6-1997

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Western Kentucky University
during the Presidency of
Thomas C. Meredith

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PROGRAMS OR ACTIONS INITIATED AT WESTERN KENTUCKY UNIVERSITY 
DURING THE PRESIDENCY OF THOMAS C. MEREDITH 
SEPTEMBER 1988 TO JUNE 1997 

I. ACADEMIC OR FACULTY

1. Completed and implemented the Institution’s first Strategic Plan - Western XXI.
2. Completed, and in the process of implementing, a plan, "Moving to a New Level While Keeping Old Traditions," which dramatically increases the academic quality of Western and improves retention.
3. Revised and upgraded the General Education curriculum.
4. Established the Distinguished Professorship Program.
5. Placed a computer on the desk of every faculty member in the fall of 1993.
6. Initiated Internet Service, on campus and for every faculty and staff member from their homes, for free.
8. Established ten off-campus interactive television classroom sites and five on-campus sites.
9. Allocated special funds totalling approximately two million dollars for instructional equipment over 24 months in conformity with the priorities of Western XXI.
10. Raised faculty salaries to 99.9 percent of the benchmark average in the face of the institution’s largest budget cuts.
11. Re-established the MBA with record enrollments aimed at practicing professionals.
12. Established an M.A. in Nursing (Registered Nurse Practitioner).
13. Established an M.A. in Interdisciplinary Administration.
14. Established a Master’s program in Early Childhood Education.
15. Established a Master’s program in Professional Accountancy--the first in Kentucky.
16. Initiated weekly President's breakfast with the faculty to enhance communication and then with department heads for the same purpose.
17. Completed the project to revisit and approve promotion in rank criteria, tenure criteria, and criteria for merit by each department establishing the importance of teaching.

18. Initiated regular faculty-staff memos directly from the President to clarify information and enhance communication.

19. Placed faculty on University Calendar Committee, the newly established University Budget Committee, and the University Benefits Committee.

20. Completed an administrative reorganization in conjunction with Western XXI and created a Division of Institutional Advancement and a Division of Information Technology.

21. Strengthened the process for reallocating vacant positions in accordance with the priorities in Western XXI.

22. Reviewed and reallocated graduate assistantships to conform with the priorities in Western XXI and waived out-of-state tuition for graduate students in priority programs.

23. Eliminated 30 non-productive academic programs by working through the academic vice presidents and the deans.


25. Established the highly successful Center for Teaching and Learning after obtaining a grant for Title III funds.

26. Initiated a new financing plan for the Office of Sponsored Programs, which has increased the funding awarded through that office from $3 million to nearly $15 million since 1988.

27. Made changes in the Office of Independent Study to include a new name, Correspondence Study, and adjustment of the fee structure.

28. Transferred the responsibility for the Extended Campus Centers to the Dean of Academic Services.

29. Began broadcasting on WKUE-FM, Elizabethtown, and WKB-FM, Henderson, which raised the number of public radio sites to four and the coverage area to 60 percent of the state of Kentucky.

30. Began broadcasting on WKYU-TV at Western, which is the Commonwealth's only university-owned television station. This station is now carried on 25 cable systems.
31. Purchased new Vax computer hardware for academic computing, which increased the usable capacity for faculty and students by two-thirds.

32. Developed on-line budget preparation and monitoring.

33. Established a Faculty Media Center.

34. Gained reaccreditation by the Southern Association of Colleges and Schools.

35. Since 1988, the University has received accreditation or reaffirmation of accreditation for 19 academic programs and is now 100 percent accredited at the undergraduate level as determined by the Kentucky Council on Higher Education.

36. Provided leadership for the Kentucky Education Reform Act in Kentucky.

37. Established Western as the leader in Education Reform with the creation of the Center for Excellence in Education Reform. New faculty positions were allocated for this effort.

38. Enhanced academic reputation by expanding the activities of the Robert Penn Warren Center and by acquiring Robert Penn Warren's personal library.

39. Conducted a ceremony officially opening access to the papers of Congressman Tim Lee Carter in the Kentucky Building.

40. Acquired the papers and the memorabilia of Congressman William H. Natcher.

41. Gained approval for the Doctorate in Education (WKU's first) in equal cooperation with the University of Louisville.

42. Finished Glasgow fund-raising project of $100,000 for library on WKU-Glasgow campus and set in motion the structure and direction of this electronically-based library which is serving as a model for off-campus libraries.

43. Completed a study of the use of part-time faculty at Western and their effectiveness.

44. Redefined the status for leaves of faculty and administrators in Academic Affairs.


46. Initiated a new review process for the academic deans and department heads.
47. Selected College of Education and Behavioral Sciences Dean; College of Science, Technology and Health Dean; Potter College of Arts, Humanities, and Social Sciences Dean; and the College of Business Administration Dean.

48. Hired the Dean of the Community College and Continuing Education.

49. Completed the reorganization of the Center for Academic Advising and Retention.

50. Completed Questionnaire of Student Attitudes of Academic Programs and Services as part of Student Assessment Program.

51. Worked with departments to create a formal assessment of student outcomes.

52. Conducted workshop for new and continuing academic department heads and orientation of new faculty.

53. Served as a charter member of The Renaissance Group (national education reform in teacher education) and conducted workshops on campus for implementation of its principles. President Meredith was its first Chair.

54. Revised summer school hiring policies to ensure academic quality.

55. Strengthened the University Honors Program under the leadership of a new director.

56. Required the development of advisory councils for all areas on campus.

57. Secured Council on Higher Education Rural Health Initiative Grant to enhance nursing programs in Glasgow and Owensboro.

58. Initiated meetings between the President and all deans and department heads during the first six months of this administration.

59. Initiated activities to build a better relationship with the community colleges. Hosted several community college presidents for a meeting to achieve that purpose in the fall of 1988 as a first step.

60. Initiated a formal 2+2 program and publication with community colleges and held an orientation for all community college presidents, academic deans, and counselors on our campus in August of each year beginning in 1989.

61. Initiated having Academic Council actions sent to academic deans at community colleges to enhance advisement.

62. Initiated the development of a student information feedback system from the university system to the community colleges to enhance communication and to assist in the development of programs.
63. Initiated a comprehensive feedback system to high schools and community colleges.

64. Initiated a Scholars' Luncheon in Warren County to honor and recruit local high school scholars and acquired a corporate sponsor. Later expanded the program to include five additional counties.

65. Initiated major changes in the way Homecoming is structured to increase participation by academic and nonacademic segments of the campus as well as alumni and friends.

66. Established an Institute for Economic Development and Public Service as a self-supporting service arm to assist business, industry, and governmental entities with training and development using faculty and students as instructors and team members. A total of 1,068 sessions were held in 1995-96 compared to 144 sessions in 1987-88.

67. Purchased the Bowling Green Center to house the Institute for Economic Development and Public Service. A gift of approximately $2 million made the purchase possible.

68. Requested and received $3.5 million from the Kentucky General Assembly and the Governor for renovation of the Bowling Green Center. Secured an additional $4 million to complete the renovation.

69. Initiated the purchase of liability insurance for WKU employees and Regents.

70. Initiated a comprehensive study of off-campus academic operations.

71. Added seven new full-time faculty members to the Community College to begin the process of separating that operation from the campus and preserving the integrity of the main campus.

72. Initiated a faculty recognition segment at each regular Board of Regents' meeting.

73. Developed a Brag Sheet to enhance institutional pride and support.

74. Resolved the long-standing department heads vs. department chairs controversy after holding public meetings in each of the four colleges on campus plus the library.

75. Hired a consultant to evaluate all of Western's computer operations and to make recommendations on that matter as well as on the best way to utilize the new student fees for improving computer access.

76. Increased the quality of first-time, full-time freshmen from a 1988 average ACT composite score of 19.6 to an enhanced average of 21.6 in 1995.

77. Established a new library automation system called NOTIS and joined the library internet services called FirstSearch and InfoTrac.
78. Gained recognition by the Council on Higher Education to name the Glasgow and Elizabethtown campuses as official centers which produced additional state funding.

79. Revised the timetable for faculty to turn in grades to encourage essay tests.

80. Negotiated an exchange of property with the Kentucky Baptist Convention which resulted in a new home for the WKU Community College and the construction of a new Baptist Student Union Building adjacent to the campus.

81. Initiated a program to bring outstanding speakers to the campus. Initially John Clendenin, Chairman of the Board and CEO of Bell South Corporation; Thomas Melzer, President of Federal Reserve Bank of St. Louis; and Craven Crowell, Chairman of the Board of the Tennessee Valley Authority have lectured and visited with students.

82. Set standards and performance criteria for ensuring "increasing quality of learning for our students."

83. Initiated the opportunity for students to participate in an archaeological field study in Honduras.

84. Successfully competed to win a three-year grant to have the Lindsayan String Quarter on Western's campus.

II. STUDENTS

1. Appointed a Task Force on Student Recruitment and Retention, which has proved fruitful.

2. Established new Office of Enrollment Services and restructured recruitment and retention efforts.

3. Established a small computer fee with the approval of students, which has made the campus of Western Kentucky University the most computer accessible for students in Kentucky.

4. Initiated Internet Service for students in every residence hall room.

5. Hired a consultant to evaluate the Financial Aid Office and restructured the office for improved service to students.

6. Restructured the Student Health Service to enhance services and to eliminate institutional costs.

7. Received $3.5 million from the General Assembly for the renovation of Potter Hall creating one facility to house all student services.
8. Opened the $11 million Raymond B. Preston Health & Activities Center.

9. Secured financial support from Western Kentucky University student body for major renovation of the outdoor student recreation and intramural facility.

10. Initiated "Student for a Day" exchange for President Meredith.

11. Appointed the institution's first Student Affairs Advisory Council.

12. Opened two new residence halls.

13. Appointed committees with student representation to program the design of the new Health and Activities Center and two new residence halls.

14. Established MASTER Plan, a six-day program which connects first-time students to campus life, faculty, staff, alumni, and other first-time students prior to their first semester.

15. Hosted meetings of personnel directors from the Bowling Green and Nashville areas to enhance communication and effectiveness of our Career Services Center.

16. Increased enrollment each year through the Fall of 1992 and maintained market share even with declining numbers of high school graduates.

17. Raised approximately $350,000 each year for charitable and philanthropic organizations by Greek organizations.

18. Added several new additional general access student computer labs.

19. Changed the commencement ceremony to have individual names called to make sure commencement was student centered and personal. Faculty were also given a more prominent location in the ceremony.

20. Initiated an annual reception for student leaders and international students at the President's Home during the Christmas season.

21. Initiated the purchase of new band uniforms (first in 13 years) by adding a surcharge to football tickets.

22. Worked with the Student Government Association in approving and helping to fund a security call box system for the campus.

23. Brought to a close an existing student publications' controversy by issuing a report establishing the official university position and making a number of changes supporting freedom of the student press.
24. Increased academic advising for athletes which is resulting in higher GPAs and improved graduation rates.

25. Initiated a new Information Center for the campus for the convenience of potential students and visitors.

26. Merged Cooperative Education with Career Planning and Placement to form a Career Services Center to better serve Western students.

27. Initiated a study concerning Western's nontraditional students which resulted in a number of changes and new commitments for this growing population.

28. Established a permanent home for the group, Women in Transition, which is comprised of women who are nontraditional students.

29. Established a permanent home for the Honors Program and selected a new director.

30. Obtained a $3 million low-interest federal loan for residence hall renovation to include laundries, cable for TV and computers, and life safety improvements.

31. Enhanced lighting on campus for students to improve safety.

32. Inaugurated the Topperettes dance team.

33. Enhanced student seating at basketball games.

34. Established the Big Red one card system for convenience.

35. Established a fall break after proposal from students was received.

36. Shifted spring break one week after proposal from students was received.

37. Established a telephone registration system.

38. Completed the Outcomes Assessment Strategic Plan for Division of Student Affairs.

39. Maintained the position of next to the lowest default rate of all institutions in Kentucky.

40. Expanded foreign study opportunities for students to Russia, China, Austria, and South Korea.

III. AFFIRMATIVE ACTION

1. Initiated a study of the status of women on the campus at Western Kentucky University.
2. Appointed a Women's Advisory Committee to the President.

3. Hired an African American as Associate Vice President for Academic Affairs.

4. Hired the institution's first African-American department head.

5. Appointed the institution's first African-American financial aid counselor.

6. Appointed the first Assistant Director of Admissions for Minority Recruitment.

7. Appointed a Task Force on Minority Recruitment and Retention whose report has resulted in $130,000 being budgeted beginning in 1993-94 to support the recommendations in the report and which has resulted in a 31 percent increase in first-time freshmen minority students for fall 1995.

8. Received nationally competitive GTE Grant--a special program to assist minority students in Barren County.

9. Initiated an effort to increase involvement with minority businesses in conjunction with other members of the Kentucky Educational Purchasing Cooperative.

10. Established a Minority Student Support Services Office to enhance the recruitment and retention of minority students.

11. Changed the procedure for awarding scholarships to minority students to enhance recruitment.


13. Initiated a minority recruitment program which increased the number of minority faculty from eight in 1988-89 to 20 in 1995-96 and the number of professional non-faculty from 8 in 1988-89 to 21 in 1995-96.

14. Initiated a program for hirings for 1996-97 that rewards departments which hire minority faculty.

15. Hired a woman as Vice President for Academic Affairs (the institution's first female vice president) and as an Assistant Vice President.

16. Promoted a woman as an Assistant Vice President for Finance and Administration.

17. Hired a woman as Affirmative Action Officer and ADA Coordinator.

18. Improved the number of women faculty from 151 in 1988-89 to 183 in 1995-96, the number in executive/managerial from 19 to 34, and the number of professional non-faculty from 117 to 148.
19. Initiated a minority vitae bank to facilitate the development of minority candidates for vacant and new positions.

20. Initiated a minority retention program for faculty and staff using presidential intervention. This has resulted in the retention of at least two black professionals.

21. Enhanced minority student recruitment and retention with the "Spirit of Success" program. This program involves successful minority alumni who work with our current students concerning keys to success. The same alumni meet with minority high school students from a 100-mile radius to encourage them to continue their education. A motivational speaker is also used.

22. Initiated a checklist for recruiting African-American faculty.

23. Developed a campus policy regarding the recruitment of minorities that requires that a minority be among those to be interviewed if a qualified minority can be identified in the pool.

24. Established Martin Luther King Day as a holiday for the University.

25. Initiated a Sexual Assault Task Force which resulted in a number of campus changes.

26. Established a Sexual Harassment Policy for the University.

27. Created an ADA office.

28. Made numerous ADA changes on campus and the progress continues.

29. Constructed a handicapped accessible rest room to serve the intramural activities, tennis courts, and baseball field.

IV. ADMINISTRATION

1. Moved the institution from a precarious financial condition to solvency and a respectable reserve.

2. Moved most budgeting responsibilities to the departmental level which has resulted in a university that is in budget.

3. Established a university-wide Budget Committee that implemented the most exhaustive and open budget review in Western's history.

4. Implemented the state's largest mandated budget reductions for higher education and reallocated funds in order to protect the classroom and to provide new compensation.

5. Completed a comprehensive review of Western's expenditures from 1987-88 through
1989-90 in order to provide a base of understanding for future budgets.


7. Developed on-line budget preparation and monitoring.

8. Updated the IBM mainframe system.

9. Contracted the University Food Services to the Marriott Corporation moving from a $300,000 annual loss to a $200,000 annual gain.

10. Contracted the University Facilities Management (Physical Plant) to Marriott for increased efficiency and effectiveness.

11. Contracted solid waste disposal to Monarch Environmental.

12. Contracted the Central Stores operation to Cardinal Office Systems.

13. Reorganized the Division of Finance and Administration.

14. Combined the offices of the Budget and Institutional Research.

15. Maintained a record of clean audits.

16. Initiated a computer loan fund for staff.

17. Established an elected Staff Advisory Council to provide staff with direct input into the President's Office.

18. Completed a comprehensive study of staff salaries using an outside consulting firm and implemented the findings.

19. Initiated an Employee Dependent Child Tuition Grant for a 50-percent tuition waiver.

20. Hired a consultant to evaluate the Office of University Relations which resulted in a restructuring of the office.


23. Purchased two new shuttle buses to encourage the use of off-campus parking.

24. Began publishing an in-house newspaper called On Campus to enhance communication.
25. Developed a Master Plan for the university's physical campus.


28. Developed a campus Communications Plan.

29. Developed the University's first deferred maintenance plan.

30. Created a Zone Maintenance Plan to increase efficiency and effectiveness.

31. Consolidated postal service activities to gain efficiencies.

32. Created and filled the position of Assistant Vice President for Technology and Telecommunications by promoting from within.

33. Hired a consultant to evaluate the University's health insurance offerings, which resulted in more options being offered and, therefore, savings for some employees.

34. Rebid the group term life insurance, which resulted in a savings to the University and for many employees.

35. Developed a new vacation-holiday schedule through the Benefits Committee and the Staff Advisory Council that rewards longevity at WKU.

36. Developed and implemented a new performance appraisal system.

37. Enhanced communications and training activities from the Office of Human Resources.

38. Implemented additional phases of the management software. This resulted in significant positive changes in the personnel and accounting systems.

39. Implemented a new system for billing students for tuition and fees. Students can pay by mail, in person, or use the drop boxes located in the Downing University Center and Wetherby Administration Building.

40. Implemented the Small Purchase Order streamlining purchasing procedures for orders less than $300.

41. Completed the changeover of record keeping in Shipping and Receiving from a manual system to a computerized system.

42. Initiated recycling efforts on campus.
43. Coordinated the sprinkler system installation and asbestos abatement in several buildings.

44. Completed the renovation of Potter Hall, Bowling Green Center, Heating Plant, residence halls, Tate Page Hall, Science and Technology Hall, and the Agricultural Exposition Center.

45. Extended on-line computing services for library and student records/registration access to the Glasgow, Owensboro, and Fort Knox campuses.

46. Employed a Coordinator of Business Services.

47. Reorganized the Department of Public Safety.

48. Implemented a number of changes and innovations in the auxiliary services area, i.e., refurbishing the Hilltopper Inn, Little Red Wagon, Big Red's Trailer.

49. Initiated activities to increase staff morale with an annual fall cookout and Employee Appreciation Nights at basketball games.

50. Set up orientation sessions for new regents.

51. Hired a campus architect which has resulted in dramatic efficiencies and in cost savings.

52. Purchased a major administrative software package to enhance efficiency and to open many new avenues for financial benefits to Western's faculty and staff.

53. Approved an institutional AIDS policy.

54. Appointed a committee to study alcohol and drug abuse on the Western campus. A number of the recommendations have been implemented.

55. Acquired properties adjacent to the main campus as called for in the Master Plan.

56. Hired a new Director of Student Financial Aid, Director of Human Resources, Internal Auditor, Coordinator of Special Events, and Director of Institutional Research and Planning.

57. Appointed a Vice President for Finance and Administration and University Counsel.

58. Moved the Internal Auditor to the President's Office.

59. Appointed a Personnel Committee made up of vice presidents, Budget Director, University Counsel, and Director of Human Resources to evaluate all proposed promotions and salary changes for non-faculty personnel.
60. Established the President's memo to faculty and staff to enhance communications.

61. Held campus-wide meetings for all faculty and staff to explain and discuss the Master Plan, Western XXI, Moving to a New Level . . ., and the annual budget.

62. Initiated a program to make Western's Department of Public Safety more competitive with other police agencies by obtaining authorization for hazardous duty retirement.

63. Eliminated almost one million dollars in administrative positions and costs.

64. Completed the move of Sports Information from University Relations to Athletics.

65. Concluded a series of seminars for all managers of personnel at Western. This series of seminars was entitled "Leadership for the '90s" and included 18 sessions requiring approximately one and one-half years for an individual to complete.

66. Provided several opportunities for faculty/staff to suggest ways to reduce budget.

67. Developed and distributed a media source book.

68. Merged the Student Activities & Organizations area with University Centers.

69. Placed responsibility for overall space utilization for the University in the President's Office to ensure coordination.

70. Implemented an energy savings program with TVA which has resulted in extraordinary savings.

71. Developed a new university logo complete with a Graphics Standards Manual to ensure that a consistent university image is being portrayed.

72. Installed a computerized University ticket system.

73. Consolidated and upgraded the campus postal services for efficiency and long-term savings.

74. Expanded the fringe benefit percentage of salary from 19 percent to 28 percent.

75. Implemented a voice mail system for faculty and staff.

76. Received a COPS Grant to hire three additional police officers.

77. Refinanced numerous projects for monetary savings.

78. Enhanced University appearance and convenience with new signage.
79. Implemented an optional retirement program.

V. COMMUNITY AND STATE

1. Hosted numerous official public functions at the President's Home.

2. Worked through a number of initiatives to increase relations with Bowling Green and Warren County officials and citizenry.

3. Resolved long-standing Greek housing dispute between Bowling Green and Western.

4. Established a computerized calendar of events on the campus which also includes major community events.

5. Increased dramatically the amount contributed by Western's employees for the United Way.

6. Testified numerous times before legislative committees and subcommittees.

7. Established a positive working relationship with the General Assembly through visits and events held on our campus.

8. Hosted or assisted in hosting numerous community events on the WKU campus.

9. Served and continue to serve on many local and state boards.

10. Hosted the staff of the Council on Higher Education on Western's campus for the purpose of improving relationships.

VI. DEVELOPMENT

1. Reorganized to establish a new Vice President for Institutional Advancement.

2. Established the Western Kentucky University Foundation and a Board of Trustees.

3. Increased significantly the amount raised by the Phonathon from $52,000 in 1987 to over $400,000 in 1996.

4. Initiated the Cherry Society ($25,000 gift) which now has more than 100 members.

5. Increased the number of President's Club members ($1,000 per year) to more than 500.

6. Realized an increase in donors from a total of 4,446 in July of 1988 to nearly 11,000 in 1995-96.
7. Increased alumni giving by 52 percent.
8. Increased non-alumni giving by 19 percent.
9. Increased membership in the Hilltopper Athletic Foundation by 25 percent.
10. Raised over $1.6 million to allow Western to receive $10 million in state funds to build a new Health/Activities Center.
11. Built Diddle Park from private funds.
12. Hosted an annual appreciation event to recognize Presidents Club members.
13. Hosted an annual celebration for Cherry Society members.
14. Acquired a number of the largest gifts in the history of the University.
15. Initiated a process of bringing groups to campus for ball games (e.g. medical night, county nights, Western Kentucky Caucus night, etc.).
16. Established a new relationship with 1969 graduate Larnelle Harris, international recording star, and with recording star Michael Card, a 1979 graduate.
17. Established a very successful annual reception for retired faculty and staff.
18. Reinstated the Western Alumni to a full-color magazine.
19. Merged the Office of Community Affairs and Special Events and the Office of Public Information into a broader Office of University Relations.
20. Initiated a formal fund-raising program for the library known as "Friends of the Library" and the "Museum Associates."
21. Developed a video with author Alex Haley in support of fund-raising activities for Western's Kentucky Museum.
22. Received a gift of over $1.5 million from Josten's Learning Corporation, $43,000 from the Tandy Corporation for computer hardware and software, $60,000 from IBM Corporation for computer hardware and software, $30,000 from Campus America for computer hardware and software, and a partnership for a major gift is currently being formed with Computerland.
23. Implemented the first Hall of Distinguished Alumni.
24. Coordinated with Alumni Affairs in implementing an Alumni Association long distance telephone program and a credit card program that will increase revenues for the Association.
25. Initiated hosting an annual picnic for the Golden Anniversary Club.


VII. ATHLETICS

1. Employed a new Director of Athletics.

2. Hired a new head football coach.

3. Hired a new head men's basketball coach.

4. Initiated the Athletic Hall of Fame.

5. Appointed an internal investigating committee concerning basketball allegations and completed the investigation process without an NCAA problem.

6. Invited the NCAA to evaluate Western's athletic program and its compliance activities. Western received a positive report.

7. Requested to the NCAA that WKU be among the first to seek athletic certification. That has been completed and Western is fully certified.

8. Added lights and stands for the baseball field through private funding.

9. Implemented an approved plan to become compliant with Title IX.

10. Moved University Athletics to report to the President's Office.

11. Developed successfully the event of tailgating at football games.

12. Dominated the Sun Belt Conference academic awards for several years.

13. Followed the Women's basketball team to the championship game of the NCAA Final Four.

14. Revitalized Diddle basketball arena in appearance.

15. Brought athletic spending within budget and established a formula for institutional support of athletics.

VII. GENERAL

1. Established a child day care center and an adult day care center at Western Kentucky University.
2. Initiated a Promotions Committee for events at Western. Over 30 individuals were involved from both the community and campus in a five-hour work session. Follow-up committees were established to work out the details.

3. Enhanced the Morgantown-Russellville Road entrance to the campus by placing signs on the railroad overpass and obtaining a beautification grant.

4. Initiated a program called Ideas for Efficiency. This program is designed to encourage faculty, staff, and students to be more of a part of Western by submitting ideas to make it more effective and efficient.

5. Hosted visits from distinguished visitors such as President Ronald Reagan; Michael Dukakis, Presidential candidate; Pat Robertson, Presidential candidate; Clayton Yuetter, U. S. Secretary of Agriculture; Astronaut and alumnus Terry Wilcutt; and several distinguished delegations from Mainland China.

6. Initiated the first reunion of former Regents.

7. Brought together various chambers of commerce to work on economic development projects jointly. This is ongoing under the Institute for Economic Development and Public Service.

8. Initiated an effort to have a more informed Board of Regents through the Regents Memo, increased information about the budget, regular mailings with pertinent information, and increased numbers of informational meetings (e.g., College of Education, Student Affairs, Orientation, etc.).

9. Reinstated the use of the Kentucky and American flags over the entrance to Wetherby Administration Building.

10. Rescheduled hospitality room arrangements at football games to enable guests to enjoy half-time activities and support the marching band.

11. Enhanced environmental awareness by eliminating the use of styrofoam in Wetherby Administration Building and by initiating a campus-wide recycling program.

12. Reorganized seating arrangements at Regents' meetings to enhance communication.