2006 and will use a spaceborne telescope to look for extrasolar planets. The ground-based portion of the mission will use Western’s STARBASE telescope network for observations and research.

The Communication Disorders Program signed a major contract with the New York City United Federation of Teachers to provide online distance education graduate programs to speech therapists employed by the NYC Department of Education. The CD web-based master’s degree program was selected after an extensive review of distance education programs offered across the country.

A three-year FIPSE Grant was awarded to a six-school consortium, including WKU’s Nursing Department, to advance international exchanges. Others participating include Vanderbilt University, Bournemouth University in England and Uppsala University in Sweden.

Since November 2001, the Mobile Health and Wellness Unit operated by the School of Health and Human Services made more than 35 trips to seven counties in Southcentral Kentucky. Seventy-one students and 34 faculty served more than 1,000 people.

Several members of the University Relations staff were honored by the Kentucky Association of Government Communicators. They received awards for The Western Scholar magazine, news releases, news series and for written and photographic coverage of campus reaction to the events of Sept. 11, 2001 in Echo Magazine.

WKYU-FM, Western’s Public Radio Service, received a first-place award for “Best Continuing Coverage” from the Associated Press for its coverage of the Kentucky Tri-modal Transpark.

Dr. Wei Ping Pan, director of the Materials Characterization Center

The Materials Characterization Center has been certified as one of five labs in the country to monitor mercury emissions from coal-fired power plants.
GOAL 5

IMPROVE INSTITUTIONAL EFFECTIVENESS

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

Progress on Performance Indicators during 2001-03. Unless otherwise noted, Performance Indicators are to be achieved by 2006.

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.

**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 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, which was achieved in 2002.

**Exceptional Progress:** Raised $82 million since the Campaign began on July 1, 1998.

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

- Increasing University's combined endowed to $50 million.

**Exceptional Progress:** Endowment reached $45.6 million.

- Providing 25 new endowed faculty positions;

**Exceptional Progress:** Endowed 20 new faculty positions.

- Achieving a level of $10 million a year in private gift support;

**Achieved:** Increased annual deposits from gifts to $12.3 million.

- Reaching a level of $25 million in deferred gift inventory (documented wills, bequests, and trusts);

**Achieved:** Increased inventory to $34 million.

- Achieving 20 percent participation among alumni in the University's annual giving program;

**Not Achieved:** Participation rate of 14 percent in 2001-2002 is down slightly from the 15 percent rate in 2000-01.

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).

**Exceptional Progress:** Grants and contracts activities increased by 14 percent over the previous year, to $24,411,261.

- Establishing appropriate partnerships with businesses in order to generate revenues or improve facilities.

**Exceptional Progress:** The University has entered into partnerships with Aramark (dining, catering, pizza delivery on campus and athletic concessions), Softsheen (management expertise in campus facilities, grounds, and Energy Saving Performance Contracts, and building and renovation projects) several banks (ATM services), PepsicoAmerica (beverage supplies and vending), and Centene (snack vending). These partnerships generate revenues that are dedicated to reducing deferred maintenance in auxiliary facilities that are not eligible for state funds. Additionally, the University has a partnership with Bowling Green Municipal Utilities (BGMU) for cost to fiber to ensure high speed Internet access at all campuses locations.

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.

**Exceptional Progress:** Royalty revenues increased the first year by 2.5 percent since the introduction of the new University logos in August of 2001 through June of 2002. Revenue generated by royalties for 2001-002 was $53,631, in comparison with $17,776 in 2000-01.

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

**Exceptional Progress:** Major information systems or programs initiated or implemented: (1) Topsmart provides academic offices with information regarding students/courses/faculty/advisees; (2) STOPM, an Administrative Computing Services (ACS) consulting service, shows departments how they can use Banner to replace their existing manual processes and eliminate shadow systems; (3) Receiving Conduct System — a Web-based system for tracking student conduct / incident reporting for student Housing Office; (4) Request Tracking System for campus community information/programming requests made to ACS.

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

**Some Progress:** Initial Portal Overview Definition Statement is complete; vendor investigations are underway; good portals at other universities are being evaluated.


**Some Progress:** While the University remains at tier 2 in the category, its overall ranking improved modestly, including a significant increase in its academic reputation ranking, the institution's ratings improved slightly in the areas of graduation and retention, selectivity, and financial resources; remained the same in alumni giving rate; and declined slightly in faculty resources.

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

**Little Progress:** 20 percent of the 2000-02 State's Capital Renewal and Maintenance Pool was matched by institutional funds for classroom improvements and a roof replacement at Potter Hall. Major progress is expected in the current year, as a new policy with the state will allow for full collection of state deferred maintenance funds. A Performance Contract was implemented that resulted in the installation of $2.9 million in energy saving improvements in 10 campus buildings (substantially completed by June 30, 2002).

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

**Substantial Progress:** The Campus Master Plan Committee has been appointed to update the 1990 Campus Master, outlining the long-term development of the campus to include the renovation of existing facilities and construction of new facilities. Both off-campus consultants and on-campus professionals are assisting with this study.

5i Complete renovation of science buildings by 2006.

**Some Progress:** Phase I of the project is the construction of a $20 million replacement building for engineering and science. Project planning and the bidding process were completed, and the construction phase has started. The project is on schedule for March 2004 completion.

Advanced planning for Phase II, the renovation of Thompson North Wing, Thompson Center Wing, Science and Technology Hall, and Snell Hall, has been completed, but the state budget problems have put design and other detailed planning on hold temporarily.

5j Achieve SACS re-accreditation in 2005.

**Substantial Progress:** The SACS leadership team and steering committee have been appointed; workshops on SACS-comparable assessment projects were held for all academic departments and administrative and support units in spring 2002.

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.

**Substantial Progress:** Every annual operating budget includes specific budget priorities that are aligned with the Strategic Plan. The budget priorities are the basis for allocating increased state and tuition revenue. The University Budget Council members, who represent all segments of the institution, are in position to communicate budget priorities to their constituents. The annual operating budget is available for access on WKU's website.

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

**Some Progress:** Several service units regularly conduct assessments. A workshop about assessment in administrative and service units was conducted in the spring 2004, and plans were developed to bring a visiting consultant on the topic during the fall 2002.
Using a remote-controlled robotic shovel, Gov. Paul Patton helped break ground on a $20 million Complex for Engineering and Biological Sciences. The 76,000-square-foot building will house state-of-the-art labs for Western’s engineering programs as well as the Biology Department’s biotechnology and biodiversity centers and water quality lab.

A 125-foot bell tower and plaza now stand on the south end of campus as a memorial to freedom. The Guthrie Bell Tower and Plaza were made possible through a gift from the Lowell Guthrie family and Trace Die Cast. They honor the memory of Guthrie’s brother, Sgt. 1st Class Robert Guthrie, who was killed in the Korean War, and all those associated with Western who lost their lives in service to their country.

WKU surpassed the $10 million mark in annual giving for the first time with $10.3 million for 2001-02.

Western has achieved continuous progress in all eight of the degree program eligibility objectives, or Kentucky Plan for Equal Opportunities. The objectives, set by the Council on Postsecondary Education, measure progress in areas such as Kentucky resident African-American undergraduate enrollment, retention of first-year Kentucky resident students and six-year graduation rates.

A 1995 WKU geography graduate has been named 2002 Federal Engineer of the Year by the National Society of Professional Engineers. Kenneth W. McDonald, P.E., Ph.D., deputy director of Base Operations, 19th Theater Support Command, Camp Henry, Korea, received the award which recognizes outstanding engineers employed in the federal government.

WKU, KCTCS and state leaders dedicated a $9 million facility to house Western’s Glasgow Campus and programs under the Kentucky Community and Technical College System. The center opened in January 2002 on a 30-acre site near Barren County High School.

President Gary Ransdell and campaign co-chairs Mary Nixon and Don Vitale celebrate reaching the “Investing in the Spirit” campaign goal.

Western’s “Investing in the Spirit” campaign reached its $78 million goal a year early. A new goal of $90 million has been set for the campaign, which ends June 30, 2003.
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Jim Bunning, United States Senator
Ron Lewis, Representative, 2nd Congressional District
Paul E. Patton, Governor
Judy Richards, Speaker of the House of Representatives
Brett Guthrie, Senator, KY 32
Roger Thomas, Representative, KY 21

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Dr. Michael Binder, University Libraries
Dr. Karen Adams, College of Education & Behavioral Sciences
Dr. Martin Houston, (through 12/31/01), Ogden College of Science and Engineering
Ms. Sherry Reid, Interim Dean, Bowling Green Community College of Western Kentucky University
Dr. Elnor Gray, Graduate Studies & Research
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